



# **BUSINESS PAPER**

**Ordinary Council Meeting**

**18 March 2025**

## ETHICAL DECISION MAKING & CONFLICT OF INTEREST

*A Guiding Checklist for Councillors, Officers & Community Committees*

### ETHICAL DECISION MAKING

- Is the decision or conduct legal?
- Is it consistent with Government policy, Council’s objectives and Code of Conduct?
- What will the outcome be for you, your colleagues, the Council, anyone else?
- Does it raise a conflict of Interest?
- Could your possible conflict of interest lead to private gain or loss at public expense?
- Can the decision be justified in terms of public interest?
- Would it withstand public scrutiny?

### CONFLICT OF INTEREST

A Conflict of Interest is a clash between private interests and public duty. There are two types of conflict: Pecuniary – regulated by the Local Government Act and Department of Local Government and, Non-pecuniary – regulated by Codes of Conduct, ICAC, Ombudsman, Department of Local Government (advice only).

### THE TEST FOR CONFLICT OF INTEREST

- Is it likely I could be influenced by personal interest in carrying out my public duty?
- Would a fair and reasonable person believe I could be so influenced?
- Conflict of interest is closely tied to the layperson’s definition of “corruption” – using public office for private gain.
- Important to consider public perceptions of whether you have a conflict of interest.

### IDENTIFYING PROBLEMS

- 1 Do I have private interest affected by a matter in which I am officially involved?
- 2 Is my official role one of influence or perceived influence over the matter?
- 3 Do my private interests conflict with my official role?

Whilst seeking advice is generally useful, the ultimate decision rests with the person concerned.

### AGENCY ADVICE

Officers of the following agencies are available during office hours to discuss the obligations placed on Councillors, officers and community committee members by various pieces of legislation, regulation and codes.

Contact	Phone	Email
Narrandera Shire Council	02 6959 5510	<a href="mailto:council@narrandera.nsw.gov.au">council@narrandera.nsw.gov.au</a>
Department of Local Government	02 4428 4100	<a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a>
ICAC Toll free	02 8281 5999 1800 463 909	<a href="mailto:icac@icac.nsw.gov.au">icac@icac.nsw.gov.au</a>
NSW Ombudsman Toll Free	02 8286 1000 1800 451 524	<a href="mailto:nswombo@ombo.nsw.gov.au">nswombo@ombo.nsw.gov.au</a>

## COMMUNITY STRATEGIC PLAN THEMES

### Our Community

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

### Our Environment

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

### Our Economy

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

### Our Infrastructure

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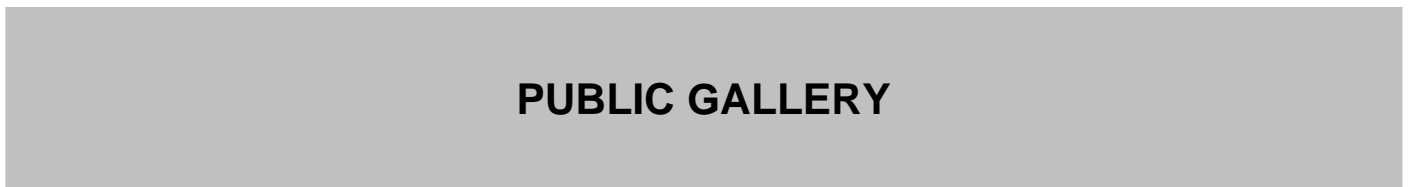
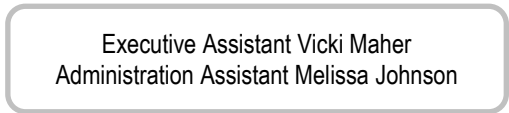
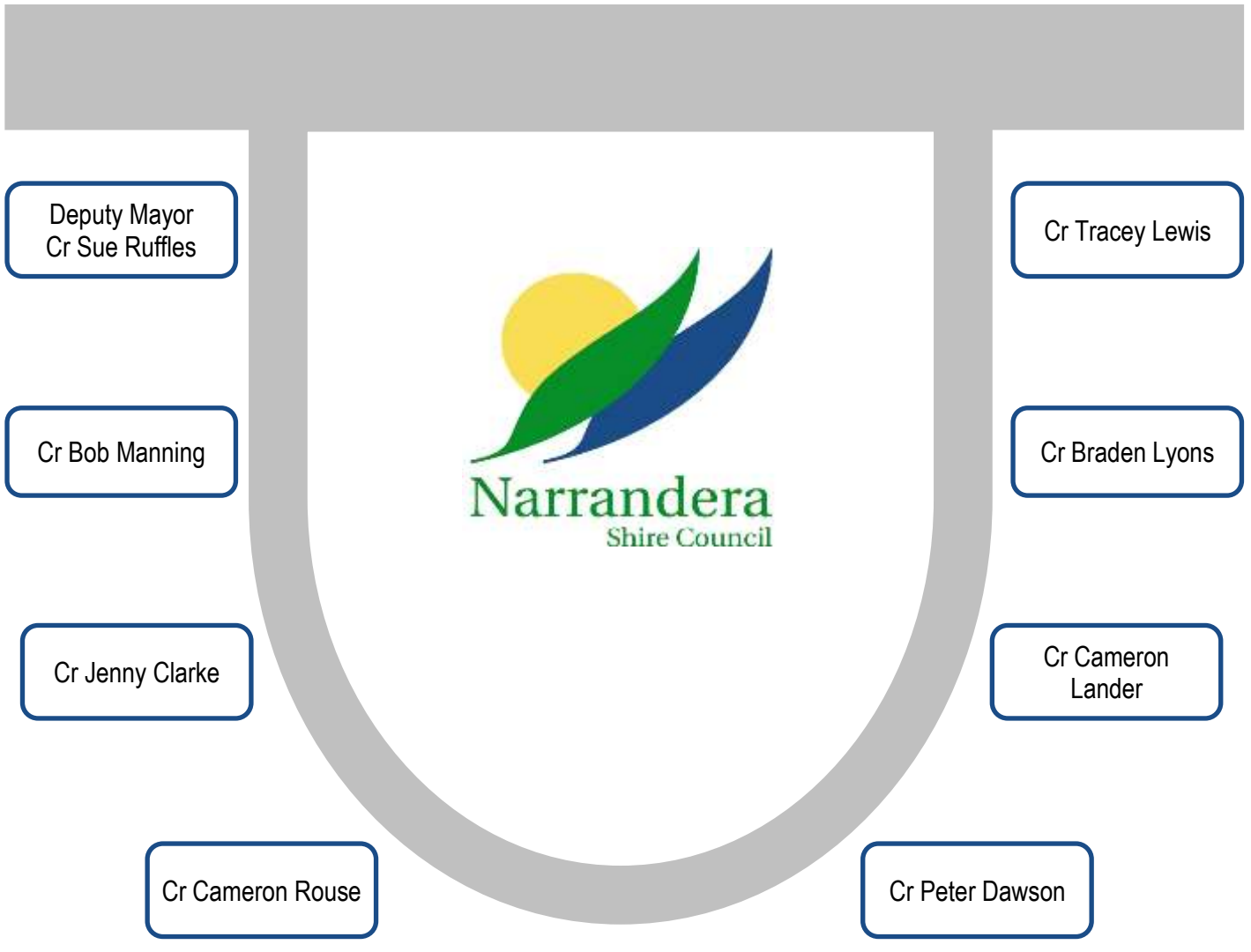
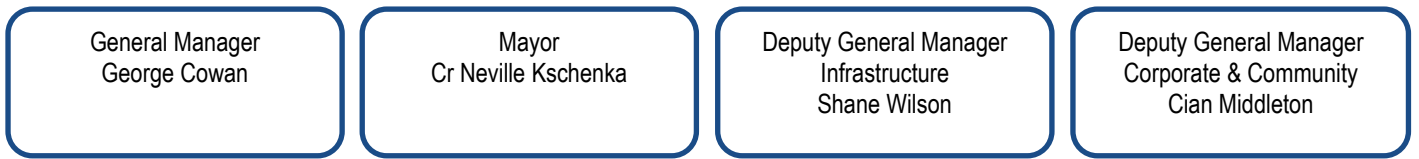
- 4.1 To have an improved and appropriately maintained road network.
- 4.2 Actively investigate opportunities to enhance our potable water quality.
- 4.3 To improve, maintain and value-add to our essential public and recreational infrastructure.

### Our Leadership

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

# Council Chambers Seating Plan





**Notice is hereby given that the Ordinary Meeting of the Narrandera  
Shire Council will be held in the Council Chambers on:  
Tuesday 18 March 2025 at 2pm**

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- 1 OPENING OF MEETING**
- 2 ACKNOWLEDGEMENT OF COUNTRY**
- 3 APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE**

**RECOMMENDATION**

That leave of absence from Member Peter Dawson be received and accepted.

- 4 APPLICATIONS FOR ATTENDANCE BY AUDIO-VISUAL LINK**
- 5 DISCLOSURES OF INTERESTS**
- 6 CONFIRMATION OF MINUTES**

Ordinary Council Meeting - 18 February 2025





# **MINUTES**

**Ordinary Council Meeting**

**18 February 2025**

**MINUTES OF THE ORDINARY COUNCIL MEETING  
HELD AT THE COUNCIL CHAMBERS  
ON TUESDAY, 18 FEBRUARY 2025 AT 2PM**

The Mayor declared the Public Forum opened at **1.30pm** and welcomed the Councillors, Staff, Media, Members of the Gallery and those following on the Live Streaming.

### **ACKNOWLEDGEMENT OF COUNTRY**

The Mayor read the following Acknowledgement of Country.

*I would like to acknowledge the Wiradjuri people who are the Traditional Custodians of the Land. I would also like to pay respect to their people both past and present and extend that respect to other Aboriginal Australians who are present.*

### **PUBLIC FORUM**

- 1) Mr Mayor presented a LGNSW 15-year Certificate, and a Council Certificate of Appreciation, to ex Councillor Narelle Payne after her 16 years' service as a Councillor over a 20 year period.
- 2) Awards were then presented to winners of the 2024 Narrandera Shire Christmas Decoration Competition.
  - Best Business – Narrandera Bakery
  - Best Street – Dalgetty Street Narrandera
  - Best Barellan House – Jane Barrett
  - Best Narrandera House – The Quince family

Unfortunately, there were no nominations received for the Best Grong Grong House, Best Binya House and Best Rural Mailbox.

- 3) Council's Community Development Manager, Sue Killham, then gave a presentation on Narrandera Shire's Cultural & Library Services.

The Mayor declared the Ordinary meeting opened at 2pm.

### **1 OPENING OF MEETING**

The Mayor declared the meeting opened at **2pm** and welcomed Councillors, Council Officers, media, members of the gallery and those following via livestreaming. Advice was provided of Council's Work, Health and Safety (WHS) Evacuation Plan and locations of amenities.

### **Present**

Chairperson Mayor Neville Kschenka, Cr Sue Ruffles, Cr Bob Manning, Cr Jenny Clarke OAM, Cr Cameron Rouse, Cr Peter Dawson, Cr Cameron Lander, Cr Braden Lyons, Cr Tracey Lewis

George Cowan (GM), Shane Wilson (DGMI), Cian Middleton (DGMCC), Vicki Maher (EA), Minute Taker Melissa Johnson (CAA)

## **2 ACKNOWLEDGEMENT OF COUNTRY**

The Mayor read the following Acknowledgement of Country.

*I would like to acknowledge the Wiradjuri people who are the Traditional Custodians of the Land. I would also like to pay respect to their people both past and present and extend that respect to other Aboriginal Australians who are present.*

## **3 APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE**

Nil

## **4 APPLICATIONS FOR ATTENDANCE BY AUDIO-VISUAL LINK**

Nil

## **5 DISCLOSURES OF INTEREST**

The Mayor reminded Councillors and Council Officers of their obligation under Council's Code of Conduct to disclose and manage any conflicts of interest they may have in matters being considered at the meeting, and invited Councillors and Council Officers to disclose any such interests:

General Manager George Cowan declared a Non Pecuniary Significant Interest in Item 14.1 under the Local Government Act as *report deals with annual performance review of GM* and took no further part in debate or discussion. GM as item 14.1 non pecuniary interest.

## **6 CONFIRMATION OF MINUTES**

### **RESOLUTION 25/001**

Moved: Cr Bob Manning

Seconded: Cr Peter Dawson

That the minutes of the Ordinary Council Meeting held on 10 December 2024 be confirmed.

**CARRIED**

**7 MAYORAL MINUTES****7.1 MAYOR REPORT - DECEMBER 2024, JANUARY AND FEBRUARY 2025****RESOLUTION 25/002**

Moved: Mayor Cr Neville Kschenka

Seconded: Cr Cameron Lander

That Council:

1. Receives and notes the Mayor report for December 2024, January, and February 2025.

**CARRIED**

**8 NOTICES OF MOTION AND QUESTIONS WITH NOTICE****8.1 NOTICE OF MOTION - KARAWATHA DRIVE INTERSECTION****RESOLUTION 25/003**

Moved: Cr Bob Manning

Seconded: Cr Jenny Clarke OAM

That:

1. A report be brought back to this Council on the Nallabooma (Karawatha Drive) intersection with State Road (Irrigation Way), regarding plans to upgrade the intersection, improvements and costs, for the better safety of all.

**CARRIED**

**9 REPORTS OF COUNCILLORS**

Nil

**10 REPORTS OF COMMITTEES****10.1 AUSTRALIA DAY PLANNING ADVISORY COMMITTEE - MINUTES - 9 JANUARY 2025****RESOLUTION 25/004**

Moved: Cr Tracey Lewis

Seconded: Deputy Mayor Cr Sue Ruffles

That Council:

1. Receives and notes the Minutes of the Australia Day Planning Advisory Committee



held on Thursday 9 January 2025.

**CARRIED**

## **10.2 AUSTRALIA DAY PLANNING ADVISORY COMMITTEE - MINUTES - 6 FEBRUARY 2025**

### **RESOLUTION 25/005**

Moved: Deputy Mayor Cr Sue Ruffles

Seconded: Cr Tracey Lewis

That Council:

1. Receives and notes the Minutes of the Australia Day Planning Advisory Committee held on Thursday 6 February 2025.

**CARRIED**

## **11 REPORTS OF THE GENERAL MANAGER**

### **11.1 LAKE COOLAH OFF RIVER STORAGE**

#### **RESOLUTION 25/006**

Moved: Cr Tracey Lewis

Seconded: Cr Cameron Lander

That Council:

1. Notes the NSW Government stated position on Lake Coolah.
2. Notes the failure of Council's application for funding for the feasibility study.
3. Supports the lodgement of future applications for funding where it is clear that Lake Coolah meets the essential criteria, and which do not commit Council to significant co-contributions.

**CARRIED**

### **11.2 ENDORSEMENT OF TERMS OF REFERENCE FOR AUSTRALIA DAY PLANNING ADVISORY COMMITTEE**

#### **RESOLUTION 25/007**

Moved: Deputy Mayor Cr Sue Ruffles

Seconded: Cr Braden Lyons

That Council:

1. Endorses the Terms of Reference for the Australia Day Planning Advisory Committee, appended at *Attachment 1*.

2. Report back to council with clarification in terms of voting rights for alternate delegates.

**CARRIED**

### **11.3 ENDORSEMENT OF TERMS OF REFERENCE FOR KOALA REGENERATION ADVISORY COMMITTEE**

#### **RESOLUTION 25/008**

Moved: Cr Braden Lyons

Seconded: Cr Tracey Lewis

That Council:

1. Endorses the Terms of Reference for the Koala Regeneration Advisory Committee, appended at *Attachment 1*
2. Report back to council with clarification in terms of voting rights for alternate delegates.

**CARRIED**

### **12 REPORTS OF THE DEPUTY GENERAL MANAGER CORPORATE AND COMMUNITY SERVICES**

#### **12.1 SPECIAL VARIATION IMPROVEMENT PLAN PROGRESS REPORT - 31 DECEMBER 2024**

#### **RESOLUTION 25/009**

Moved: Cr Cameron Lander

Seconded: Cr Cameron Rouse

That Council:

1. Receives and notes the Special Variation (SV) Improvement Plan Progress Report for the six-month period from 01 July 2024 to 31 December 2024 inclusive, appended at *Attachment 1*.

**CARRIED**

#### **12.2 ENDORSEMENT OF SUBMISSION ON DRAFT MODEL CODE OF MEETING PRACTICE**

#### **RESOLUTION 25/010**

Moved: Cr Cameron Lander

Seconded: Cr Tracey Lewis

That Council:

1. Receives and notes the consultation draft of the new Model Code of Meeting Practice, issued by the Office of Local Government on 17 December 2024 and appended at *Attachment 1*.
2. Authorises the General Manager to make a submission to the Office of Local Government, prior to 28 February 2025, opposing the proposed changes to:
  - (a) restrictions on pre-meeting briefing sessions,
  - (b) remote attendance by Councillors and staff via audio-visual means,
  - (c) the ability to apply speaking time limits, and
  - (d) the role of the General Manager in relation to Council meetings.

**CARRIED**

### **12.3 DELIVERY PROGRAM 2022-26 MID-YEAR PROGRESS REPORT - 31 DECEMBER 2024**

#### **RESOLUTION 25/011**

Moved: Cr Tracey Lewis

Seconded: Deputy Mayor Cr Sue Ruffles

That Council:

1. Receives and notes the Delivery Program 2022-26 Mid-Year Progress Report as at 31 December 2024, appended as *Attachment 1*.
2. Notes that the report will be published to Council's website and made available for public view.

**CARRIED**

### **12.4 DISABILITY INCLUSION ACTION PLAN 2022-26 MID-YEAR PROGRESS REPORT - 31 DECEMBER 2024**

#### **RESOLUTION 25/012**

Moved: Cr Tracey Lewis

Seconded: Cr Cameron Lander

That Council:

1. Receives and notes the Disability Inclusion Action Plan 2022-26 Mid-Year Progress Report as at 31 December 2024, appended as *Attachment 1*, and
2. Publishes the report to the community using the website of Council.

**CARRIED**

## 12.5 COMMUNITY ENGAGEMENT OUTCOMES REPORT - DEVELOPMENT OF COMMUNITY STRATEGIC PLAN & DISABILITY INCLUSION ACTION PLAN

### RESOLUTION 25/013

Moved: Cr Tracey Lewis

Seconded: Cr Peter Dawson

That Council:

1. Receives the *Stronger Together* Community Engagement Outcomes Report, appended at *Attachment 1*.
2. Notes that the results and findings of the *Stronger Together* community engagement will be used to develop the draft Community Strategic Plan and draft Disability Inclusion Action Plan, which will be tabled at the March Ordinary Meeting for public exhibition.

**CARRIED**

## 12.6 PECUNIARY INTEREST RETURNS FOR COUNCILLORS POST-2024 LOCAL GOVERNMENT ELECTIONS

### RESOLUTION 25/014

Moved: Cr Bob Manning

Seconded: Cr Tracey Lewis

That Council:

1. Formally notes the tabling of the Disclosure of Pecuniary Interest Returns by Councillors following the 2024 Local Government Elections, pursuant to clause 4.25 of the Code of Conduct.

**CARRIED**

## 12.7 QUARTERLY BUDGET REVIEW STATEMENT (QBRS) - DECEMBER 2024 (QUARTER 2)

### RESOLUTION 25/015

Moved: Cr Tracey Lewis

Seconded: Cr Cameron Lander

That Council:

1. Receives and notes the December 2024 Quarterly Budget Review Statement, appended at *Attachment 1*, and endorses the variations contained therein.

**CARRIED**

**12.8 MONTHLY STATEMENT OF INVESTMENTS - OCTOBER 2024****RESOLUTION 25/016**

Moved: Cr Tracey Lewis

Seconded: Cr Cameron Lander

That Council:

1. Receives and notes the Statement of Investments as at 31 October 2024.

**CARRIED**

**12.9 MONTHLY STATEMENT OF INVESTMENTS - NOVEMBER 2024****RESOLUTION 25/017**

Moved: Cr Tracey Lewis

Seconded: Cr Cameron Lander

That Council:

1. Receives and notes the Statement of Investments as at 30 November 2024.

**CARRIED**

**12.10 MONTHLY STATEMENT OF INVESTMENTS - DECEMBER 2024****RESOLUTION 25/018**

Moved: Cr Cameron Lander

Seconded: Cr Cameron Rouse

That Council:

1. Receives and notes the Statement of Investments as at 31 December 2024.

**CARRIED**

**12.11 MONTHLY STATEMENT OF INVESTMENTS - JANUARY 2025****RESOLUTION 25/019**

Moved: Cr Tracey Lewis

Seconded: Cr Cameron Lander

That Council:

1. Receives and notes the Statement of Investments as at 31 January 2025.

**CARRIED**

**12.12 MONTHLY FINANCIAL PERFORMANCE REPORT - JANUARY 2025****RESOLUTION 25/020**

Moved: Cr Cameron Rouse

Seconded: Cr Tracey Lewis

That Council:

1. Receives and notes the Monthly Financial Performance Report for the month of January 2025, as detailed in this report.

**CARRIED**

**13 REPORTS OF THE DEPUTY GENERAL MANAGER INFRASTRUCTURE SERVICES****13.1 NARRANDERA WATER TREATMENT PLANT - TREATMENT OPTIONS REPORT****RESOLUTION 25/021**

Moved: Cr Cameron Lander

Seconded: Cr Tracey Lewis

That Council endorses:

1. The Treatment Options Report for the new Narrandera Water Treatment Plant prepared by NSW Public Works.
2. That grant funding be sought to undertake the preconstruction activities, acknowledging that a co-contribution is required.
3. That an application be made to acquire the identified Crown land adjacent to the proposed site.

**CARRIED**

**13.2 FIXING LOCAL ROADS 4 - OLD WAGGA ROAD UPGRADE****RESOLUTION 25/022**

Moved: Cr Tracey Lewis

Seconded: Cr Braden Lyons

That Council:

1. Acknowledges the environmental constraints found on Old Wagga Road and supports the reduced scope of works to be restricted to the 1.7km section of road east from Elizabeth Street.

**CARRIED**

**13.3 SECTION 7.12 LOCAL INFRASTRUCTURE CONTRIBUTION PLAN 2025****RESOLUTION 25/023**

Moved: Deputy Mayor Cr Sue Ruffles

Seconded: Cr Tracey Lewis

That Council:

1. Endorses the Draft Section 7.12 Local Infrastructure Contribution Plan 2025 and approves it for public consultation for a minimum 28-day period.

**CARRIED**

**SUSPENSION OF STANDING ORDERS****RESOLUTION 25/024**

Moved: Cr Bob Manning

Seconded: Cr Tracey Lewis

A motion was moved that Council suspend standing orders to provide open discussion on Item 13.4 – Narrandera Entrance Statement Signage and Bearded Dragon Sculpture.

**CARRIED**

**13.4 NARRANDERA ENTRANCE STATEMENT AND LIZARD SCULPTURE****MOTION**

Moved: Cr Tracey Lewis

Seconded: Deputy Mayor Cr Sue Ruffles

That Council:

1. Considers the entrance statement signage to be placed on the vacant block on the corner of Larmer and Cadell Streets, Narrandera and, if supportive
  - a. nominates the preferred base design for sign
  - b. endorses the allocation of funding within the upcoming 2025-26 budget deliberations.
2. Considers the installation of a Bearded Dragon sculpture in front of the Destination & Discovery Hub and, if supportive
  - a. endorses the allocation of funding within the upcoming 2025-26 budget deliberations.

**RESOLUTION 25/025**

Moved: Cr Tracey Lewis

Seconded: Cr Bob Manning

That:

1. Item 13.4 Lay on the Table with a further report returned to council post community feedback.
2. Council place on exhibition for public consultation on usage options (signage, resale, structures) for this land at the Corner Larmer and Cadell Streets.
3. Council place on exhibition for public consultation for the placement of a Lizard Sculpture at the Destination Discovery Hub (DDH).

**CARRIED**

The Amendment then became the Motion and when put was **Carried**

### **13.5 DEVELOPMENT & ENVIRONMENT SERVICES ACTIVITIES - DECEMBER 2024 & JANUARY 2025**

#### **RESOLUTION 25/026**

Moved: Deputy Mayor Cr Sue Ruffles

Seconded: Cr Cameron Lander

That Council:

1. Receives and notes the Development Services Activities Report for December 2024 and January 2025.

**CARRIED**

### **14 CONFIDENTIAL MATTERS**

#### **RESOLUTION 25/027**

Moved: Cr Bob Manning

Seconded: Cr Jenny Clarke OAM

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the *Local Government Act 1993*:

#### **14.1 Mayor Report - General Manager Annual Review 2024-25**

This matter is considered to be confidential under Section 10A(2) - a of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors).

**CARRIED**

At 3.57 pm, all staff vacated the meeting for discussion and voting on Item 14.1



## 14.1 MAYOR REPORT - GENERAL MANAGER ANNUAL REVIEW 2024-25

### RESOLUTION 25/028

Moved: Cr Bob Manning

Seconded: Cr Cameron Lander

That Council:

1. Notes the General Manager Performance Review Committee's Annual Performance Appraisal as "*Exceeds Expectations*".
2. Endorses a 4% increase to the General Manager's existing Total Remuneration Package, in recognition of a positive performance review outcome.

**CARRIED**

At this point, time being 4.02pm, all staff returned to the meeting.

## 14.2 OPEN COUNCIL

### RESOLUTION 25/029

Moved: Cr Bob Manning

Seconded: Cr Tracey Lewis

That Council moves out of Closed Council into Open Council.

**CARRIED**

## 15 REPORT OF CONFIDENTIAL RESOLUTIONS

In accordance with clauses 14.22 and 14.23 of Council's Code of Meeting Practice, resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the Chairperson as soon as practicable. Such resolutions must be recorded in the publicly available minutes of the meeting.

The meeting resumed into open session and the Mayor read the recommendation of the Confidential item.

## 16 CONCLUSION OF MEETING

The Meeting closed at 4.04pm

**The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 18 March 2025.**

.....  
**GENERAL MANAGER**

.....  
**CHAIRPERSON**

Unconfirmed

## 7 MAYORAL MINUTES

### 7.1 MAYOR REPORT - FEBRUARY & MARCH 2025

**Document ID:** 784619

**Author:** Mayor

**Theme:** 5 - Our Leadership

**Attachments:** Nil

#### RECOMMENDATION

That Council:

1. Receives and notes the Mayor Report for February and March 2025.

#### BACKGROUND

Since submitting my last Mayor's Report that was presented to the Ordinary Council meeting of 18 February 2025, I attended the following on behalf of our Council:

**Meetings with General Manager:** Attended regular Monday, and unscheduled, meetings with the General Manager (GM) George Cowan to discuss various matters. The Deputy Mayor, Cr Sue Ruffles, is also invited to attend the Monday prior to Ordinary Council meetings.

**Media Interviews:** I had media interviews with MMM Local Radio over the past reporting period covering recent topics of interest, as well as our local Community Radio, 91.1 Spirit FM monthly segment.

#### FEBRUARY 2025

**Tuesday 11:** Attended the Local Emergency Management meeting held at the Narrandera Ex-Servicemen's Club. Unconfirmed Minutes of the meeting are further presented to Council.

**Tuesday 18:** The Public Forum held prior to the Council meeting was very full. I had the privilege of presenting the following awards to:

1. Ex-Councillor Narelle Payne – the LGNSW 15-year Certificate and Council's Appreciation Certificate for 16 years' service as Councillor over a period of 20 years. This is an outstanding contribution to the Shire, and we wish Narelle all the very best for the future.
2. Winners of the 2024 Narrandera Shire Christmas Competition:
  - Best Barellan House – 110 Yapunyah Street won by Jane Barrett
  - Best Narrandera House – 62 Dalgety Street won by Ally Quince
  - Best Street – Dalgetty Street, with the sign being presented to Ally Quince to be placed on the Dalgetty Street signpost for 12 months.
  - Best Business – Narrandera Bakery presented to Tayla Fisher with the honour of displaying the perpetual trophy at the business for 12 months.

Unfortunately, no entries were received for the Best House Grong Grong, Best House Binya and Best Rural Mailbox categories.

Congratulations to all award recipients for their amazing Christmas lights displays. Thank you to all residents who decorated their homes to create a wonderful festive atmosphere and for taking part in this annual competition.

3. Presentation on Council’s cultural and library services by Community Development Manager, Sue Killham.



*Narelle Payne and Mayor with the LGNSW 15yr Service and Council Appreciation Certificates*



*Council's Community Development Manager Sue Killham giving presentation on Council's cultural and library services*



*Left: Ally Quince, centre: Jane Barrett, right: Tayla Fisher and Mayor*



**Following the Public Forum**, I chaired the February Ordinary Council meeting, and the unconfirmed Minutes of that meeting are submitted for Council’s endorsement.

**Wednesday 19:** Together with the GM, I joined our regular segment on the local Community Radio, 91.1 Spirit FM, where we advise the listeners on outcomes of agenda items from the Council meeting, as well as providing any updates on current projects. This informative segment is standardly held at 8:30am on Wednesday following the monthly Council meeting.

**Tuesday 25:** The GM and I joined a LGNSW Webinar on Safety, Extremism and Disruption in Councils. The webinar was conducted by LGNSW to provide information on potential meeting disruption of various types, and ways to deal with it. Hate crime is also a developing concern for governments of all levels and councils need to remain vigilant in identifying potential incidents.

**Wednesday 26:** Together with the GM, I joined the RAMJO Roundtable where discussion was on connectivity with Chris Taylor from Telstra. Emerging technology is satellite to phone, which is an option for areas that do not receive acceptable phone service (blackspots). In the meantime, transmission towers will continue to be upgraded, and we were advised that a suitable tower location to better service Grong Grong is being sought.

**Thursday 27:** The GM and I joined an online Country Mayors Association meeting with NBN Co. Facilitating the meeting was Tom O’Dea, Head of NBN Local NSW, Regional Development and Engagement.

Tom advised that NBN has successfully completed its Fixed Wireless Upgrade Program, a major milestone in NBN’s commitment to improving regional and rural connectivity. This nationwide program has enhanced the capacity, performance, and coverage of the fixed wireless network, delivering faster speeds and greater reliability to homes and businesses across Australia.

Key benefits for those in regional and remote Australia include:

- **Faster speeds:** around 800,000 homes and businesses, with more than 210,000 in NSW, can now enjoy faster speeds, including during busy periods.
- **New high-speed plans:** two new high-speed tier plans are now available via participating retail service providers, offering peak wholesale NBN network download speeds of up to five times faster than what was previously available.
- **Expanded access:** more than 120,000 homes and businesses previously within the NBN Sky Muster satellite service footprint now have access to NBN Fixed Wireless for the first time.
- **Enhanced performance:** improved network performance for uncapped data plans under NBN Sky Muster Plus.

To access the increased service levels, residents need to contact their providers and upgrade their subscriptions.

## MARCH 2025

**Saturday 1:** After accepting an invitation from Leeton Shire’s Mayor and Councillors, and accompanied by my wife Carmel, I attended the Roxy Community Theatre’s Grand Reopening (Stage 1) at the Roxy Theatre in Leeton.

Dignitaries associated with the arts came from far and wide, in addition to leaders and mayors from across the Riverina-Murray and beyond, including Berrigan, Griffith, Murray River, Murrumbidgee and Narrandera councils.

It was a very enjoyable night with many professional performances including the Men’s Choir from Narrandera. Kurrajong Narrandera and Leeton’s Gralee School also gave a popular performance.



*The magnificent Roxy Theatre up in lights.*

\*\*\*\*\*

*I extend my gratitude and thanks to those Councillors who have attended various meetings throughout the past month, either on my behalf, or as elected committee members.*

\*\*\*\*\*

*Until next time, Mayor Kschenk*

**8 NOTICES OF MOTION AND QUESTIONS WITH NOTICE**

Nil

**9 REPORTS OF COUNCILLORS**

Nil

**10 REPORTS OF COMMITTEES****10.1 LOCAL EMERGENCY MANAGEMENT COMMITTEE - MINUTES - 11 FEBRUARY 2025****Document ID:** 782071**Author:** Manager Projects and Assets**Authoriser:** Deputy General Manager Infrastructure**Attachments:**  
1. Agency Reports [↓](#)   
2. Correspondence [↓](#) **RECOMMENDATION**

That Council:

1. Receives and notes the Minutes of the Local Emergency Management Committee held on Tuesday 11 February 2025.
2. Endorses the Committee's recommendations:
  - a. To endorse the Narrandera Shire Council's draft Heatwave Policy and Heatwave Action Plan.
  - b. To put a hold on uploading any Emergency Management restricted documentation onto the EM Knowledge Hub until security issues have been resolved.
  - c. To include the Roxy Theatre in the EM Plan as an Evacuation Centre.
  - d. To support the endeavours of Narrandera Shire Council to improve Irrigation Way, including the Irrigation Way Canal Bridge and the Cadell Street/Audley Street (Irrigation Way) and Irrigation Way/Karawatha Drive intersections.





## Riverina Murray Emergency Management Region Regional Emergency Management Officer's Report

### REMO Report to LEMC's & Functional Areas February 2025

#### 1. Current Combat and Functional area EM Planning updates:

- Review of Local/State Emergency Management Planning Documents –
  - Local Emergency Management Planning Guidelines
  - Local Emergency Management Plan Template
  - Consequence Management Guide Template
  - Local Emergency Management Committee Handbook
  - Education Services functional Area Supporting Plan
  - Cyber Security Sub-plan (endorsed)
  - Local Aboriginal land Council LEMC representation (Endorsed)
  - updated Informal Volunteering guidelines

NSWAmb has been appointed combat agency for Heatwave. Therefore, it is now the responsibility of NSW to advise of expected Heatwave condition. NSW are also currently reviewing the Heatwave sub-plan.

#### 2. Emergency Management Training update:

- [NSW Emergency Management Program - Emergency Management Capability Hub](#).
- Emergency Management Curriculum Update – Available online [emtraining@nsw.gov.au](mailto:emtraining@nsw.gov.au)
  - Foundations in Emergency Management
  - Evacuation Management
  - Emergency Operations Centres

- F2F Consolidation training has been introduced.

Riverina Murray dates: 26/27 March – FEM/EOCC (Wagga)

9 April – Evacuation Management (Wagga)

14/15 May - FEM/EOCC (Griffith)

28 May – Evac Mgmt. (Griffith)

24/25 Updated Emergency management Exercise Guideline released. Funding available to LEMC for EM related exercising.

- Heatwave
- Tsunami
- Informal Volunteers

#### 3. 24/25 Multi-Agency Rescue Exercise Funding Program.

#### 4. LEOCON Update:

- Temora LEMC – LEOCON Jill Gibson

#### 5. EM Knowledge Hub:

As discussed previously we have some concerns as to who will have access to Local EM plan data particularly the restricted information.

#### 6. Operations:

Remote assistance to combat agency and LGA to localised Storm and tempest events in Griffith, The Rock and Wagga.

#### 7. Next REMC Meeting: 11:00Hrs Wednesday 19 March 2025, Wagga PcYC building Fitzhardinge St,

**Presentation:** Inland Rail

Ends.



OFFICAL  
**NARRANDERA SHIRE LGA**  
**LEETON SHIRE LGA**

**Local Emergency Management Committee Meeting**

**AGENCY REPORT TO LEMC**

**Meeting 11 February 2025**

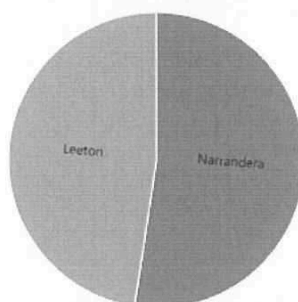
**NSW SES**

**OPERATIONS**

**Total: 21 Incidents**

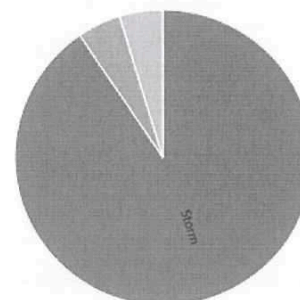
**Assigned Unit**

■ Narrandera (11)  
 ■ Leeton (10)



**Job Types**

■ Storm (19)  
 ■ Flood Misc (1)  
 ■ Support (1)



**PLANNING & PREPARATION**

- The weather outlook for period of February to April shows rainfall is likely (60 to 80% chance) to be above average across most of the north, and parts of the east and west of Australia.
- The El Niño–Southern Oscillation (ENSO) remains neutral. While many of the indicators have recently met the threshold for La Niña they have not been sustained for levels or duration sufficient to warrant La Niña status. All climate models surveyed indicate ENSO will be neutral by March. The Indian Ocean Dipole (IOD) remains neutral. The Bureau’s model indicates that the IOD will remain neutral at least through to May 2025.
- NSW SES has provided advice on satellite imagery for flood study and report for Leeton Shire Council.
- Member from Narrandera Unit recently deployed to Far North Queensland to assist communities impacted by the floods.
- Additional IRB Flood Boat has been allocated to the Narrandera Unit.
- Rebecca Bradshaw Leeton Commander has taken a leave of absence, Rebecca Schmetzer is the Acting Unit Commander.

**MULTI-AGENCY TRAINING & EXERCISING**

- Flood Rescue PD days are being organised for the area from Leeton over the next few months. We will look to invite external emergency services after a few have been completed.
- Members from Leeton and Narrandera Units participated in State-wide exercise ‘Who Let The Boats Out’.

ISSUES Nil

ACTION Open Day to be undertaken at Narrandera Hanger on the 10<sup>th</sup> May 2025.

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**Name:** Superintendent Shane Hargrave  
**Agency:** NSW SES  
**Position:** Deputy Zone Commander, Eastern Riverina Command, Southern Zone  
**Date** 10 / 02 / 2025

e-mail to: [Fred.Hammer@Narrandera.nsw.gov.au](mailto:Fred.Hammer@Narrandera.nsw.gov.au)

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# VRA Rescue NSW

ACN 650 552 177



## Local Emergency Management Committee Meeting

### Agency Report – NARRANDERA VRA Squad

<b>Agency Name:</b>	NARRANDERA
<b>Meeting Date:</b>	11 <sup>th</sup> February 2025
<b>Reporting Period:</b>	Last quarter
<b>Squad Activity</b>	<ul style="list-style-type: none"> <li>• This quarter has remained steady with a few jobs assisting Leeton VRA and Coleambally squads with two drowning incidents in the Murrumbidgee River over the Christmas break and Ambulance and police assist jobs, still providing a good response and member turn out for all call outs.</li> <li>• Narrandera Squad recently secured a grant of nearly \$200,000 through club grants NSW to refurbish our amenities including gents, ladies and a dedicated disabled toilet, included is full wash facilities as well as showers and lockers for members.</li> <li>• This has been a long time coming and a welcome boost for the community with the Narrandera Squad shed being earmarked as the main training facility for region South.</li> <li>• This will bring members in from 9 other squads in the region to Narrandera for training opportunities.</li> <li>• Our Membership remains strong, although like many agencies it is becoming harder to find new and fresh faces to join team green.</li> </ul>
<b>Key Issues</b>	<ul style="list-style-type: none"> <li>• Nil</li> </ul>
<b>VRA Contacts</b>	<ul style="list-style-type: none"> <li>• Squad Captain – Alastair Macdonald</li> <li>• Squad Deputy Captain – Debbie Hobbs</li> <li>• Squad Secretary – Alastair Macdonald</li> <li>• Regional Operations Manager – Paul Marshall Region 5</li> </ul>
<b>Notes</b>	Nil



# VRA Rescue NSW

ACN 650 552 177



Local Emergency Management Committee Meeting

## Agency Report – LEETON VRA RESCUE SQUAD

<b>Agency Name:</b>	LEETON VRA RESCUE
<b>Meeting Date:</b>	TUESDAY 11 <sup>th</sup> Feb
<b>Reporting Period:</b>	7 <sup>th</sup> Oct 24 – 5 <sup>th</sup> Feb 25
<b>Squad Activity</b>	<p>Activations</p> <ul style="list-style-type: none"> <li>• 2 x Inland Water searches</li> <li>• 4 x Ambulance assist</li> <li>• 1 x Animal rescue</li> <li>• 1 x Storm assist</li> <li>• 4 x MVA</li> </ul> <p>Multiple first aid events e.g. Band spectacular, Brobenah burnouts, Light up Leeton etc.</p>
<b>Key Issues</b>	Nil
<b>VRA Contacts</b>	<ul style="list-style-type: none"> <li>• Squad Captain – Glenn Newman, 0428603236, leeton.captain@vrarescue.org</li> <li>• Squad President – Paul Smith, 0428276486, leeton.president@vrarescue.org</li> <li>• Squad Secretary – Peta Sinclair, 0402152056, leeton.secretary@vrarescue.org</li> <li>• Regional Operations Manager – Paul Marshall, region5coordinator@vrarescue.org</li> </ul>
<b>Notes</b>	Key note was that one several of the jobs that we have attended we have been working with all other agencies. It is great to see that we are all working well together and that we are all there to achieve the same goal





**OFFICIAL  
LGA  
Local Emergency Management Committee  
Meeting**

## AGENCY REPORT TO LEMC

**Meeting 11/02/2025  
FRNSW**

<b>OPERATIONS</b>	Narrandera - 52 Responses Leeton – 59 Responses
<b>PLANNING &amp; PREPARATION</b>	Leeton received Intermediate Hazmat training in October for new recruits and refresher training for remainder of crew.  Both stations continuing with station training program.
<b>MULTI-AGENCY TRAINING &amp; EXERCISING</b>	N/A
<b>ISSUES</b>	<b>Staffing –</b> <u>Narrandera</u> - Recent recruitment campaign was very successful, 2 persons progressing through with another 2 persons placed into a talent pool.  <u>Leeton</u> -1 vacancy exists. Recruitment campaign to begin in the coming weeks.
<b>ACTION</b>	Nil

**Name:** Chad Kennis  
**Agency:** FRNSW  
**Position:** FRNSW Representative  
**Date** 07/02/2025  
 e-mail to: fred.hammer@narrandera.nsw.gov.au



**OFFICIAL  
LGA  
Local Emergency Management Committee  
Meeting**

## AGENCY REPORT TO LEMC

Meeting **February 2025**

### Rural Fire Service NSW – MIA District

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**OPERATIONS**

Incidents RFS  
Jan 2024 – Dec 2024  
Leeton - 129  
Griffith - 211  
Hay - 54  
Murrumbidgee - 107  
Narrandera - 76  
Carrathool – 93  
MIA Total 670

July 2024 – 29 Jan 2025  
Leeton - 89  
Griffith - 141  
Hay - 43  
Murrumbidgee - 78  
Narrandera - 50  
Carrathool – 82  
MIA Total 483

Assisted SES with significant storm event beginning 07 December 2024 which continued for a week with SES completing over 160 calls for assistance.

Multiple agency response Motor Vehicle Crash Persons trapped with fire surrounding the vehicle Kidman Way, Warburn 20 December 2024

Multiple agency response Rubbish / Factory fire Almondco Riverina Crawford Road Hanwood 03 November 2024

Volunteer recruitment drive has seen 43 new members recruited over the last 6 months.

**PLANNING & PREPARATION**

BFMC Meeting Scheduled 09 April 2025 at Griffith Fire Control Centre.

Hazard reduction burn plans are currently being created for when the weather becomes more conducive to conduct these Hazard reduction works.

**MULTI-AGENCY TRAINING & EXERCISING**

Rural Fire Service NSW participated in reviewing a Pre-Incident Response plan for Griffith Airport and attended a tabletop exercise afterwards to discuss the plan in depth with all agencies on 28 November 2024 at council chambers.

<b>ISSUES</b>	Councils are required to be inspecting their Asset Protection Zones. This is required to be completed every 12 months and follow up work needs to be completed.
<b>ACTION</b>	Bush Fire Danger period is currently in effect across the whole MIA District until end of March 2025

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**Name:** Luke Crotty  
**Agency:** Rural Fire Service, NSW  
**Position:** District Coordinator - Rural Fire Service NSW  
**Date** 29 /01/ 2025

e-mail to: [MIA.zone@rfs.nsw.gov.au](mailto:MIA.zone@rfs.nsw.gov.au)

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OFFICIAL  
LGA  
Local Emergency Management Committee  
Meeting

## AGENCY REPORT TO LEMC

Meeting February 2024

NSWA – Narrandera

- OPERATIONS**      Nil EM activity within the area since the last meeting.
- PLANNING & PREPARATION**      Nil changes in NSW Ambulances' capability.
- MULTI-AGENCY TRAINING & EXERCISING**      Nil training exercises since the last meeting and there are none currently planned.
- ISSUES**      Few staffing changes, with station remaining fully manned.
- ACTION**      Nil outstanding actions.

**Name:** Andrew Long  
**Agency:** NSWA  
**Position:** Inspector  
**Date:** 12/02/2025

Local Land Services



31 December 2024

### Agriculture and Animal Services Functional Area (AASFA)

Local Emergency Management Committee (LEMC) Report

LEMC Representative: Debbie Wickes

Purpose: LEMC Meeting

Recommendation: That the Narrandera Shire Council note the report

#### Overview

Riverina and Murray Local Land Services emergency management and preparedness activities within AASFA for the previous quarter.

#### Prevention and preparedness activities

Activity	No.

The following specific activities are to be delivered in the Riverina and Murray. They will be undertaken for each Local Emergency Management Committee (LEMC):

- Update the Local Emergency Management Plan (LEMP) to specifically consider intensive livestock industries, intensive livestock facilities and any new supporting plans.
- Update a Biosecurity Consequences Management Guide (CMG).
- Update an Animal Transport Accident CMG.
- Update the Agriculture and Animal Support Functional Area (AASFA), South-West Region (Riverina/Murray) Concept of Operations.
- Incorporate the latest AASFA Supporting Plan.
- Incorporate the latest Biosecurity Emergency Sub Plan
- Audit of animal safe places

#### Activities - Riverina

- EM Coordinator Meetings (5 in this quarter)

#### Activities - Murray

- EM Coordinator Meetings (5 in this quarter)

Interactions with each LEMC to deliver on the above has identified that some LEMC are able to respond to administrative issues more promptly than others due to a range of factors. To assist this, we rotated some AASFA representatives and inserted some new representatives. This highlights an opportunity for LEMC to proactively reach out now to express any concerns they have with fulfilling AASFA (or other) administrative requirements in a timely manner. Please raise any concerns with your local AASFA Rep or Manager Biosecurity Riverina (Michael Leane) or Manager Operations Murray (Scott Townsend).

**Response role qualified.**

Activity	Staff
IMT - Incident Controller	4
IMT - Operations	5
IMT - Logistics	4
IMT - Planning	5

**Emergency response and recovery activities**

Activity	LLS Staff	DPI Staff
Truck Rollover – Muttuma (Riverina) 12/11/2024	4	0

**Red Imported Fire Ant**

NSW DPIRD has published Biosecurity (Fire Ant) Emergency Order (No. 1) 2025 on 28 January 2025. This supersedes Biosecurity (Fire Ant) Emergency Order (No. 17) 2024, published on 18 December 2024. There are no changes to the boundaries of the NSW Fire Ant Infested Area or the Fire Ant Movement Control Areas (Murwillumbah and Wardell). Note: Movement controls were not deemed necessary following the interception of fire ants in turf at Clunes in November, however, the suspension of turf movement from the Queensland fire ant infested area remains in place, pending further investigations and compliance work. The Qld Fire Ant Infested Area has increased in size with additions in Grantham, Lower Tenthill, Ma Ma Creek, Placid Hills, Townson, Veradilla, Winwill (Zone 1), Beechmont, and Witheren (Zone 2). A new outlier infestation has occurred at North Arm.

**Plague Locust**

The APLC completed a locust survey in early December in most of the Riverina area. Locust numbers are on the increase in a few places following the good rainfall at the end of November and early December.

1. A report of swarms at Lignum Park south of Ivanhoe was assessed on Tuesday with locusts at high numerous to Concentration density found remaining in the area. These were young adults and starting to mate, so could be egg laying in that area from around Dec 18 to 20 and possible nymphs early January.

2. The Hay Plain between Coleambally, Conargo, Carrathool and Hay had consistent counts of Numerous density young adults throughout and one Concentration at Oolambeyan.

While vegetation conditions are very good through the eastern half of the Hay Plains area, I suspect we will need more rain between now and New Years for this population of young adults to do anything significant, however it is an area worth keeping an eye on, seeing as a similar population in 2021 (I believe) resulted in small bands forming that required landowner ground control.

Landholders and public land managers are also being reminded of their legal responsibility under the NSW Biosecurity Act, 2015, to notify their Local Land Services Biosecurity Officer within 1 business day of the presence or suspected presence of Australian Plague Locusts.

Any additional information of relevance:

- Updated Animal Transport Accidents procedure forwarded to LEMC representatives

## Contacts

For assistance with animal welfare related issues in an emergency call the Agriculture and Animal Services Hotline on 1800 814 647

Riverina Local Land Services (RLLS)  
Michael Leane – Manager Biosecurity & Emergency Services  
Mobile: 0427 002 922  
Email: michael.lean@lls.nsw.gov.au

Murray Local Land Services (MLLS)  
Scott Townsend– Acting Manager Operations  
Mobile:  
Email: scott.townsend@lls.nsw.gov.au



Local Land Services



## Procedure

### Animal Transport Accidents

<b>Procedure Name:</b>	<b>Animal Transport Accidents</b>	<b>Version:</b>	<b>3.0</b>
<b>Authorised by:</b>	Rob Kelly, Executive Director Regional Delivery and Gary Rodda, Statewide Programs	<b>Authorised date:</b>	29 October 2024
<b>Issued by:</b>	Principal Program Manager Emergency Management	<b>Effective date:</b>	29 October 2024
<b>Category:</b>	Regional Delivery	<b>Review date:</b>	29 October 2027

#### 1. Purpose and objectives:

To provide guidance to Local Land Services (LLS) staff on the incident response process to a transport accident involving animals.

This procedure is to be read in conjunction with supporting documents including, Safe Work Method Statements - Attending to livestock truck accident and the Local Emergency Management Committee (LEMC) Consequence Management Guide (CMG).

#### 2. Scope and applicability:

This procedure describes the:

- LLS requirements for providing an incident response to a transport accident involving animals.
- Roles and responsibilities of LLS, responding LLS staff and the animal owner or animal carrier driver.
- Equipment required to undertake a response.
- Response process from arrival on scene to post response.

#### 3. Policy:

This procedure refers to the DPIRD Emergency Management – Response and Recovery Policy.

#### 4. Responsibilities:

Position:	Responsibility
<b>Executive Director Regional Delivery:</b>	Has the responsibility to approve this procedure and any associated updates or variations.
<b>Sponsor Emergency Management:</b>	Has responsibility to review and endorse this procedure.
<b>Principal Program Manager Emergency Management:</b>	Has responsibility to review and implement the approved procedure.

**LLS Officer in Charge (OIC):** Supervise all LLS staff at the accident site and manage the LLS on-site response.

**5. Procedure:**

**5.1 Requirements**

- Regions must ensure LEMCs are aware of this procedure, related policy and other supporting documents.
- LEMC representatives will ensure that the Local Emergency Operations Controller (LEOCON) has the appropriate contact information of General Manager (or delegate) in each region.
- The local CMG - transport accidents involving animals need to identify and capture expertise for animals that require specialist knowledge, such as horses, poultry and bees.
- In the event of an animal transport accident that doesn't require specialist knowledge, LLS will attend where possible, when called upon by NSW Police, for the purpose of animal assessment, handling and destruction.
- A response team will be identified at the most appropriate local office to contribute an appropriate number of trained staff to the accident.
- All LLS staff attending animal transport accidents will have been inducted into the relevant LLS procedures and policies.
- Where possible, an LLS district veterinarian will attend the scene.
- A follow up debrief is to be held within 72 hours of the accident.
- A follow up report is to be produced by the LLS officer in charge (OIC) and submitted to the General Manager (or delegate) after the accident.

**5.2 Roles and Responsibilities**

Role:	Responsibility
<b>Owner of Stock or Animal Carrier driver:</b>	<ul style="list-style-type: none"> <li>• The owner of the animals and/or the animal carrier driver have responsibility for management decisions of the animals, if present and capable at the accident site.</li> <li>• Note: Where an owner or person in charge of animals is unable to make decisions about the animals LLS are to liaise with NSW Police.</li> <li>• Note: some larger stock transport companies have a policy of assuming immediate ownership in the event of an accident.</li> </ul>
<b>LLS Officer in Charge:</b>	<ul style="list-style-type: none"> <li>• Supervise all LLS staff at the accident site and manage the LLS on-site response. Liaise with the NSW Police Incident Controller (IC).</li> <li>• Coordinate and communicate with other response agencies at the scene. Conduct on site risk assessments where and when required.</li> <li>• Contact with the owner of the stock or person in charge through the NSW Police (this may be the transport company representative or driver).</li> <li>• Maintain contact with General Manager (or delegate) throughout the response. Assist or perform stock handling/destruction (note only those authorised can perform stock destruction) as required.</li> <li>• Record details of the accident and provide records and situational report to General Manager (or delegate).</li> </ul>

- Attend the debrief.
- Response Team:**
- Attend the accident and participate in on site risk assessments.
  - Assist or perform stock handling, assessment and destruction (note only those authorised can perform stock destruction).
  - Assist in the management of equipment.
  - Assist in the recording of details of the accident.
  - Attend the debrief.
- General Manager or delegate:**
- Ensures staff directed to attend have been appropriately trained and meet firearms licencing requirements.
  - Allocates resources including communicating the responsibilities to each staff member involved (including sourcing assistance from external sources i.e. private veterinarians) or delegating responsibilities where relevant.
  - Communicates to the Principal Program Manager Emergency Management, during and after the accident.
  - Provides a report to the Principal Program Manager Emergency Management post-accident.
  - Produces any Ministerial correspondence as required. Conducts a debrief within 72 hours of the accident.
- Principal Program Manager Emergency Management**
- Provides support to regional activities if required.
  - Ensures LLS Executive is kept informed.
  - Supports recommendations from incident debrief.

### 5.3 Equipment

- A grab kit is to be available and will include high visibility vest, head torch, folders and stationery (including risk assessment template), ear muffs, hard hat, safety glasses, gloves, stock marker or similar (to tag triaged stock), stock signs, electronic tag reader, notebook.
- Spot trackers /mobile phones or other communication devices must be activated and carried by all staff attending the scene in line with regional policies.
- Firearms with appropriate ammunition and/or captive bolt gun with charges for the destruction of animals. The calibre of firearms must be appropriate for the type of stock and situation. The staff member(s) tasked with destruction of animals will determine the appropriate calibre and projectile for the accident.
- Safe storage, transport and use must be in accordance with the NSW Firearm legislation, LLS Firearms policy and procedure.
- If required and available, take portable yards.

### 5.4 Response

- Arrival
  - a. The LLS Officer in Charge (OIC) must report to the NSW Police Incident Controller (IC) at the scene. LLS will not be permitted to enter the site until it is deemed safe.
  - b. Inform the NSW Police IC that LLS have firearms locked in their vehicle.



- c. The LLS OIC must complete a risk assessment prior to any staff engaging in operational tasks. LLS Site Safety Survey (Attachment A) must be completed. Mitigation measures must be applied.
- Stock assessment and destruction
    - a. The LLS OIC is to contact the owner or person in charge of the stock where possible, via the NSW Police IC.
    - b. Assessment and destruction should proceed in accordance with the Prevention of Cruelty to Animals Act 1979 (POCTA).
    - c. Where possible, obtain a photograph of the National Vendor Declaration.
    - d. Where possible, obtain written consent to euthanise any animals requiring destruction. Consent can be provided by email, text message and verbally (which is recorded).
    - e. LLS OIC to establish a system for assessment and possible destruction. Include all agencies in the communication of this process to clearly define the role and responsibility of the team and outline the steps to be taken for assessment and destruction.
    - f. Firearms or captive bolt may be required for destruction of stock. The authorised person tasked with destruction will determine the most appropriate means of destruction – captive bolt / firearm and the appropriate calibre. Undertake a risk assessment prior to use of firearms.
    - g. NSW Police must be informed of any decision to destroy animals and the need for firearms use.
    - h. Knives and blunt force trauma will not be the primary method of destruction.
    - i. After destruction of each animal, commence the approved method of confirmation of death (the five finger head check) before moving onto the next animal. Record details of destroyed stock e.g. photos, identifying numbers.
    - j. LLS regions have the option to assist with the containment of livestock that have strayed from the site. This may require the use of portable yards. Any stock that have strayed should be contained where most appropriate.
    - k. Stock not requiring destruction must be held in a secure holding until they can be moved. In the absence of contact with the animal's owner, a veterinarian should be consulted to ensure animal welfare and any disease risk is considered when animals are held on public or other property.
    - l. To contain livestock on privately held land, the permission of the landowner/landholder must be obtained.
  - Carcass disposal
    - a. Carcass disposal on managed roadside areas is assigned to the authority responsible for road management (Local Council or Transport for NSW). LLS can provide advice on biosecurity considerations for carcass disposal.
    - b. Provide advice to local council or Transport for NSW on AUSVETPLAN and NSW Environment Protection Authority guidelines.
    - c. Carcasses will be removed from the site and public view as soon as safe and practical by the local council staff, Transport for NSW or their nominee/s. If carcasses cannot be removed quickly, they should be covered from public view (e.g. using tarps or tents).
    - d. Prior to disposal of carcasses on travelling stock routes/reserves or crown land, consultation is required through the Aboriginal liaison officer to determine the location of significant sites.
  - Collate information
    - a. LLS OIC to ensure records are kept and provided to General Manager (or delegate).

- b. Information to be included:
  - i. NSW Police report number, the owner of the stock, truck driver's name, contact number for carrier, licence plate number.
  - ii. number and type of stock involved in the accident.
  - iii. number and type of stock destroyed and an estimate of the number already dead, extent of injuries (including photos).
  - iv. time present at the scene.
  - v. where possible, the National Livestock Identification scheme (NLIS) number/s should be recorded.
  - vi. completed risk assessments.
  - vii. any injuries to staff.
- On scene debrief
  - a. LLS OIC will conduct an on scene debrief with the NSW Police IC (where possible) prior to departure.
  - b. LLS OIC coordinates LLS departure from the site and notifies the NSW Police IC and the LLS General Manager (or delegate).

#### 5.5 Post response

- Report home
  - a. LLS OIC reports on team's behalf to General Manager (or delegate) on return to the office/home.
- Expenses
  - a. It is at the discretion of the individual region involved to determine if they wish to claim expenses for the response. The General Manager (or delegate) is responsible for determining if it is appropriate to claim expenses and if applicable, submitting the expense report to the insurance company.
- Follow up debrief
  - a. The General Manager (or delegate) should organise a follow up debrief which should be conducted within 72 hours of the incident.
- Report
  - a. The LLS OIC is responsible for submitting a situation report of the incident to the LLS General Manager.
  - b. The General Manager (or delegate), as per DPIRD policy, is responsible for providing a written situation report to Principal Program Manager Emergency Management (or delegate).
  - c. The report needs to include the NSW Police report number.

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#### 6. Relation Information:

- [Prevention of Cruelty to Animals Act 1979](#)
- [State Emergency and Rescue Management Act 1989](#)
- [WHS SWMS - Attending to livestock truck accident](#)
- [WHS SWMS – Captive Bolts and Humane Destruction](#)
- [Animal Transport Accidents – site survey form](#)
- [Firearms – Policy](#)

- [Firearms – Procedure](#)
- [WHS SWMS – Firearms Operations](#)
- LEMC Specific - Consequence Management Guide (CMG) for transport accidents involving animals
- [MLA – Is the animal fit to load?](#)
- [Prevention of cruelty to animals \(land transport of livestock\) standards 2013](#)
- [AUSVETPLAN - Animal Health Australia - Operational Documents](#)

**7. Definitions and Acronyms:**

<b>Animals:</b>	Includes any animal/s transported by a vehicle requiring a coordinated response.
<b>CMG:</b>	Consequence Management Guide – a hazard specific document which provides agreed emergency management arrangements in a ‘checklist’ concept, and forms part of the Regional and/or Local Emergency Management Plan.
<b>Combat agency:</b>	The agency identified in the State Emergency Management Plan as the agency primarily responsible for controlling the response to a particular emergency.
<b>Consent:</b>	Permission from the ‘person in charge of the animals’ which is recorded (i.e. record of a verbal conversation, a text message, an email or other record).
<b>LLS:</b>	Local Land Services
<b>EPA:</b>	Environment Protection Authority
<b>IC:</b>	Incident Controller
<b>LEMC:</b>	Local Emergency Management Committee
<b>LEOCON:</b>	Local Emergency Operations Controller
<b>NLIS:</b>	National Livestock Identification Scheme
<b>NVD:</b>	National Vendor Declaration
<b>OIC:</b>	Officer in Charge
<b>Person in charge:</b>	As per POCTA definition
<b>PIC:</b>	Property Identification Code
<b>TSR:</b>	Travelling Stock Route/Reserve
<b>SWMS</b>	Safe Work Method Statements

**8. Contact:**

**Name:** Piers Harper, Principal Program Manager Emergency Management  
**Telephone:** 0428 679197  
**Email:** Piers.harper@lls.nsw.gov.au

**9. Document information and Review:**

This procedure document will be reviewed at least every three years.



Approved history

Version	Effective	Approved by	Amendment
3.0	29 October 2024	Rob Kelly, Executive Director Regional Delivery	Reviewed and endorsed
	27 October 2024	Andrew Mulligan, Director Emergency Management	Reviewed and approved procedure.
	13 February 2023	Piers Harper, BP Emergency Management	Reviewed and updated to align with current practices.
2.0	March 2019	Steve Eastwood, Manager Emergency Risk & Relation	Updated procedure to reflect CMG use at LEMC's.
1.0	2 November 2016	Emily Kearns, Manager Strategy & Reform	

Attachment A

Animal Transport Accidents - Site Safety Survey

Local Land Services (LLS) Officer in Charge (OIC) is to facilitate completion with workers. Must be completed each day before commencing the job, or if the conditions change. The site survey is to record implementation of hazard controls from the SWMS.

Job Details

Job:

Date:

LLS Personnel onsite:

Part 1 – Understand the task

No	Answer the following questions	Yes	No	Instructions
1.	Have you read and understood the SWMS – <i>Attending to livestock truck accidents?</i>			If no, read Safe Work Method Statement (SWMS). If yes, go to 2.
2.	Have you discussed this SWMS with your team?			If no, discuss with crew. If yes, go to Part 2.

Part 2– Check site for hazards

Survey site, assess hazards to ensure controls have been implemented. All questions must be answered. Any questions with a 'no' response must have controls identified. Complete 'details' as evidence of hazard control.

No	Hazard	Yes	No	Additional control or details
1.	Are LLS staff fit for duty? (i.e. not fatigued, stressed, dehydrated or otherwise unfit)			
2.	Have you reported to and been inducted by the NSW Police Incident Controller?			IC name:
3.	Do LLS staff have appropriate PPE for the conditions and tasks to be conducted? Account for weather, insects, infectious diseases.			List PPE worn: enclosed non-slip footwear, hi-viz vest.
4.	Do all LLS staff know their roles and tasks to be conducted? Staff should have necessary experience, qualifications and licenses.			Staff and roles
5.	Has the scene been controlled and deemed safe to enter by NSW Police?			
6.	Is there sufficient lighting in and around the vehicle?			
7.	Have all hazards outside the vehicle been identified and controlled? E.g. power lines, traffic, slippery surfaces, roaming stock.			
8.	If portable yards are required, are they suitable for the stock and of sound construction?			
9.	If use of firearms is required, is it safe? Safety requires appropriate calibre firearms and ammunition for the stock, safety exclusion zones, adequate lighting, rotation of task or regular breaks, wearing hearing and eye protection.			
10.	Can stock outside the vehicle be safely assessed and euthanised if required by personnel and equipment available?			
11.	Can the vehicle be safely accessed to assess stock? Safety requires an escape route, adequate lighting, and sufficient space to move and stay out of reach of animal's horns/legs etc. It may require free hanging panels and gates to be secured.			
12.	Can animals be safely removed from the vehicle under their own mobility and contained once outside the vehicle?			

- 13. For animals trapped in the vehicle, can they be safely removed from the vehicle using equipment on hand?
- 14. For animals trapped in the vehicle, can they be safely euthanised in situ using personnel and equipment on hand?  
Requires minimising risk from other animals by moving from closest injured to furthest inside vehicle.
- 15. Have all of the hazards identified been appropriately controlled?
- 16. Has the General Manager (or delegate) been kept informed of progress?

Sign off by LLS OIC:

Date:

**Part 3-** Immediate job safety review

Debrief staff within 72 hours of attending the accident scene.

No	Answer the following questions	Yes	No	Required actions
1.	Did any incidents or near -misses occur?			<b>If yes</b> , report to supervisor/manager as soon as possible, and record in departments online <b>incident notification</b> system.
2.	Can the Animal Transport Accidents procedure and/or SWMS be improved?			<b>If yes</b> , inform your supervisor/manager.
3.	Where there any other issues or suggestions?			<b>If yes</b> , provide details.
4.	Have staff been debriefed?  A debrief is required within 72 hours of attending the incident. The report is to be submitted by the OIC to the General Manager (or delegate).			<b>If no</b> , when is it scheduled?

Sign off by OIC:

Date:



## Narrandera Leeton Combined Local Emergency Management Committee Meeting

**Agency Name:** Welfare Services Functional Area (Disaster Welfare) - Dept of Communities and Justice **AGENCY REPORT**

**Meeting Date:** 11 February, 2025

**Reporting Period:** Oct 2024 to Feb 2025

---

### Operations

- October 2024 – storm event Tumut – activation for 3 properties who were affected by storm event. No emergency accommodation required.
- December 2024 – storm/flood event Adelong – preparations made for possible operational activity for storm/flooding event for Adelong area for early December 2024, based on intel from BoM and SES.
- December 2024 – storm event Yenda - 4 people provided emergency accommodation from Hanwood and Yenda for short period of time until alternate accommodation arrangements were completed.

### Planning and Preparation

- Disaster Welfare is working to recruit additional staff from Education and TAFE to support Disaster Welfare responses across the state, particularly outside of Sydney, Newcastle and Wollongong.
- Internal training for up-skill of staff to support evacuation centres is on-going.

### Multi-Agency training and exercises

- Participant in Bushfire Management Committee exercises across the District.
- Agency participation in TfNSW exercise re storm event involving XPT at Cootamundra/Harden.
- Supporting Evacuation Centre exercises across the State. In Murrumbidgee District, we are looking to hold an Evacuation Centre exercise in early April 2025, likely at Equex Centre, Wagga.

### Issues

- New Murrumbidgee District WelfAC appointed – Kylie Barrington. New contact details provided. Kylie is new to EM and Disaster Welfare – training and up-skill to be provided over the coming months.

### Action

- Evacuation Centre Audits – to be conducted every 3 years in person, with a desktop audit to confirm no other changes, each year.
-



Welfare Services Functional Area

---

Dave Buchtman  
Senior Regional Disaster Welfare Officer  
Date 22/1/2025

---

Update to contact list required? Yes  No

If yes, please update details as below:

**Contact Name:** District Duty Officer  
**Email Address:** [welfac.murrumbidgee@edcj.nsw.gov.au](mailto:welfac.murrumbidgee@edcj.nsw.gov.au)  
**Mobile Number:** 0488 279 419

**Contact Name:** Dave Buchtman (Senior Regional Disaster Welfare Officer)  
**Email:** [david.buchtman@homes.nsw.gov.au](mailto:david.buchtman@homes.nsw.gov.au)  
**Mobile Number:** 0419 584 658  
**Address:** Level 1, 25-27 Tompson St, Wagga

**New Contact Name:** Kylie Barrington (Murrumbidgee District WelFAC)  
**Email:** [kylie.barrington@homes.nsw.gov.au](mailto:kylie.barrington@homes.nsw.gov.au)  
**Mobile Number:** 0436 912 403  
**Address:** 12A Kooyoo St, Griffith





## Local Emergency Management Committee

### Agency Report

Agency Name: NSW Reconstruction Authority (RA)  
Regional Delivery, Preparedness and Recovery Group Riverina Murray  
Date of Issue: February 2025

#### **NSW Reconstruction Authority Update**

##### **Far West power outage recovery-lead by Riverina Murray RA**

At the end of 2024 the Riverina Murray Regional Director was appointed Recovery Coordinator for the Far West after a storm event impacted approximately 10,000 homes and businesses across a large portion of the region.

The RM team lead the recovery and RA staff were deployed both on the ground and remotely. Recovery support consisted of Recovery Assistant Points (RAPs) in Broken Hill, Wilcannia, Menindee, Tibooburra and White Cliffs, whilst logistic arrangements such as surge staff, rosters, travel arrangements, accommodation, and the distribution of 2,000 food hampers was managed remotely from the Recovery Incident Management Team based in Wagga Wagga.

Recovery efforts saw 5371 residents attend the RAPs and received support through food and fuel vouchers, one off grants, psychosocial support and food hampers.

The Far West recovery allowed RD team to use and evaluate targeted bespoke recovery and allowed the RM team to further expand their recovery experience and knowledge.

##### **Disaster Ready Fund (DRF) Round 3 (2025-2026)**

Round 3 of the Australian Government's Disaster Ready Fund opened on January 22 this year. The focus of this grant is to support communities to protect themselves against the impacts of natural hazards across Australia.

NSW applications will be coordinated by RA and in addition to the Australian Government assessment criteria, NSW Priorities will be used to identify suitable projects to be included as part of the NSW Application to the Australian Government.

The NSW Priorities include:

1. Leveraging collaborations and partnerships
2. Addressing local and regional priorities, and
3. Project readiness.

Applicants are also encouraged to consider projects that can demonstrate alignment with one or more of following:

- State Disaster Mitigation Plan (SDMP)
- Get Ready NSW
- Disaster Adaptation Plan (DAP) Guidelines
- Local natural disaster risk management plans, and/or community resilience strategies
- Recommendations for future improvements as per the NSW Flood and/or Bushfire Inquiry.

You can find NSW FAQs [here](#) and NEMA guidelines [here](#).

Applications are open for submission from 22 January 2025 and close at 5pm (AEDT) on 2 April 2025, via the SmartyGrants online platform. [Apply now.](#)



## Local Emergency Management Committee

### Agency Report

#### Get Ready NSW Resource Hub

The [Get Ready NSW Resource Hub](#) is now available. This new resource hub has been developed for councils, community groups, local services and business to help NSW residents prepare for emergencies and disasters. The Resource Hub includes a suite of tailored resources that you can incorporate into your preparedness initiatives to help NSW residents prepare for emergencies and disasters.

If you have any questions or feedback about the resource hub, you can email [GetReadyNSW@reconstruction.nsw.gov.au](mailto:GetReadyNSW@reconstruction.nsw.gov.au) or contact the Riverina Murray RA team at [rm.region@reconstruction.nsw.gov.au](mailto:rm.region@reconstruction.nsw.gov.au)

#### **Riverina Murray, Regional Delivery Team**

We recently recruited for the vacant position of Coordination Officer, and we are pleased to advise that Renee Nicholls is the successful candidate.

**Donna Argus:** Director  
**Paul Pfeiffer:** Manager  
**Ryan Williamson:** Manager (Acting)  
**Linda Thomas:** Manager (2 days p/w)  
**Wendy McPherson:** Senior Coordination Officer  
**Peter Cook:** Senior Coordination Officer (Acting)  
**Kylie Lieschke:** Executive Support Officer

#### LGA Leads:

**Peter Cook** - Mob: 0474 297 712 : Griffith, Leeton, Narrandera  
**Lisa Diggins** - Mob: 0438 415 662 : Coolamon, Junee, Temora, Bland, Cootamundra-Gundagai, Lockhart, Wagga Wagga  
**Renee Nicholls** - Mob: 0459 850 969 : Albury, Berrigan, Edward River, Greater Hume, Federation, Murray River  
**Sophie Warran** - Mob: 0408 425 846 : Carrathool, Hay, Murrumbidgee

Visit our [website](#), or contact us by email: [rm.region@reconstruction.nsw.gov.au](mailto:rm.region@reconstruction.nsw.gov.au).

Kind regards

**Donna Argus**  
Director  
0457 989 684  
[Donna.argus@reconstruction.nsw.gov.au](mailto:Donna.argus@reconstruction.nsw.gov.au)



Transport for NSW

Leeton and Narrandera  
Local Emergency Management Committee Meeting  
Meeting Date 11/02/2025



The Transport Services Functional Area multimodal report consolidates inputs from Transport for NSW (TfNSW) divisions including Maritime and NSW TrainLink.

<b>OPERATIONS</b>	<p><b>Response</b> Between 01 October 2024 to 20 January 2025 Transport for NSW responded to the below events:</p> <ul style="list-style-type: none"> <li>• NSW Maritime responded to 79 incidents, including groundings, sunken vessels, capsizes, collisions, fatalities, fires, and pollution events. Staff from multiple regions were mobilised daily to address these challenges, ensuring the safety of our waterways.</li> <li>• Transport Liaison Officer support was provided to Emergency Operations Centres and Combat Agency IMTs during the reporting period within NSW, however nil activations/deployments were required within the Leeton and Narrandera Local Emergency Management areas.</li> </ul>								
<b>PLANNING &amp; PREPARATION</b>	<p><b>Preventative Maintenance</b> From 01 October 2024 to 31 December 2024 the following preventative maintenance activities have been undertaken by TfNSW:</p> <table border="0"> <tr> <td>• 29.3 million m2 of vegetation slashing</td> <td>• 9712 trees trimmed and 15,105 trees removed</td> </tr> <tr> <td>• 42.8 million m2 of weeds sprayed</td> <td>• 193,143 thousand metres of surface drain cleaned</td> </tr> </table> <p><i>Note: this data does not include all LGA's and is an approximate figure.</i></p> <p>From 01 October 2024 to 31 December 2024, the following preventative maintenance activities have been undertaken by TfNSW in the Leeton and Narrandera LGA's:</p> <table border="0"> <tr> <td>• 1,283,330 m2 of vegetation slashing</td> <td>• 41 trees trimmed and 484 trees removed</td> </tr> <tr> <td>• 2,989,200 m2 of weeds sprayed</td> <td>• 200 metres of surface drain cleaned</td> </tr> </table> <p><b>Risk Management Strategies/Projects of Significance</b></p> <ul style="list-style-type: none"> <li>• TfNSW had 89 Councils committed to publishing incident/emergency information on Live Traffic during the Christmas shutdown period.</li> <li>• TfNSW have completed the development of Incident Response Plans (detour routes) for State Roads which can be used for incident and emergency response. Final consultation with councils is expected to be finalised in the coming months.</li> </ul> <p><b>ABC Emergency Broadcast Signage Project – Rollout 2 Update</b></p> <ul style="list-style-type: none"> <li>• The second phase of the ABC Emergency Broadcast Signage Project (Rollout 2) is currently underway, with a focus on installing additional signage in key locations across the State. Following stakeholders' identification of potential sites, these locations are now being assessed and prioritised for this next phase of</li> </ul>	• 29.3 million m2 of vegetation slashing	• 9712 trees trimmed and 15,105 trees removed	• 42.8 million m2 of weeds sprayed	• 193,143 thousand metres of surface drain cleaned	• 1,283,330 m2 of vegetation slashing	• 41 trees trimmed and 484 trees removed	• 2,989,200 m2 of weeds sprayed	• 200 metres of surface drain cleaned
• 29.3 million m2 of vegetation slashing	• 9712 trees trimmed and 15,105 trees removed								
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• 1,283,330 m2 of vegetation slashing	• 41 trees trimmed and 484 trees removed								
• 2,989,200 m2 of weeds sprayed	• 200 metres of surface drain cleaned								

<p>installations. Further updates will be provided in the upcoming quarterly meetings.</p> <p><b>Farm Fire Fighting Vehicle (FFFV) Trial</b></p> <ul style="list-style-type: none"> <li>For the second year in a row, Transport has collaborated with the NSW Rural Fire Service and NSW farmers to trial a registration exemption to help rural firefighting efforts this bushfire season. The FFFV trial allows landholders to drive an unregistered vehicle that is used solely for firefighting purposes within a 100km radius of their property.</li> </ul> <p><b>New Rest Area coming to Hume Motorway in Menangle</b></p> <ul style="list-style-type: none"> <li>TfNSW is delivering a new Oversize Overmass (OSOM) and Heavy Vehicle Rest Area along the northbound section of the Hume Motorway in Menangle opposite the Partridge VC Rest Area. It will replace the informal 'Dust Bowl' rest area and include enhanced safety features. Completion is expected by June 2025, weather permitting.</li> <li>The Moolgun Creek OSOM Stopping Area will remain operational during construction for OSOM drivers.</li> </ul> <p><b>Heavy Vehicle Rest Stop Minor Works Program</b></p> <ul style="list-style-type: none"> <li>The installation of green reflectors at 14 informal rest stops in the state's south will help truck drivers identify safe areas to park, rest and allow for drivers to conduct safety checks on their loads. These green reflector sites are located by spotting green dot style reflectors on guideposts, which provide notice to drivers they are approaching an opportunity to stop.</li> <li>Locations include Burley Griffin Way, Lachlan Valley Way, Snowy Mountains Highway, Princes Highway, Olympic Highway, Mid-Western Highway, Newell Highway, Hume Highway and Monaro Highway.</li> </ul>															
<b>MULTI-AGENCY TRAINING &amp; EXERCISING</b>	<p>Nil significant activities to advise for the 01 October 2024 and 31 December 2024 period in Riverina Murray Emergency Management Region.</p>														
<b>ISSUES</b>	<p><b>Major Events / Holiday Operations:</b></p> <table border="1"> <thead> <tr> <th>Event Name</th> <th>Dates</th> <th>Location</th> <th>LGA</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td>Term 1 NSW Autumn School Holidays</td> <td>Sat 12 April to Sun 27 April 2025</td> <td>NSW</td> <td>All</td> <td>Includes Easter and Anzac Day. Additional staff and resources will be operational in the region throughout the period.</td> </tr> </tbody> </table> <p><b>Network Significant Oversize Overmass (OSOM) Movements:</b></p> <table border="1"> <thead> <tr> <th>Area</th> <th>Activity Summary</th> </tr> </thead> <tbody> <tr> <td>Nil</td> <td></td> </tr> </tbody> </table>	Event Name	Dates	Location	LGA	Comments	Term 1 NSW Autumn School Holidays	Sat 12 April to Sun 27 April 2025	NSW	All	Includes Easter and Anzac Day. Additional staff and resources will be operational in the region throughout the period.	Area	Activity Summary	Nil	
Event Name	Dates	Location	LGA	Comments											
Term 1 NSW Autumn School Holidays	Sat 12 April to Sun 27 April 2025	NSW	All	Includes Easter and Anzac Day. Additional staff and resources will be operational in the region throughout the period.											
Area	Activity Summary														
Nil															

<b>ACTIONS</b>	Nil

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**Name:**  
**Agency:** Transport for NSW  
**Position:** Customer and Network Operations Coordinator  
**Date** 22/01/2025

OFFICIAL

Dear George,

The [Get Ready NSW Resource Hub](#) is now available!

This new resource hub includes a suite of tailored resources that you can incorporate into your preparedness initiatives to help NSW residents prepare for emergencies and disasters.

Please see below for more information.



**Be prepared this summer, Stakeholder communication toolkit | December 2024**

While summer is the time to get out and enjoy the warmer weather, it's also a time to ensure our community is prepared for the increased risk of storms, bushfires, heatwaves, and other seasonal hazards.

It is important that we understand the risks and prepare, so if these events do occur, we can respond quickly and efficiently.

This online toolkit has been developed to help you communicate important information with your networks and communities to prepare and stay safe this summer. The toolkit contains information and easy to share resources which can be downloaded or copied and pasted for use on your own channels.

Access the toolkit at <https://www.nsw.gov.au/emergency/get-ready/resource-hub>

If you have any questions or feedback about the resource hub, you can email [GetReadyNSW@reconstruction.nsw.gov.au](mailto:GetReadyNSW@reconstruction.nsw.gov.au) or contact one of the Riverina Murray RA team directly, or via the Riverina Murray inbox [Rm.region@reconstruction.nsw.gov.au](mailto:Rm.region@reconstruction.nsw.gov.au)

Regards,  
Donna



Donna Argus  
Director, Regional Delivery  
Riverina Murray Region

**NSW Reconstruction Authority**

M 0457 989 684

[E donna.argus@reconstruction.nsw.gov.au](mailto:donna.argus@reconstruction.nsw.gov.au)

[www.dpie.nsw.gov.au/nsw-reconstruction-authority](http://www.dpie.nsw.gov.au/nsw-reconstruction-authority)

Level 4/ 76 Morgan Street  
Wagga Wagga  
NSW 2650



I acknowledge the traditional custodians of the land and pay respects to Elders past and present. I also acknowledge all the Aboriginal and Torres Strait Islander staff working with NSW Government at this time.

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NSW Department of Education



Ref: DOC25/145514

29 January 2025

**Attn: Local Emergency Management Officer  
Local Emergency Management Committee**

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Re: LEMC – EduSFA Service Delivery

Dear Local Emergency Management Committee members,

As you are aware, the Education Services Functional Area (EduSFA) Supporting Plan was endorsed in December 2024. In 2025, the Department of Education is undergoing organisational changes, and the Emergency Response Team (ERT) will align service delivery in accordance with the supporting plan.

The EduSFA will attend SEMC, Regional Emergency Management Committees (REMC) and Emergency Operations Centres (EOC). Where possible, we will continue to support Local Emergency Management Committees (LEMCs) and EOCs virtually, where there has been, or is likely to be an incident/event/exercise with significant impact to Education Services.

The Emergency Response Team can be contacted 24/7 via the Duty Officer on 1300 086 866, or via email at [edu.lo@det.nsw.edu.au](mailto:edu.lo@det.nsw.edu.au).

Sincerely,

A handwritten signature in black ink that reads "Belinda Keogh".

Belinda Keogh  
**R/DEPUTY EDUSFA COORDINATOR  
R/DIRECTOR, CRISIS RESPONSE AND RECOVERY  
DEPARTMENT OF EDUCATION**



**MINUTES OF NARRANDERA SHIRE COUNCIL  
LOCAL EMERGENCY MANAGEMENT COMMITTEE  
HELD AT THE NARRANDERA EX- SERVICEMEN'S CLUB  
ON TUESDAY, 11 FEBRUARY 2025 AT 9:15 AM**

**1 PRESENT**

Chairperson Shane Wilson, Cr Neville Kschenka, Mr Luke Tedesco, Mr Alastair Macdonald, Mr Chad Kennis, Mr Murray Steele, Mr Tom Wivell, Mr Neal Tait, Mr Pete Watson, Mr Steve Hompes, Mr Shane Hargrave, Mr Fred Hammer, Mr Andrew Long, Ms Debbie Wicks, Mr Jason Clarke, Mr Dave Buchtmann, Mr Paul Smith.

**2 APOLOGIES**

Ms Debbie Hobbs, Mr Justin Langley, Ms Kate Johanson, Mr Steve Evans, Ms Rebecca Bradshaw

**3 BUSINESS ARISING FROM PREVIOUS MINUTES**

Nil

**4 CONFIRMATION OF PREVIOUS MEETING MINUTES**

**RECOMMENDATION**

That the minutes of the Local Emergency Management Committee held on 8 October 2024 be confirmed.

Moved: David Buchtmann

Seconded: Jason Clarke

**5 REPORTS**

**6.1 POLICY REVIEW - POL166 NARRANDERA HEATWAVE AND PLANS**

**RECOMMENDATION**

That the Committee:

1. Support the endorsement of Narrandera Shire Council's draft Heatwave Policy and Heatwave Action Plan.

Moved: Luke Tedesco

Seconded: David Buchtmann

## **6.2 AGENCY REPORTS AND CORRESPONDENCE**

### **RECOMMENDATION**

For Council to Note and Accept Agency Reports and Correspondence.

6.2.1 – REMO – Please refer to – REMO – Agency Report.

Mr Hompes provided the committee with an update on the concerns the regional emergency management officers have with the security of restricted documentation and plans relating to the implementation of the EM Knowledge Hub.

### **6.2.1 EM KNOWLAGE HUB**

#### **RECOMMENDATION:**

That the Committee endorse:

1. to put a hold on uploading any Emergency Management restricted documentation onto the EM Knowledge Hub, until security issues have been resolved.

Moved: Luke Tedesco

Seconded: Fred Hammer

6.2.2 – LEOCON – No updates reported.

6.2.3 – LEMO Leeton – Mr Tedesco presented the committee with the draft proposal for the Roxy Theatre to become the primary evacuation center for Leeton. Mr Tedesco explained that there are issues with the roof at the current evacuation center (Leeton Indoor Stadium) that needs extensive repairs. With the completed refurbishment of the Roxy Theatre, it is believed that this would be the best location for the evacuation center. The Stadium would become the secondary location once the repairs are completed.

Mr Buchtman noted that Disaster Welfare have provided Leeton Shire Council with a letter of support and will continue to work with LSC to finalise details.

### **6.2.3 ROXY THEATRE**

#### **RECOMMENDATION:**

That the Committee endorse:

1. for the Roxy Theatre to be included in the EM Plan as an Evacuation Centre.

Moved: Luke Tedesco

Seconded: David Buchtman

Mr Tedesco advised representatives that engineering assessment are currently underway to determine the impact of movement of the soil around the footings at the Euroly Bridge.

6.2.4 – LEMO Narrandera - Mr Hammer advised that Narrandera Shire Council, as part of the Floodplain Risk Management Plan the tender to undertake a feasibility study for the Nallabooma and Airport preferred ring levee in closing on the 13 February 2025.

6.2.5 – SES – Please refer to – SES Agency Report.

6.2.6 – VRA Leeton and Narrandera – Please refer to – VRA Agency Reports.

6.2.7 – Fire and Rescue – Please refer to – Fire and Rescue Agency Report.

6.2.8 – NSW Police Force – Mr Clarke praised the combat agencies on their professionalism and way they work together during operations.

6.2.9 – RFS MIA – Please refer to – RFS Agency Report.

6.2.10 – Ambulance – Please refer to – Ambulance Agency Report.

6.2.11 – LLS – Please refer to – AASFA LLS Agency Report and Attachment 7 - Animal Transport Accident Procedure.

6.2.12 – NSW Health – No Report

6.2.13 – WSFA (Welfare Services) - Please refer to – WSFA Agency Report.

6.2.14 – NSW Reconstruction Authority – Please refer to – NSW Reconstruction Authority Agency Report.

6.2.15 – Red Cross – No Report

6.2.16 – TfNSW - Please refer to – TfNSW Leeton - Narrandera Agency Report.

6.2.17 - Narrandera Shire Council – Mr Wilson provided the committee representatives with an update on the following item:

- Council has finalised an agreement on the area of responsibility along the State roads with TfNSW.
- Submitting a business case for \$17mil grant funding of the stormwater upgrade.
- \$27mil grant funding application for a new water filtration plant, through the National Water Grid program.
- Consideration to be undertaken by representative at the next meeting on the future trail merger of the committees.
- Connecting Rivers Country Program – Council will not support the program if infrastructure improvements are not obtained to protect assets.

Mayor Kschenka requested the committees support on Narrandera Shire Council endeavour continue to work with TfNSW to upgrade the Leeton Road Canal Bridge, Cadell St / Irrigation Way, and Nallabooma Estate intersections.

### **6.2.17 IRRIGATION WAY**

#### **RECOMMENDATION:**

That the Committee endorse:

1. the endeavours of Narrandera Shire Council's actions to improve Irrigation Way, including the Leeton Road Canal Bridge, Cadell St / Irrigation Way, and Nallabooma Estate intersections.

Moved: Cr Kschenka

Seconded: Mr Macdonald

6.2.18 – NSW Reconstruction Authority – Please refer to Correspondence – Get Ready NSW Resource Hub.

6.2.19 – EduSFA – Please refer to Correspondence – Letter from Deputy EduSFA Coordinator.

## **6 GENERAL BUSINESS**

Mr Hompes informed agency members of the online and face to face training programs and workshops that are available. He also advised the NSW Health has a new EM officer commencing the role and will provide their details to the LEMO for distribution.

Mr Clarke took time to highlight the great work of the RRT (Rapid Relief Team) in supporting the combat agencies during events.

## **7 NEXT MEETING**

10 June 2025

## **8 MEETING CLOSE**

**Meeting Closed at 10:55am**

**The minutes of this meeting were approved by the Chairperson and will be presented to the next meeting for confirmation.**

**10.2 AUDIT, RISK AND IMPROVEMENT COMMITTEE - MINUTES - 4 MARCH 2025****Document ID: 785761****Author: Senior Customer Service Administration Officer****Authoriser: Deputy General Manager Corporate and Community Services****Attachments: 1. Audit, Risk and Improvement Committee Minutes - 4 March 2025****RECOMMENDATION**

That Council:

1. Receives and notes the Minutes of the Audit, Risk and Improvement Committee held on Tuesday 4 March 2025, appended at *Attachment 1*.

**MINUTES OF NARRANDERA SHIRE COUNCIL  
AUDIT, RISK AND IMPROVEMENT COMMITTEE  
HELD AT THE COUNCIL CHAMBERS  
ON TUESDAY, 4 MARCH 2025 AT 9.00 AM**

**1 PRESENT**

**Members** Chairperson John Batchelor (T), Members Gayle Murphy, Stewart Todd (T).

**Observers** Cr Cameron Lander, George Cowan (General Manager), Cian Middleton (Deputy General Manager Corporate and Community Services), Bec Best (Chief Financial Officer), Craig Taylor (Governance and Engagement Manager), Amanda Collins (Enterprise Risk and Safety Officer), Minute Taker Melissa Gilmour, Josh Porker (RSD Audit) (T), Michael Kharzoo (NSW Audit Office) (T), Mubashshir Hassan (NSW Audit Office) (T), Phil Swaffield (National Audits Group) (T)

(T) = attendance using TEAMS

**2 APOLOGIES**

Nil

**3 BUSINESS ARISING FROM PREVIOUS MINUTES**

Nil

**4 CONFIRMATION OF PREVIOUS MEETING MINUTES**

**COMMITTEE RESOLUTION**

Moved: Mrs Gayle Murphy

Seconded: Mr Stewart Todd

That the minutes of the Audit, Risk and Improvement Committee held on 28 November 2024 be confirmed.

**CARRIED**

**5 REPORTS**

**6.1 GENERAL MANAGER'S REPORT**

**COMMITTEE RESOLUTION**

Moved: Mrs Gayle Murphy

Seconded: Mr Stewart Todd

That the Audit, Risk and Improvement Committee:

1. Receive and note the report by the General Manager.

**CARRIED**

## **6.2 EXTERNAL AUDIT ANNUAL ENGAGEMENT PLAN 2025**

### **COMMITTEE RESOLUTION**

Moved: Mrs Gayle Murphy

Seconded: Mr Stewart Todd

That the Audit, Risk and Improvement Committee:

1. Receives and notes the Annual Engagement Plan for the audit of Narrandera Shire Council's financial statements for the year ending 30 June 2025.

**CARRIED**

GM George Cowan left the meeting at 9:46am

## **6.3 INTERNAL AUDIT REPORTS**

### **COMMITTEE RESOLUTION**

Moved: Mrs Gayle Murphy

Seconded: Mr Stewart Todd

That the Audit, Risk and Improvement Committee:

1. Receive and note the verbal comments from National Audits Group on progress to date for the Community Transport internal audit.
2. Defer undertaking the Treasury Function and Investments audit from Council's Internal Audit program.

**CARRIED**

Josh Porker, Michael Kharzoo and Mubashshir Hassan left the meeting at 10:01am



## **6.4 MONITORING OF AUDIT RECOMMENDATIONS AND ACTIONS**

### **COMMITTEE RESOLUTION**

Moved: Mrs Gayle Murphy

Seconded: Mr Stewart Todd

That the Audit, Risk and Improvement Committee:

1. Review and support the comments against each line item in the attached Audit Recommendations and Actions document; and
2. Where the line item has been completed or no further action is required that the line item be removed from viewing within the document but retained within the document dataset for future reference; and
3. Receive a report to the next meeting following the presentation of the table to both the Executive Leadership Team and the Senior Management Team for review.

**CARRIED**

## **6.5 REVIEW AND ENDORSEMENT OF DRAFT GOVERNANCE FRAMEWORK**

### **COMMITTEE RESOLUTION**

Moved: Mrs Gayle Murphy

Seconded: Mr Stewart Todd

That the Audit, Risk and Improvement Committee:

1. Receives and notes the draft Governance Framework.
2. Recommends that the draft Governance Framework be endorsed.

**CARRIED**

## **6.6 PROJECT BRIEFING - POST-ELECTION STATUTORY REVIEW OF DELEGATIONS FRAMEWORK**

### **COMMITTEE RESOLUTION**

Moved: Mr Stewart Todd

Seconded: Mrs Gayle Murphy

That the Audit, Risk and Improvement Committee:

1. Receives and notes the briefing on the post-election statutory review of Council's Delegations Framework, as detailed in the report.

**CARRIED**

## **6.7 PROJECT BRIEFING - CORPORATE PERFORMANCE AND COMPLIANCE SOFTWARE IMPLEMENTATION**

### **COMMITTEE RESOLUTION**

Moved: Mrs Gayle Murphy

Seconded: Mr Stewart Todd

That the Audit, Risk and Improvement Committee:

1. Receives and notes the project briefing on the Corporate Performance and Compliance Software Implementation, as detailed in the report.

**CARRIED**

FM Bec Best left the meeting at 10:25 am

## **6.8 PROJECT BRIEFING - DEVELOPMENT OF INTEGRATED PLANNING & REPORTING (IP&R) FRAMEWORK**

### **COMMITTEE RESOLUTION**

Moved: Mrs Gayle Murphy

Seconded: Mr Stewart Todd

That the Audit, Risk and Improvement Committee:

1. Receives and notes the project briefing on the development of Council's Integrated Planning and Reporting (IP&R) Framework, as detailed in the report.

**CARRIED**

## **6.9 ARIC MEMBERS - DESIGNATED PERSONS FOR CODE OF CONDUCT PURPOSES**

### **COMMITTEE RESOLUTION**

Moved: Mrs Gayle Murphy

Seconded: Mr Stewart Todd

The Audit, Risk and Improvement Committee:

1. Defer to the next ARIC meeting after DGMCC submits a report to the Executive Leadership Team regarding clarification if members are actually "Designated Persons"
2. Be provided with the outcome of investigation to determine what personal information is to be redacted from the "Designated Persons Return" document prior to being uploaded to the Council website.

**CARRIED**

## **6.10 REVIEW OF AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING CALENDAR**

### **COMMITTEE RESOLUTION**

Moved: Mrs Gayle Murphy

Seconded: Mr Stewart Todd

That the Audit, Risk and Improvement Committee:

1. Endorse the revised Committee Meeting Calendar as detailed below;
  - 4 June 2025
  - 23 July 2025
  - 3 September 2025
  - 8 October 2025, Extraordinary Meeting

**CARRIED**

## **6 GENERAL BUSINESS**

Nil

## **7 NEXT MEETING**

Wednesday 4 June 2025 commencing at 9am

## **8 MEETING CLOSE**

**Meeting Closed at 10:58 am**

**The minutes of this meeting were approved by the Chairperson (MagiQ #786088) and will be presented to the next meeting for confirmation.**

## 11 REPORTS OF THE GENERAL MANAGER

### 11.1 ALGWA ANNUAL CONFERENCE

**Document ID:** 785439  
**Author:** Executive Assistant  
**Authoriser:** General Manager  
**Theme:** Our Leadership  
**Attachments:** Nil

#### RECOMMENDATION

That Council:

1. Endorses attendance at the Annual ALGWA Conference in Griffith NSW from 1-3 May 2025 for Councillors Ruffles, Lewis and Clarke, covering associated costs as outlined within POL015.

#### PURPOSE

The purpose of this report is for Council to endorse three councillors' attendance at the Australian Local Government Women's Association (ALGWA) Annual Conference.

#### SUMMARY

The ALGWA Annual Conference, themed "*Taste the Inspiration*", is being held at the Griffith Ex-Servicemen's Club from Thursday 1 to Saturday 3 May 2025.

Council is a full member of the ALGWA and provides membership for all female councillors interested in joining.

Application has been received from Councillors Sue Ruffles, Tracey Lewis and Jenny Clarke requesting approval to attend the ALGWA Annual Conference being held in Griffith from 1-3 May 2025.

Registrations are open for this year's conference, and this report seeks Council's endorsement for Councillors Sue Ruffles, Tracey Lewis and Jenny Clarke to attend as representatives of Narrandera Shire Council.

#### BACKGROUND

Traditionally, at least one female councillor attends this conference each year to represent Narrandera Shire.

ALGWA is the premier organisation supporting and representing women in local government. ALGWA was formed to promote women's participation in local government, both as elected officials and employees. The organisation provides support, networking opportunities, and advocacy for women across Australia. Initiatives include leadership programs, mentoring, and efforts to address issues like bullying and harassment in the workplace.

The 2025 ALGWA NSW Annual Conference aims to provide comprehensive training and support for councillors. This event offers attendees the chance to gain valuable insights from guest speakers, participate in professional development, and network with peers from across NSW.

The conference theme, “*Taste the Inspiration*”, is designed to motivate and empower delegates, encouraging them to embrace new ideas and approaches to their roles as councillors. This conference offers a unique opportunity for new and returning councillors to reset and develop new ideas and perspectives. By fostering creativity, delegates will be motivated to think outside the box and develop innovative solutions to the challenges faced by local government.

Griffith Mayor, Cr Doug Curran, will open the conference with the welcome by ALGWA President, Cr Penny Pedersen.

Guest speakers at the conference will include:

- Emma Norbiato - Calabria Wines
- Zara Lowien - National Irrigation Council (NIC)
- Helen Dalton MP – State Member for Murray
- The Hon. Sussan Ley MP – Federal Member for Farrer and Deputy Leader of the Opposition
- The Hon. Rose Jackson MLC – Minister for Water, Housing, Homelessness, Mental Health, Youth, and the North Coast
- Carolyn Doherty – Argyle Housing
- Serena Hardwick – Business NSW
- Emma Broomfield – Councillor Wellbeing
- Shirine Nehme – TEDx Griffith

A Banna Murals/CBD Activation Walk and tour of De Bortoli Winery Gardens are also planned.

## **RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES**

### **Theme**

5 - Our Leadership

### **Strategy**

5.1 - Have a Council that provides leadership through actions and effective communication.

### **Action**

5.1.2 - Support ethical, transparent and accountable corporate governance.

## **ISSUES AND IMPLICATIONS**

### **Policy**

- POL015 Councillor Expenses and Facilities Policy

### **Financial**

- Council allocates funds in the annual budget to facilitate Councillor attendance at conferences and seminars

- Early Bird Registrations are now open for \$1,100, or \$1,300 after early bird closes, and \$900 without conference dinner, plus accommodation costs.

### **Community Engagement / Communication**

- Following attendance at the conference, a report will be submitted to the 15 April 2025 Ordinary Council meeting agenda for the community's information

### **Human Resources / Industrial Relations (if applicable)**

- The Executive Assistant and Council's Administration Assistant complete all arrangements for councillors' attendance to conferences as part of their normal duties

### **RISKS**

- Council being out of date and/or misinformed on changes within ALGWA.

### **OPTIONS**

1. Decline this request and not endorse Councillors' attendance at the Annual ALGWA Conference being held in Griffith.
2. Endorse one Councillor who has not yet attended an ALGWA Conference.
3. Endorse attendance by three Councillors, Councillors Ruffles, Lewis and Clarke, at the Annual ALGWA Conference to be in Griffith from 1-3 May 2025, covering costs as outlined within POL015: conference registration, accommodation, meal and travel.

### **CONCLUSION**

That Council endorses Councillors attendance at the Annual ALGWA Conference being held in Griffith NSW from 1-3 May 2025 for Councillors Ruffles, Lewis and Clarke, and covering associated costs as outlined within POL015.



**11.2 APPOINTMENT OF COMMUNITY MEMBERS TO EXECUTIVE SERVICES COMMITTEES**

**Document ID:** 786113  
**Author:** Events & Visitor Services Team Leader  
**Authoriser:** General Manager  
**Theme:** Our Leadership  
**Attachments:** Nil

**RECOMMENDATION**

That Council:

1. Endorses the appointment of community members to Australia Day Planning Advisory Committee and Koala Regeneration Advisory Committee, as detailed in this report.

**PURPOSE**

The purpose of this report is to endorse the appointment of community members to each of the Advisory Committees administered by Council’s Executive Services directorate.

**SUMMARY**

Following the election of the new Council, nominations were sought for Council’s recently reconstituted Advisory Committees. The nominations listed in Table 1, below, have been received for committees within the Executive Services directorate and are submitted to Council for approval.

*Table 1 Nominations for Community Members on Executive Services committees*

<b>Committee</b>	<b>Community Members</b>
<b>Australia Day Planning Advisory Committee</b>	<ul style="list-style-type: none"> <li>• Glen Bartley – Narrandera</li> <li>• Gemma Bensch – Grong Grong</li> <li>• Beryl Brain – Narrandera</li> <li>• Graeme Davies – Barellan</li> <li>• Helen McDermott – Narrandera</li> <li>• Narelle Payne – Narrandera</li> <li>• Glenn Wright – Narrandera</li> </ul>
<b>Koala Regeneration Advisory Committee</b>	<ul style="list-style-type: none"> <li>• Kimberley Beattie</li> <li>• Julie Briggs</li> <li>• Joanne Connolly</li> <li>• Leigh Mathieson</li> <li>• Gayle Murphy</li> <li>• Lee Reavley</li> <li>• Nella Smith</li> <li>• National Parks NSW Threatened Species Unit – Rachel Labador</li> </ul>

## **BACKGROUND**

At its Ordinary Meeting held 15 October 2024, Council appointed Councillor delegates to each of its Section 355 and Advisory Committees [Res. 24/174]. Terms of Reference for the various committees within the Executive Services directorate's portfolio were subsequently endorsed at the Ordinary Council Meeting held on 18 February 2025 – Australia Day Planning Advisory Committee [Res. 25/007] and Koala Regeneration Advisory Committee [Res. 25/008].

Following the December Ordinary Meeting, a public Expression of Interest ("EOI") process was conducted from 20 December 2024 to 10 February 2025. The EOI process was actively promoted via Council's social media and website, as well as local print and radio media.

## **RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES**

### **Theme**

5 - Our Leadership

### **Strategy**

5.1 - Have a Council that provides leadership through actions and effective communication.

### **Action**

5.1.2 - Support ethical, transparent and accountable corporate governance.

## **ISSUES AND IMPLICATIONS**

### **Policy**

- There are no policy implications for Council associated with this report.

### **Financial**

- There are no financial implications for Council associated with this report.

### **Legal / Statutory**

- Council committees are required to operate within their approved Terms of Reference and individual Committee members must observe the requirements of Council's Code of Conduct.

### **Community Engagement / Communication**

- As noted above, a comprehensive awareness program was facilitated from 20 December 2024 to 10 February 2025 to invite members of the community to submit an EOI to join one of the various committees.

## **RISKS**

Appointment of community members to the committees, as recommended, ensures the committees can operate for the remainder of the current 2024-28 Council term in accordance with the provisions of their Terms of Reference.

**CONCLUSION**

Following adoption of the Committee Terms of Reference and subsequent public EOI process, it is recommended that Council endorses the appointment of community members to the committees as detailed in this report.

**12 REPORTS OF THE DEPUTY GENERAL MANAGER CORPORATE AND COMMUNITY SERVICES**


**12.1 MONTHLY STATEMENT OF INVESTMENTS - FEBRUARY 2025**

**Document ID:** 783429

**Author:** Chief Financial Officer (Responsible Accounting Officer)

**Authoriser:** Deputy General Manager Corporate and Community Services

**Theme:** Our Leadership

**Attachments:** 1. **Monthly Investment Review Report - February 2025 (Arlo Advisory)** [↓](#) 

**RECOMMENDATION**

1. That Council:
1. Receives and notes the Statement of Investments as at 28 February 2025.

**PURPOSE**

The purpose of this report is to provide details to Council of its investment portfolio as at 28 February 2025, and confirm that Council’s Responsible Accounting Officer has certified that the investments listed have been made in accordance with the *Local Government Act 1993* (“the Act”), the *Local Government (General) Regulation 2021* (“the Regulation”) and Council’s Investment Policy.

**SUMMARY**

In accordance with clause 212 of the Regulation, the Responsible Accounting Officer must provide Council with a monthly written report setting out details of Council’s investments under section 625 of the Act. The report must also include certification that Council’s investments have been made in accordance with the Act, the Regulation, and Council’s adopted Investment Policy.

*Table 1*, below, summarises the value of Council’s investments. As illustrated, Council’s investments totalled \$29.920 million as at 28 February 2025. Actual interest income to 28 February 2025 is \$982,825 which compares favourably with the budgeted amount of \$778,434.

*Table 1 Summary of Council's investments as at 28 February 2025*

<b>Fund</b>	<b>Balance</b>
General	\$22,796,711.50
Water	\$5,999,202.90
Sewerage	\$1,066,213.21
Trust	\$57,598.21
<b>Total</b>	<b>\$29,919,725.82</b>

**BACKGROUND**

Council's Chief Financial Officer monitors the organisation's cash flow on a daily basis, with surplus funds being invested in accordance with Council's Investments Policy, as well as the statutory requirements outlined in the Act and the Regulation.

Subject to those constraints, Council's objective when investing funds is to obtain the most favourable rate of interest, whilst taking into consideration the risks and security associated with the investment, as well as ensuring that Council's liquidity requirements are also being met.

Council seeks independent advice for investments and consults with its investment advisor (Arlo Advisory Pty Ltd) in managing the portfolio to ensure that returns are maximised, considering diversification and risk. A complete analysis of the performance is addressed in the Monthly Investment Review Report, appended at *Attachment 1*, prepared by the investment advisor.

Included in this report are the following items that highlight Council's investment portfolio performance for the month and an update on the investment environment:

- a. Council's investment for the month
- b. Application of Investment Funds
- c. Investment Portfolio Performance
- d. Investment Commentary
- e. Responsible Officer Certification

This report concludes with the Responsible Officer's Certification.

**a. Council Investments**

Council Term Deposits					
Borrower	Value	%	Yield	Rating	Maturity
National Australia Bank (On call)	1,627,128.52	5.45%	1.15%	A-1+	28 Feb 2025
National Australia Bank	200,000.00	0.67%	5.45%	A-1+	1 Jul 2025
National Australia Bank	1,000,000.00	3.35%	5.35%	A-1+	11 Jul 2025
National Australia Bank	1,000,000.00	3.35%	4.70%	A-1+	14 Aug 2025
National Australia Bank	1,000,000.00	3.35%	5.00%	A-1+	19 Nov 2025
National Australia Bank	1,000,000.00	3.35%	5.10%	A-1+	26 Nov 2025
National Australia Bank	1,000,000.00	3.35%	5.05%	A-1+	4 Dec 2025
National Australia Bank	1,000,000.00	3.35%	5.00%	A-1+	19 Dec 2025
Commonwealth Bank	1,000,000.00	3.35%	4.95%	A-1+	11 Mar 2025
Commonwealth Bank	1,000,000.00	3.35%	4.90%	A-1+	10 Apr 2025
Commonwealth Bank	1,000,000.00	3.35%	5.07%	A-1+	14 Apr 2025
Commonwealth Bank	1,000,000.00	3.35%	4.94%	A-1+	19 May 2025
Commonwealth Bank	1,000,000.00	3.35%	4.94%	A-1+	5 Jun 2025
Commonwealth Bank	1,000,000.00	3.35%	4.75%	A-1+	1 Oct 2025
Suncorp	1,000,000.00	3.35%	5.04%	A-1+	25 Mar 2025
Suncorp	1,000,000.00	3.35%	5.25%	A-1+	30 Apr 2025
Suncorp	1,000,000.00	3.35%	5.13%	A-1+	22 Sep 2025
Suncorp	1,000,000.00	3.35%	5.00%	A-1+	20 Oct 2025
Suncorp	1,000,000.00	3.35%	4.96%	A-1+	20 Jan 2026
Bendigo Bank	1,000,000.00	3.35%	5.18%	A-2	14 May 2025
Bendigo Bank	1,000,000.00	3.35%	5.13%	A-2	26 Jun 2025
IMB	1,000,000.00	3.35%	4.75%	A-2	22 Jul 2025
Westpac Bank	1,034,999.09	3.47%	5.13%	A-1+	3 Mar 2025
Westpac Bank	1,000,000.00	3.35%	5.29%	A-1+	30 May 2025
Westpac Bank	1,000,000.00	3.35%	5.31%	A-1+	12 Jun 2025
Westpac Bank	1,000,000.00	3.35%	4.83%	A-1+	28 Aug 2025
Westpac Bank	1,000,000.00	3.35%	4.94%	A-1+	2 Sep 2025
Westpac Bank	1,000,000.00	3.35%	5.10%	A-1+	25 Nov 2025
Westpac Bank	1,000,000.00	3.35%	4.89%	A-1+	9 Jan 2026
Westpac Bank	1,000,000.00	3.35%	4.70%	A-1+	27 Feb 2026
<b>Total Council Funds</b>	<b>29,862,127.61</b>	<b>100%</b>			
<b>Trust Term Deposits</b>					
Borrower	Value	%	Yield	Rating	Maturity
National Australia Bank (Art)	57,598.21	100.00%	5.20%	A-1+	1 Aug 2025
<b>Total Trust Funds</b>	<b>57,598.21</b>	<b>100%</b>			

**b. Application of Investment Funds**

Application of Restricted Funds		
Allocation	Description	\$'000
External Restrictions	Water Supply	\$ 6,192
	Sewer Supply	\$ 185
	Developer Contributions	\$ 559
	Waste Management	\$ 1,647
	Unexpended Grants	\$ 5,828
	Stormwater	\$ 41
	Crown Lands	\$ 423
Internally Restricted	Discretion of Council	\$ 14,864
Unrestricted	Allocated to current budget	\$ 181
<b>Total</b>		<b>\$ 29,920</b>

**c. Investment Portfolio Performance**

Monthly Investment Performance				
Period Ending	Investments	Weighted	BBSW 30	Variance
Feb 2024	33,075,903.95	5.03%	4.30%	0.73%
Mar 2024	31,611,721.32	4.98%	4.30%	0.68%
Apr 2024	27,812,376.68	5.11%	4.30%	0.81%
May 2024	28,462,881.68	4.93%	4.30%	0.63%
Jun 2024	31,204,406.83	4.95%	4.30%	0.65%
Jul 2024	36,208,784.99	4.95%	4.31%	0.64%
Aug 2024	35,812,613.44	4.86%	4.30%	0.56%
Sep 2024	32,414,513.16	5.11%	4.31%	0.80%
Oct 2024	30,914,233.25	5.04%	4.31%	0.73%
Nov 2024	28,915,399.86	5.03%	4.32%	0.71%
Dec 2024	30,166,930.45	4.83%	4.32%	0.51%
Jan 2025	29,118,266.47	4.81%	4.31%	0.50%
Feb 2025	29,919,725.82	4.81%	4.16%	0.65%

**d. Investment Commentary**

The investment portfolio increased by \$801,459.35 during February as a result of receipts from the second rates instalment. The next investment reaches maturity on 3 March 2025. Term deposit interest rates remained stable during February. Further commentary is included in the investment adviser’s report appended at *Attachment 1*.

**RESPONSIBLE ACCOUNTING OFFICER (RAO) CERTIFICATION**

- a. I hereby certify that the investments listed above have been made in accordance with section 625 of the *Local Government Act 1993*, clause 212 of the *Local Government (General) Regulation 2021* and Council’s Investment Policy.
- b. Council’s Investment Policy was reviewed and adopted on 15 March 2024.





# Monthly Investment Review



February 2025

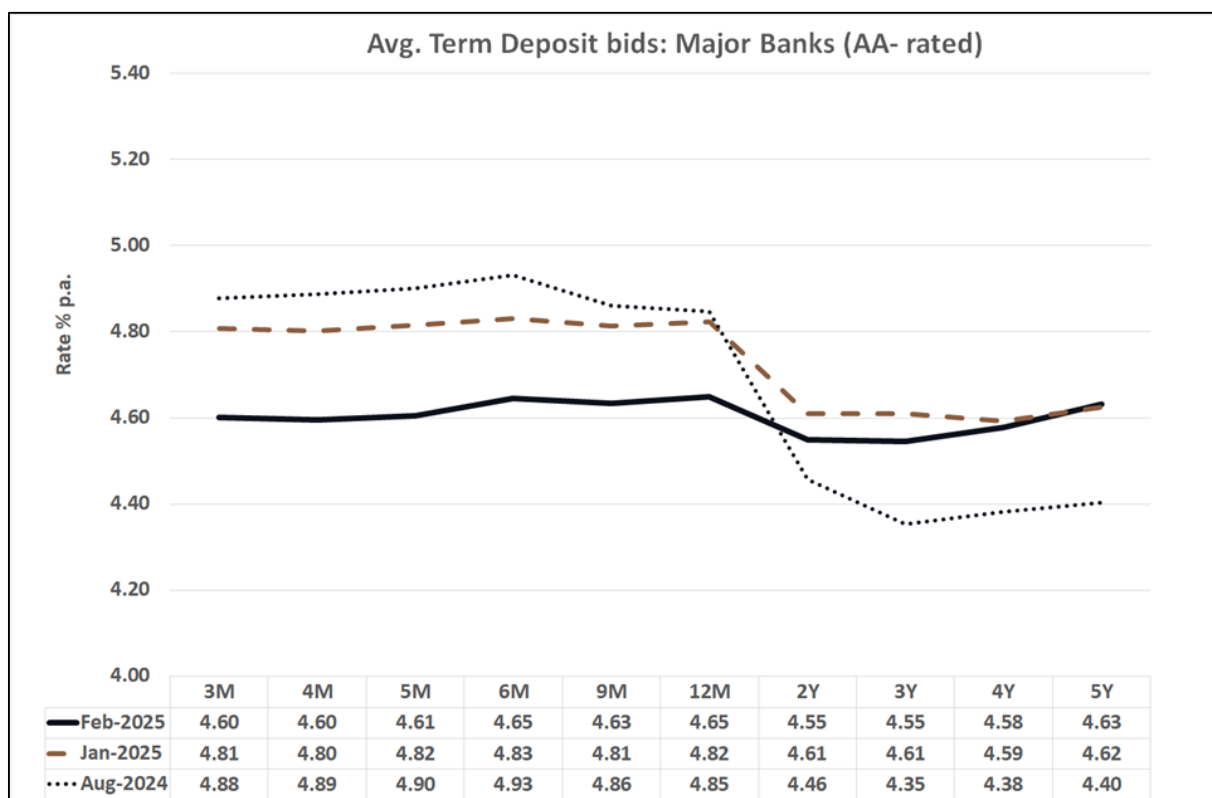
Arlo Advisory Pty Ltd  
ABN: 55 668 191 795  
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Level 3, Suite 304, 80 Elizabeth Street, Sydney NSW 2000



## Market Update Summary

Risk markets experienced a downturn over February on the back of tariff uncertainty (led by the US) and ongoing geopolitics in the middle east.

In the deposit market, over February, at the very short-end of the curve (less than 12 months), the average deposit rates offered by the major banks fell by around 15–20bp compared to where they were the previous month (January), in response to the RBA’s first rate cut this easing cycle. At the medium to longer-end of the curve (2–3 years), the average rates fell by around 5bp compared to where they were in January (and largely unchanged for 4–5 years).



Source: Imperium Markets

With additional rate cuts and a global economic downturn priced in over 2025, investors should consider diversifying and taking an ‘insurance policy’ against a potentially lower rate environment by investing across 1–5 year fixed deposits and locking in rates above 4½% p.a. (small allocation only).



## Narrandera Shire Council’s Portfolio & Compliance

### Asset Allocation

As at the end of February 2025, the portfolio was entirely directed to fixed term deposits (95%) and cash (5%).

Senior FRNs are becoming expensive on a historical basis, although new issuances should continue to be considered on a case by case scenario. In the interim, staggering a mix of fixed deposits between 12 months to 5 years remains a more optimal strategy to maximise returns over a longer-term cycle.

With additional rate cuts and a global economic downturn being priced in 2025, investors can choose to allocate a small proportion of longer-term funds and undertake an insurance policy against any further rate cuts by investing across 1-5 year fixed deposits, locking in and targeting yields above 4½% p.a. Should inflation be within the RBA’s target band of 2-3% over the longer-term, returns around 4½% p.a. or higher should outperform benchmark.



### Term to Maturity

All maturity limits (minimum and maximum) comply with the Investment Policy.

Where there is capacity to invest in attractive medium-longer term investments, we recommend this be allocated to any remaining attractive 1-5 year fixed term deposit or primary FRNs for 3-5 year terms (refer to respective sections below).

Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 – 1 year	\$29,919,726	100.00%	30%	100%	\$0
✓	1 - 5 years	\$0	0.00%	0%	50%	\$14,959,863
✓	5 - 10 years	\$0	0.00%	0%	30%	\$8,975,918
		<b>\$29,919,726</b>	<b>100.00%</b>			



**Counterparty**

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	ANZ	A-1+	\$5,000,000	16.71%	35%	\$5,471,904
✓	CBA	A-1+	\$6,000,000	20.05%	35%	\$4,471,904
✓	NAB	A-1+	\$7,884,727	26.35%	35%	\$2,587,177
✓	Westpac	A-1+	\$8,034,999	26.86%	35%	\$2,436,905
✓	Bend-Adelaide	A-2	\$2,000,000	6.68%	10%	\$991,973
✓	IMB	A-2	\$1,000,000	3.34%	10%	\$1,991,973
			<b>\$29,919,726</b>	<b>100.00%</b>		

As at the end of February 2025, all individual counterparties were within policy limits. Overall, the portfolio is somewhat concentrated with only 6 ADIs utilised. We recommend a more diversified portfolio to reduce concentration risk but in all likelihood, this would increase overall returns in the long-run.

On 31<sup>st</sup> July 2024, ANZ’s takeover of Suncorp Bank was formalised, and ratings agency S&P upgraded Suncorp’s long-term credit rating to that of its parent company immediately (now rated A-1+/AA-). Investor’s exposure to Suncorp is now reflected under the parent company being ANZ.

**Credit Quality**

The portfolio is lightly diversified from a credit ratings perspective. The portfolio is mainly directed to the major banks (rated A-1+). All ratings categories are within policy limits:

Compliant	Credit Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	A-1+ Category	\$26,919,726	89.97%	100%	\$3,000,000
✓	A-1 Category	\$0	0.00%	100%	\$29,919,726
✓	A-2 Category	\$3,000,000	10.03%	30%	\$5,975,918
✓	A-3 Category	\$0	0.00%	0%	\$0
		<b>\$29,919,726</b>	<b>100.00%</b>		



**Performance**

Council’s performance (excluding cash) for the month ending February 2025 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.31%	1.04%	2.12%	2.86%	4.33%
AusBond Bank Bill Index	0.34%	1.10%	2.21%	2.98%	4.48%
<b>Council’s Portfolio<sup>^</sup></b>	<b>0.39%</b>	<b>1.24%</b>	<b>2.51%</b>	<b>3.39%</b>	<b>5.15%</b>
<b>Rel. Performance</b>	<b>0.05%</b>	<b>0.14%</b>	<b>0.30%</b>	<b>0.41%</b>	<b>0.68%</b>

<sup>^</sup>Total portfolio performance excludes Council’s cash account holdings. Quoted returns longer than 3 months are indicative as we do not have historical positions of the portfolio.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	4.10%	4.27%	4.31%	4.32%	4.33%
AusBond Bank Bill Index	4.51%	4.54%	4.51%	4.51%	4.48%
<b>Council’s Portfolio<sup>^</sup></b>	<b>5.23%</b>	<b>5.13%</b>	<b>5.12%</b>	<b>5.13%</b>	<b>5.15%</b>
<b>Rel. Performance</b>	<b>0.72%</b>	<b>0.58%</b>	<b>0.61%</b>	<b>0.62%</b>	<b>0.68%</b>

<sup>^</sup>Total portfolio performance excludes Council’s cash account holdings. Quoted returns longer than 3 months are indicative as we do not have historical positions of the portfolio.

For the month of February, the portfolio (excluding cash) provided a solid return of +0.39% (actual) or +5.23% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.34% (actual) or +4.51% p.a. (annualised).

The outperformance over longer timeframes continues to be anchored by those longer-dated deposits, with original tenors placed for 12 months. We recommend a more diversified duration position going forward, with a small consideration of deposits to be placed up to 2 years (particularly as rate cuts are imminent).



## Recommendations for Council

### **Term Deposits**

Going forward, Council's ongoing strategy in placing across 12-24 months terms is likely to earn up to ¼-½% p.a. higher compared to shorter tenors in a normal market environment. There is growing belief that additional rate cuts and a global economic downturn is imminent and so locking in rates above 4½% p.a. across 1-5 year tenors may provide some income protection against a lower rate environment.

As at the end of February 2025, Council's **deposit** portfolio was yielding 5.02% p.a. (down 4bp from the previous month), with a weighted average duration of around 164 days (~5½ months). We recommend Council incrementally increases this duration up to a minimum 9 months this calendar year, to optimise returns in the long-run.

Please refer to the section below for further details on the Term Deposit market.

### **Securities**

Primary (new) Senior **FRNs** (with maturities between 3-5 years) continue to be appealing (particularly for those investors with portfolios skewed towards fixed assets) and should be considered on a case by case scenario. **Fixed Bonds** may also provide some attractive opportunities from new (primary) issuances.

Please refer to the sections below for further details on each market.



## Term Deposit Market Review

### Current Term Deposits Rates

As at the end of February, we see value in the following:

ADI	LT Credit Rating	Term	Rate % p.a.
ING Bank	A	5 years	4.82%
Hume Bank	BBB+	5 years	4.68%
Westpac	AA-	5 years	4.59%
ING Bank	A	4 years	4.70%
BoQ	A-	4 years	4.55%
Westpac	AA-	4 years	4.53%
Hume Bank	BBB+	4 years	4.52%
ING Bank	A	3 years	4.61%
Westpac	AA-	3 years	4.50%
BoQ	A-	3 years	4.50%
Hume Bank	BBB+	3 years	4.50%
ING Bank	A	2 years	4.60%
NAB	AA-	2 years	4.55%
Westpac	AA-	2 years	4.51%
BoQ	A-	2 years	4.50%

The above deposits are suitable for investors looking to maintain diversification and lock-in a slight premium compared to purely investing short-term.

For terms under 12 months, we believe the strongest value is currently being offered by the following ADIs (*we stress that rates are indicative, dependent on daily funding requirements and different for industry segments*):





ADI	LT Credit Rating	Term	Rate % p.a.
ICBC Sydney	A	12 months	4.74%
Westpac	AA-	12 months	4.70%
ING Bank	A	12 months	4.67%
NAB	AA-	12 months	4.65%
ICBC Sydney	A	9 months	4.72%
BankVIC	BBB+	9 months	4.70%
NAB	AA-	9 months	4.65%
ING Bank	A	9 months	4.63%
Bank of Sydney	Unrated	6 months	4.78%
BankVIC	BBB+	6 months	4.75%
NAB	AA-	6 months	4.70%
Westpac	AA-	6 months	4.66%
Bank of Sydney	Unrated	3 months	4.79%
NAB	AA-	3 months	4.70%

For those investors that do not require high levels of liquidity and can stagger their investments longer term, they will be rewarded over a longer-term cycle if they roll for an average min. term of 12 months, with a spread of investments out to 5 years (this is where we see current value). In a normal market environment (upward sloping yield curve), investors could earn over a cycle, on average, up to ¼-½% p.a. higher compared to those investors that entirely invest in short-dated deposits.

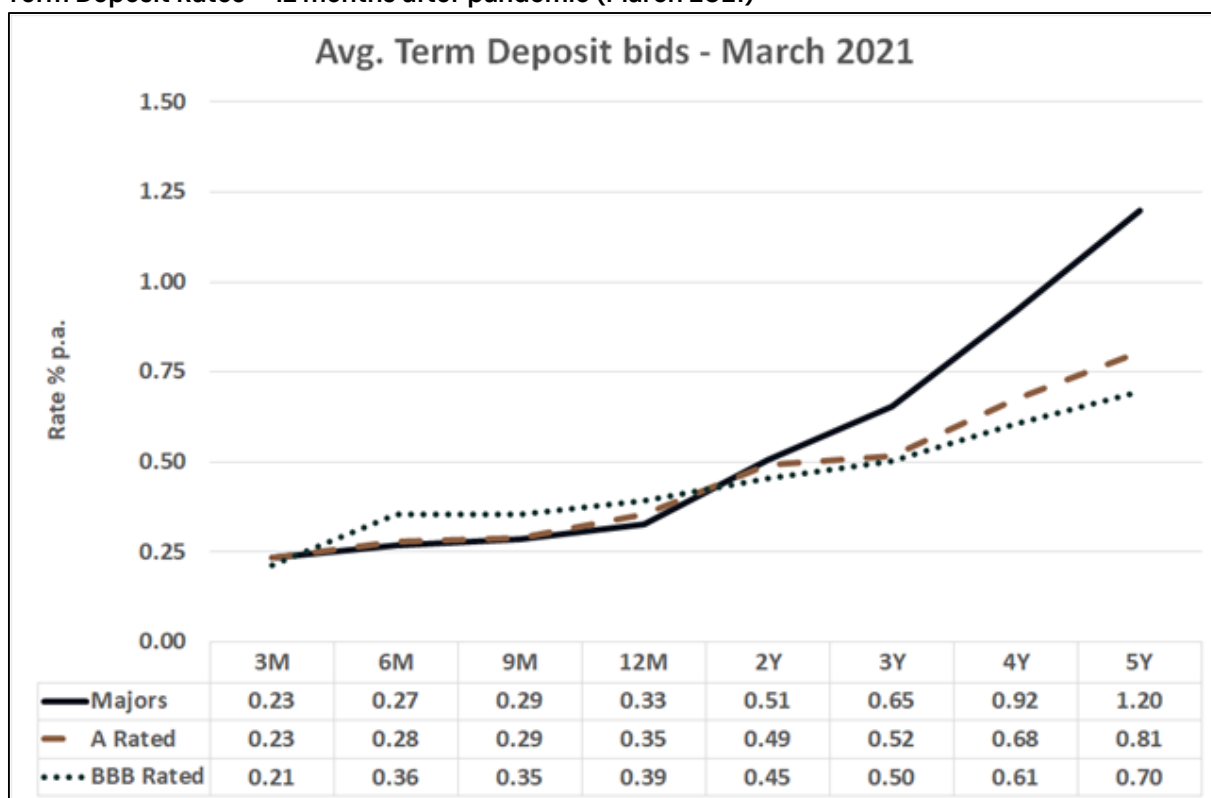
With additional rate cuts and a global economic downturn priced in over 2025, investors should consider allocating some longer-term surplus funds and undertake an insurance policy by investing across 1-5 year fixed deposits and locking in rates above 4½% p.a. This will provide some income protection if the RBA decides to continue cutting rates over 2025.



### Term Deposits Analysis

Pre-pandemic (March 2020), a 'normal' marketplace meant the lower rated ADIs (i.e. BBB category) were offering higher rates on term deposits compared to the higher rated ADIs (i.e. A or AA rated). But due to the cheap funding available provided by the RBA via their Term Funding Facility (TFF) during mid-2020, allowing the ADIs to borrow as low as 0.10% p.a. fixed for 3 years, those lower rated ADIs (BBB rated) did not require deposit funding from the wholesale deposit. Given the higher rated banks had more capacity to lend (as they have a greater pool of mortgage borrowers), they subsequently were offering higher deposit rates. In fact, some of the lower rated banks were not even offering deposit rates at all. As a result, most investors placed a higher proportion of their deposit investments with the higher rated (A or AA) ADIs over the past three years.

#### Term Deposit Rates – 12 months after pandemic (March 2021)



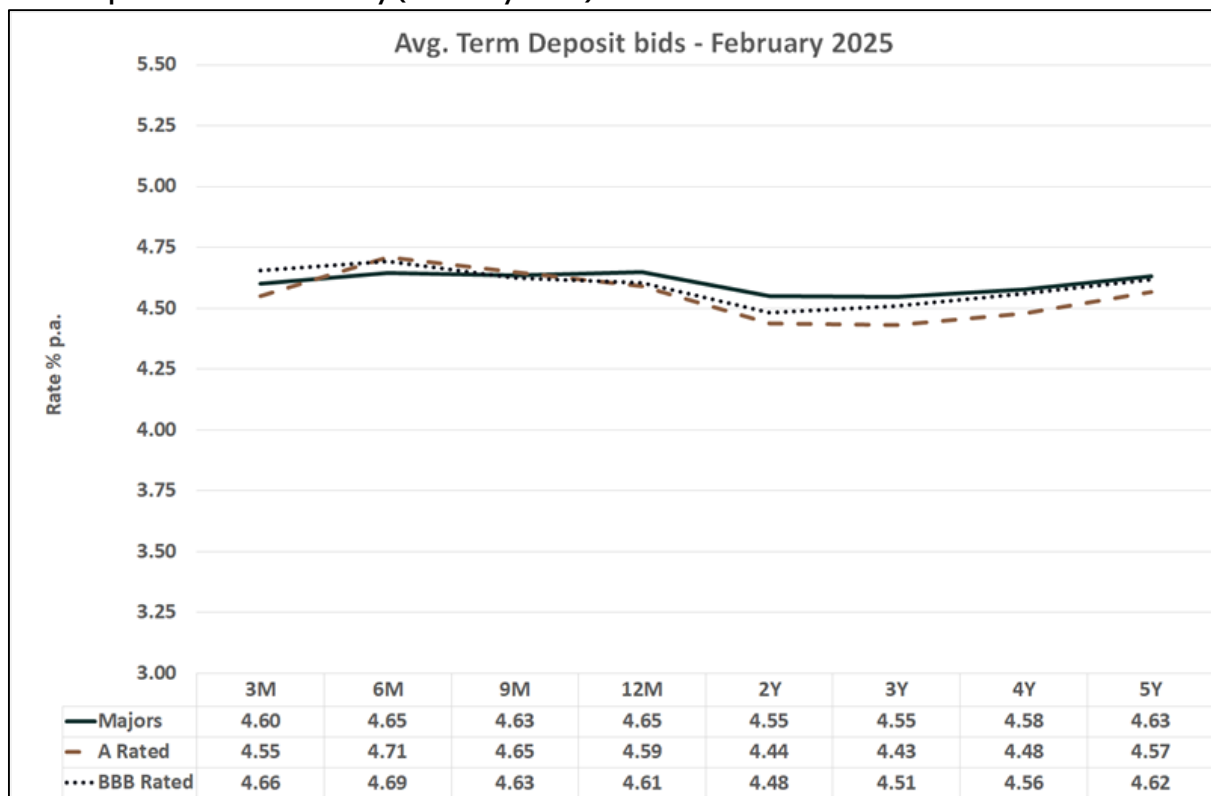
Source: Imperium Markets

The abnormal marketplace experienced during the pandemic is starting to reverse as the competition for deposits slowly increases, partially driven by the RBA’s term funding facility coming to an end. In recent months, we have started to periodically see some of the lower rated ADIs (“A” and “BBB” rated) offering slightly higher rates compared to the domestic major banks (“AA” rated) on different parts of the curve (i.e. pre-pandemic environment). Some of this has been attributed to lags in adjusting their deposit rates as some banks (mainly the lower rated ADIs) simply set their rates for the week.



Going forward, investors should have a larger opportunity to invest a higher proportion of its funds with the lower rated institutions (up to Policy limits), from which the majority are not lending to the Fossil Fuel industry or considered 'ethical'. We are slowly seeing this trend emerge, although the major banks always seem to react more quickly than the rest of the market during periods of volatility:

**Term Deposit Rates – Currently (February 2025)**



Source: Imperium Markets

**Financial Stability of the Banking (ADI) Sector**

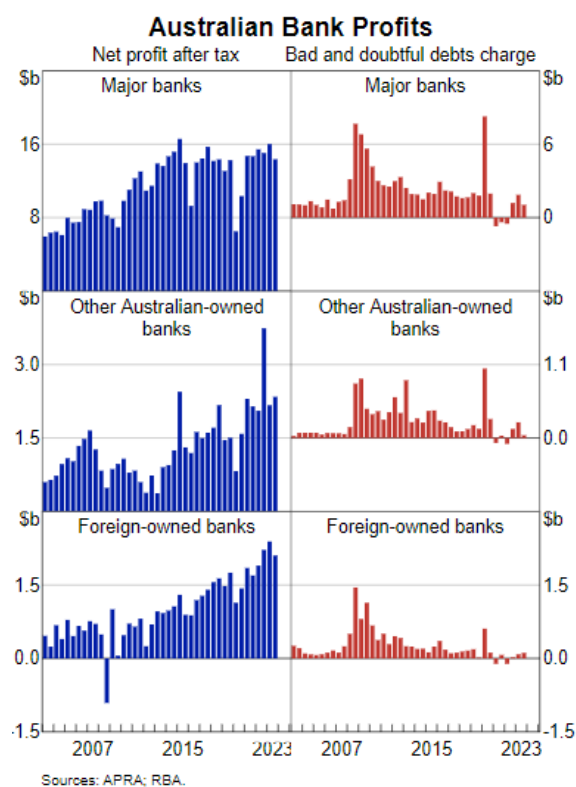
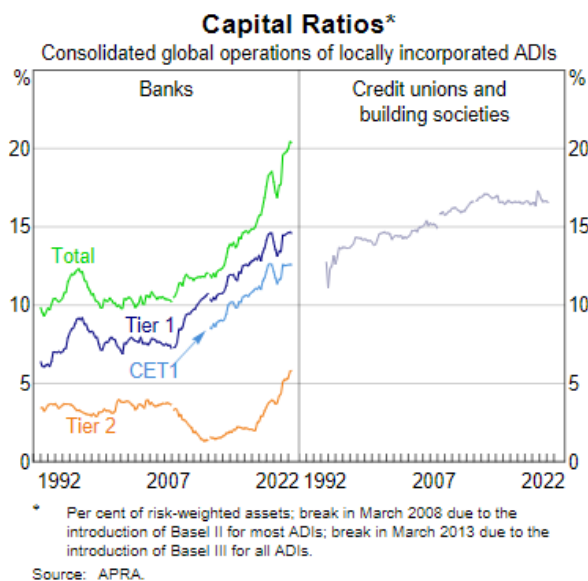
The RBA’s latest Financial Stability report of 2024 reaffirms the strong balance sheet across the ADI sector. They noted that the risk of widespread financial stress remains limited due to the generally strong financial positions of most (individual) borrowers. Very few mortgage borrowers are in negative equity, limiting the impact on lenders (ADIs) in the event of default and supporting their ability to continue providing credit to the economy. Most businesses that have entered insolvency are small and have little debt, limiting the broader impact on the labour market and thus household incomes, and on the capital position of lenders (ADIs).

Australian banks (collectively the APRA regulated ADIs) have maintained prudent lending standards and are well positioned to continue supplying credit to the economy. A deterioration in economic conditions or temporary disruption to funding markets is unlikely to halt lending activity. Banks have anticipated an



increase in loan arrears and have capital and liquidity buffers well above regulatory requirements (see *Capita Ratios chart below*). APRA’s mandate is to “protect depositors” and provide “financial stability”.

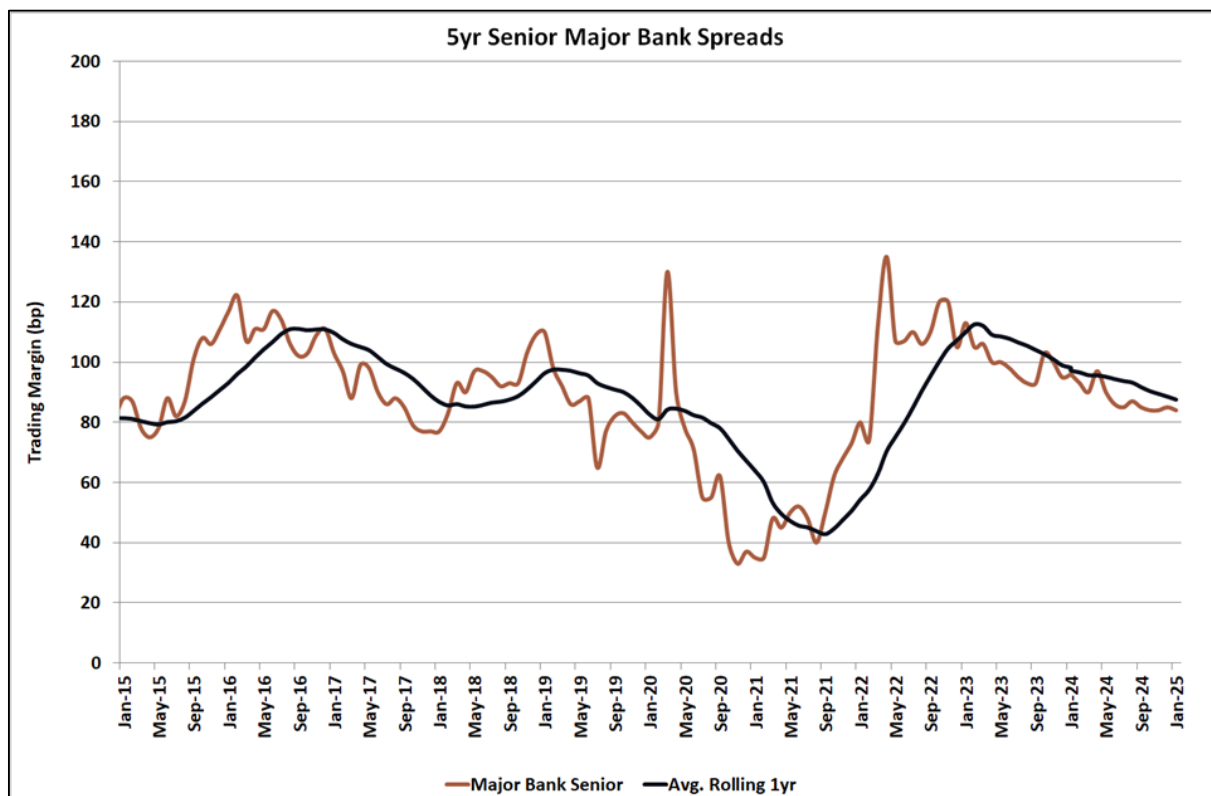
Over the past two decades, both domestic and international banks continue to operate and demonstrate high levels of profitability (see *Australian Bank Profits chart below*), which also includes two stress-test environments being the GFC (September 2008) and the COVID pandemic (March 2020):





## Senior FRNs Market Review

Over February, amongst the senior major bank FRNs, physical credit securities tightened by up to 5bp at the longer-end of the curve. During the month, ANZ (AA-) issued a dual 3 and 5 year senior security +68bp and +81bp respectively. Long-term major bank senior securities are approaching the ‘expensive’ territory especially if the 5yr margin tightens towards +80bp.



Source: IBS Capital

Outside of ANZ (AA-), there was a few more notable primary deals:

- Rabobank (A+) 2½ and 5 year senior FRN at +65bp and +85bp respectively
- Mizuho (A) 3¼ year senior FRN at +72bp
- United Overseas Bank (AA-) 3 year senior FRN at +65bp
- MUFG (A) 3 year senior FRN at +67bp

Amongst the “A” and “BBB” rated sectors, the securities tightened by around 3–5bp at the longer-end of the curve. Overall, credit securities remain fair value on a historical basis without being overly exciting. FRNs will continue to play a role in investors’ portfolios mainly based on their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment), whilst also providing some diversification to those investors skewed towards fixed assets.



Senior FRNs (ADIs)	28/02/2025	31/01/2025
“AA” rated – 5yrs	+81bp	+84bp
“AA” rated – 3yrs	+65bp	+70bp
“A” rated – 5yrs	+90bp	+95bp
“A” rated – 3yrs	+72bp	+78bp
“BBB” rated – 3yrs	+115bp	+117bp

Source: IBS Capital

We now generally recommend switches (‘benchmark’ issues only) into new primary issues, out of the following senior FRNs that are maturing:

- On or before mid-2027 for the “AA” rated ADIs (domestic major banks);
- On or before mid-2026 for the “A” rated ADIs; and
- Within 6–9 months for the “BBB” rated ADIs (consider case by case).

Investors holding onto the above senior FRNs (‘benchmark’ issues only) in their last few years are now generally holding sub optimal investments and are not maximising returns by foregoing realised capital gains. In the current challenging economic environment, any boost in overall returns should be locked in when it is advantageous to do so, particularly as switch opportunities become available.



**Senior Fixed Bonds – ADIs (Secondary Market)**

With global inflation remaining elevated by historical standards, this has seen a lift in longer-term bond yields over the past 3 years (valuations have fallen) as markets have reacted sharply.

This has resulted in some opportunities in the secondary market. We currently see value in the following fixed bond lines, with the some now being marked at a significant discount to par (please note supply in the secondary market may be limited on any day):

ISIN	Issuer	Rating	Capital Structure	Maturity Date	~Remain. Term (yrs)	Fixed Coupon	Indicative Yield
AU3CB0278174	UBS	A+	Senior	26/02/2026	1.00	1.10%	4.41%
AU3CB0280030	BoQ	A-	Senior	06/05/2026	1.19	1.40%	4.64%
AU3CB0299337	Bendigo	A-	Senior	15/05/2026	1.21	4.70%	4.52%
AU3CB0296168	BoQ	A-	Senior	27/01/2027	1.92	4.70%	4.68%





## Economic Commentary

### International Market

Risk markets experienced a downturn over February on the back of tariff uncertainty (led by the US) and ongoing geopolitics in the middle east.

Across equity markets, the US S&P 500 Index fell -1.42%, whilst the NASDAQ lost -3.97%. Europe’s main indices bucked the trend, with gains in Germany’s DAX (+3.77%), France’s CAC (+2.03%) and UK’s FTSE (+1.57%).

US President Trump postponed the tariff increases on Canada and Mexico to early April, whilst the 10% additional tariffs on China have gone ahead. Canada, Mexico and China have all said they would retaliate, while Trump’s Executive Order also includes a clause that would allow the US to increase the scope of duties in the event of retaliation.

In the US, headline payrolls came in at 143k, below the 175k consensus. The unemployment rate fell 0.1% to 4.0% (consensus 4.1%). Headline US CPI grew at +0.5% m/m in January and the core ex-food and energy measure at +0.3% m/m. Rate cut expectations have been pared, with just 25bp of cuts now priced this year.

Canadian employment data was stronger than expected, with employment rising 76k vs 25k expected and the unemployment rate falling 0.1% to 6.6% (6.8% expected). Headline CPI was as expected at +1.9% y/y but core measures was around 0.2% higher than expected.

The Bank of England (BoE) cuts Bank Rate by 25bp to 4.50% as expected. The vote was 7:2 with 2 dissenters preferring a 50bp cut. The unemployment rate in the UK was steady at 4.4% compared to an expected pickup to 4.5%. UK January CPI rose to +3.0% from +2.5%, above the +2.8% expected.

The RBNZ cut rates by 50bp to 3.75%. Governor Orr said he anticipated the cash rate will be around 3.00% by year-end but that the Bank needs to be a bit more cautious depending on inflation prints (positioning 25bp cuts the remainder of this year).

Chinese CPI was +0.5% vs +0.4% expected. The core measure rose to +0.6% from +0.4%, its fourth straight rise.

The MSCI World ex-Aus Index fell -0.75% for the month of February:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	-1.42%	-1.29%	+16.84%	+10.83%	+15.05%	+10.96%
MSCI World ex-AUS	-0.75%	+2.67%	+14.29%	+8.67%	+12.36%	+8.11%
S&P ASX 200 Accum. Index	-3.79%	-2.56%	+9.94%	+9.24%	+8.87%	+7.51%

Source: S&P, MSCI



**Domestic Market**

The RBA cut rates by 25bp to 4.10% as widely expected. The post-Meeting Statement stated that “some of the upside risks to inflation appear to have eased and there are signs that disinflation might be occurring a little more quickly than earlier expected”. However, risks were seen as two sided and the post-meeting commentary was seen as hawkish – if policy is “eased too much too soon, disinflation could stall, and inflation would settle above the midpoint”.

The RBA’s trimmed mean inflation is now forecast to return to the 2-3% target band six months earlier, however it flatlines at 2.7% from mid-2025. The RBA also lowered its projection of the unemployment rate by 0.3%, seeing unemployment peaking at 4.2% in June-2025 from a prior peak of 4.5% by December 2025.

The January Monthly CPI Indicator printed close to consensus at +2.5% y/y vs. +2.6% expected. The monthly core measures of inflation came in largely as expected at +2.8%-2.9% y/y.

The wage price index (WPI) rose +0.7% q/q in Q4 and +3.2% y/y. The consensus and RBA forecasts were for +0.8%/+3.2%. Wages growth has moderated substantially from its peak of +4.2% y/y over 2023 as the labour market has rebalanced.

The seasonally adjusted unemployment rate rose by 0.1% to 4.1% in January. Employment rose +44k, following a bump of +56k a month prior.

Retail sales in December was strong, falling just -0.1% m/m in December (consensus -0.7% m/m).

The Australian dollar fell around -0.18%, finishing the month at US62.14 cents (from US62.25 cents the previous month).

**Credit Market**

The global credit indices remained relatively flat during the month. They remain near the levels seen in early 2022 (prior to the rate hike cycle from most central banks):

Index	February 2025	January 2025
CDX North American 5yr CDS	50bp	48bp
iTraxx Europe 5yr CDS	53bp	53bp
iTraxx Australia 5yr CDS	65bp	66bp

Source: Markit



## Fixed Interest Review

### Benchmark Index Returns

Index	February 2025	January 2025
Bloomberg AusBond Bank Bill Index (0+YR)	+0.34%	+0.38%
Bloomberg AusBond Composite Bond Index (0+YR)	+0.93%	+0.19%
Bloomberg AusBond Credit FRN Index (0+YR)	+0.47%	+0.47%
Bloomberg AusBond Credit Index (0+YR)	+0.79%	+0.44%
Bloomberg AusBond Treasury Index (0+YR)	+0.90%	+0.14%
Bloomberg AusBond Inflation Gov't Index (0+YR)	+0.72%	-0.23%

Source: Bloomberg

### Other Key Rates

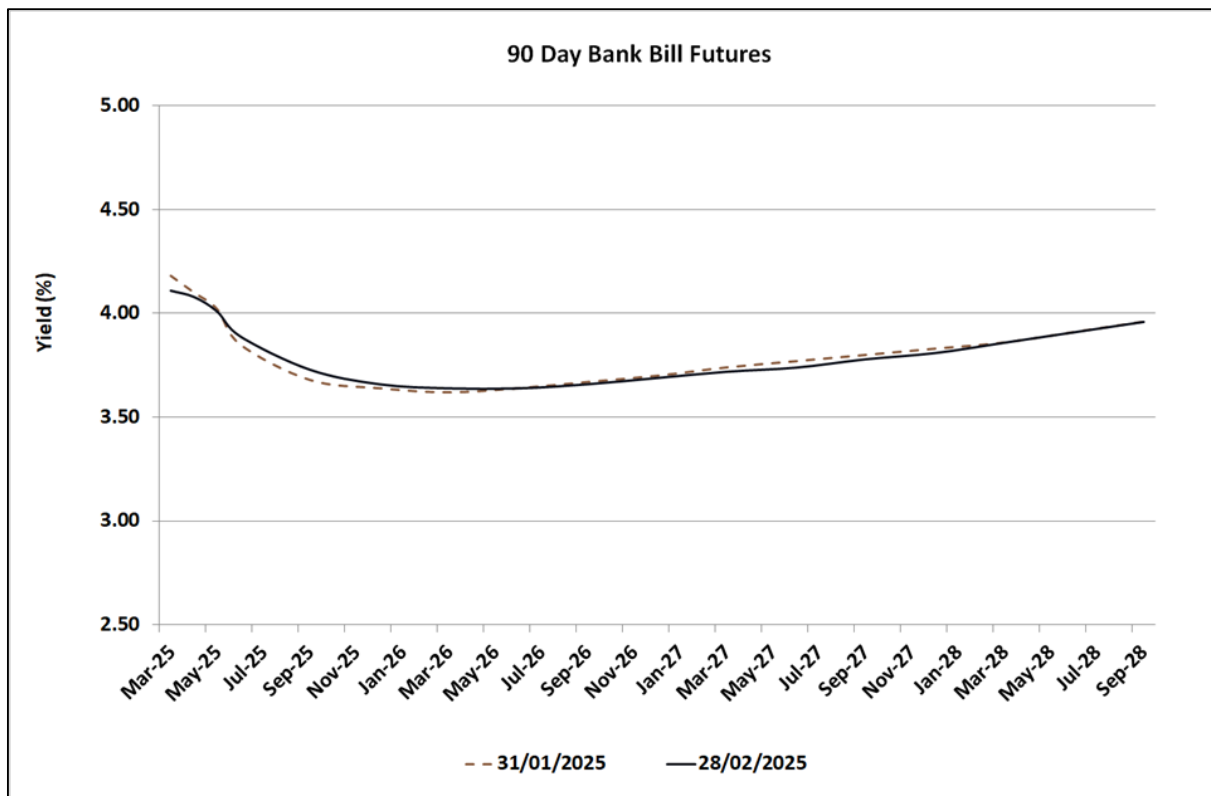
Index	February 2025	January 2025
RBA Official Cash Rate	4.10%	4.35%
90 Day (3 month) BBSW Rate	4.12%	4.25%
3yr Australian Government Bonds	3.75%	3.80%
10yr Australian Government Bonds	4.30%	4.43%
US Fed Funds Rate	4.25%-4.50%	4.25%-4.50%
2yr US Treasury Bonds	3.99%	4.22%
10yr US Treasury Bonds	4.24%	4.58%

Source: RBA, ASX, US Department of Treasury



**90 Day Bill Futures**

Bill futures remained relatively flat this month after the RBA delivered its first rate cut and downplayed expectations of the markets timing of additional rate cuts:



Source: ASX

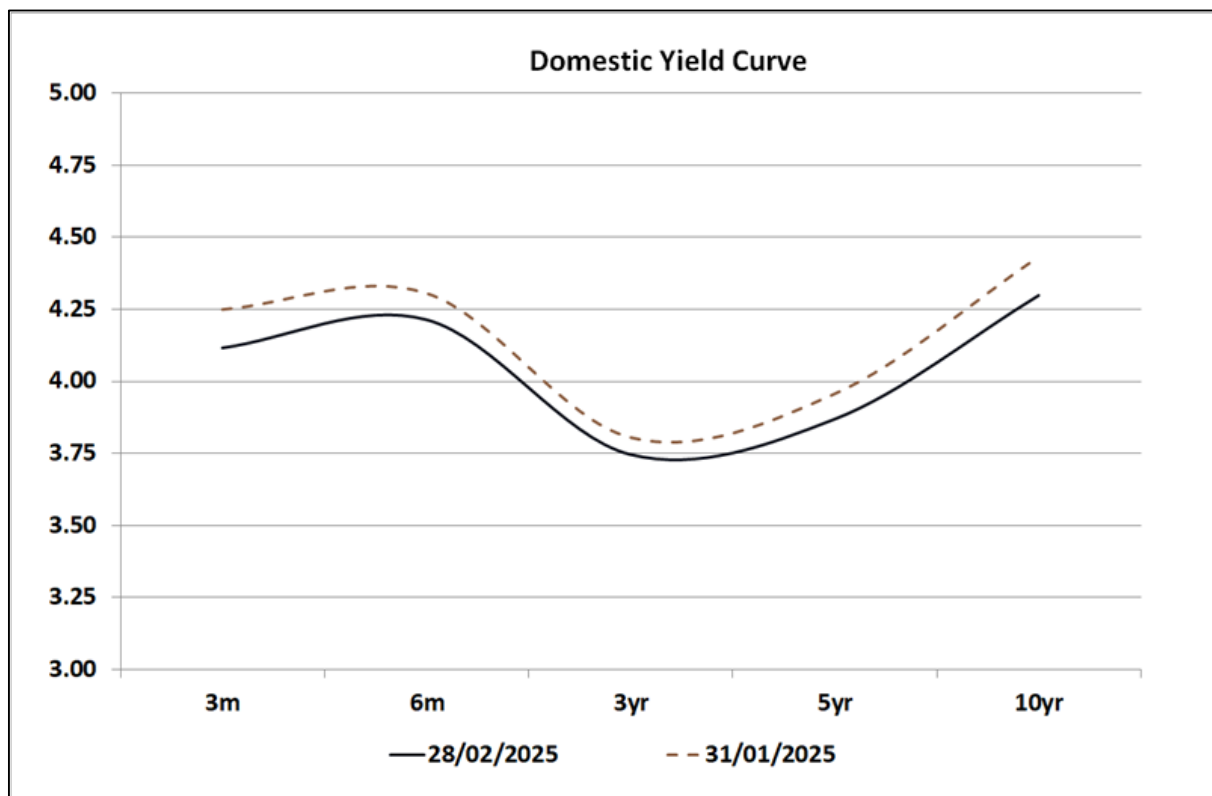


## Fixed Interest Outlook

US Fed Chair Powell’s recently confirmed the Fed is going to be much more cautious in 2025 and they “do not need to be in a hurry to adjust our policy stance”, reflective of sticky inflation combined with President-elect Trump’s proposed economic policies (which is expected to exacerbate price pressures). The futures market is now only pricing in two rate cuts in the US over 2025.

Domestically, RBA Governor Bullock reinforced the hawkish framing after their first cut. She explicitly pushed back on the additional 50bp of rate cuts underpinning their forecasts given they only forecast trimmed mean CPI flatlining at 2.70% from mid-2025. The Governor said, “the board needs more evidence that inflation is continuing to decline before making decisions about the future path of interest rates”. She noted the RBA wants to see easing wage costs, disinflation in market services and housing inflation continuing to ease.

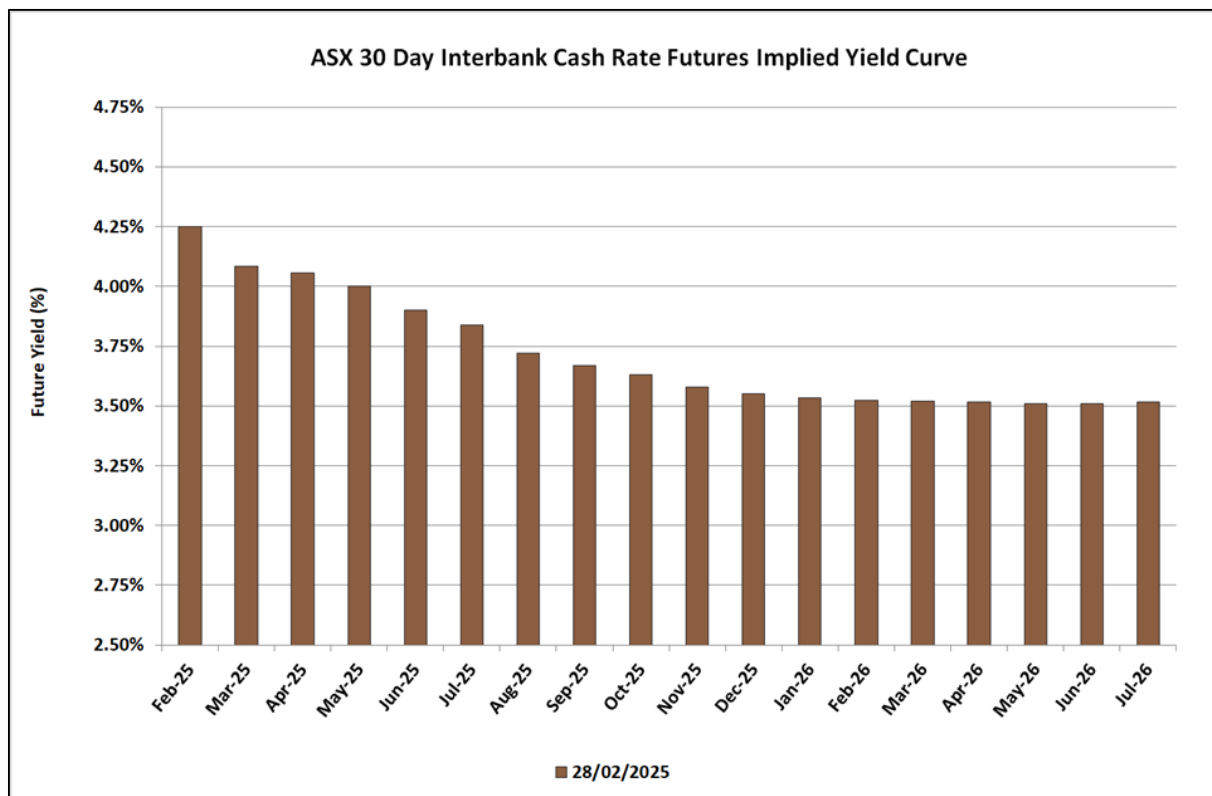
Yields remained fell up to 13bp across the short and long-end of the curve, adjusting to the RBA’s first rate cut.



Source: ASX, RBA



Financial markets continue to price in up to two additional rate cuts in 2025, despite Governor Bullock’s jawboning against such expectations:



Source: ASX

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**12.2 MONTHLY FINANCIAL PERFORMANCE REPORT - FEBRUARY 2025**

**Document ID: 781190**

**Author: Chief Financial Officer (Responsible Accounting Officer)**

**Authoriser: Deputy General Manager Corporate and Community Services**

**Theme: Statutory and Compulsory Reporting – Financial / Audit**

**Attachments: Nil**

**RECOMMENDATION**

That Council:

1. Receives and notes the Monthly Financial Performance Report for the month of February 2025, as detailed in this report.

**PURPOSE**

The purpose of this report is to provide Council with an overview of the organisation’s financial position and performance for the month of February 2025.

**SUMMARY**

**Consolidated Operating Statement**

All figures shown in the below table are shown as they appear in Council’s management accounting system. Income is shown as negative (-), and expenses are shown as positive (+) numbers. Any amendments to Council’s budget that may be required in response to significant variances are done so via the Quarterly Budget Review (“QBR”) process.

*Table 1 Consolidated Income Statement – February 2025*

Consolidated Income Statement February 2025	Original Budget \$'000	Q2 Budget \$'000	Actual YTD \$'000	Variance YTD \$'000	Actual vs Budget %
<b>Income from continuing operations</b>					
Rates and annual charges	10,638	10,656	10,534	122	99%
User charges and fees	3,225	3,227	1,316	1,911	41%
Other revenues	1,175	1,180	323	857	27%
Grants and contributions - operating	8,985	3,378	2,238	1,140	66%
Grants and contributions - capital	8,574	7,607	1,083	6,524	14%
Interest and investment revenue	1,112	1,112	409	703	37%
Other income	233	233	161	72	69%
Net gain from the disposal of assets	92	92	-	92	0%
<b>Total income from continuing operations</b>	<b>34,034</b>	<b>27,485</b>	<b>16,064</b>	<b>11,421</b>	
<b>Expenses from continuing operations</b>					
Employee benefits and on-costs	9,318	9,233	6,125	3,108	66%
Materials and services	7,564	8,581	5,068	3,513	59%
Borrowing costs	151	151	68	83	45%
Depreciation and amortisation	6,737	6,737	3,369	3,369	50%
Impairment of receivables	6	6	4	2	67%
Other expenses	415	415	240	175	58%
<b>Total expenses from continuing operations</b>	<b>24,191</b>	<b>25,123</b>	<b>14,874</b>	<b>10,250</b>	
<b>Operating result from continuing operations</b>	<b>9,843</b>	<b>2,362</b>	<b>1,191</b>	<b>1,172</b>	
<b>Operating result before capital grants &amp; cont.</b>	<b>1,269</b>	<b>(5,245)</b>	<b>108</b>	<b>(5,353)</b>	



### Financial Performance by Fund

The following Tables provide Council’s performance for the reporting period by Fund.

Table 2 General Fund Operating Statement - February 2025

General Fund Income Statement February 2025	Original Budget \$'000	Q2 Budget \$'000	Actual YTD \$'000	Variance YTD \$'000	Actual vs Budget %
<b>Income from continuing operations</b>					
Rates and annual charges	7,949	7,966	7,959	7	100%
User charges and fees	1,481	1,483	825	658	56%
Other revenues	1,175	1,180	323	857	27%
Grants and contributions - operating	8,985	3,378	2,238	1,140	66%
Grants and contributions - capital	8,156	6,303	919	5,384	15%
Interest and investment revenue	784	784	325	459	41%
Other income	233	233	161	72	69%
Net gain from the disposal of assets	92	92	-	92	0%
<b>Total income from continuing operations</b>	<b>28,855</b>	<b>21,419</b>	<b>12,750</b>	<b>8,669</b>	
<b>Expenses from continuing operations</b>					
Employee benefits and on-costs	8,565	8,468	5,546	2,922	65%
Materials and services	5,252	5,963	4,099	1,864	69%
Borrowing costs	21	21	4	17	19%
Depreciation and amortisation	5,555	5,555	2,778	2,778	50%
Impairment of receivables	6	6	4	2	67%
Other expenses	415	415	240	175	58%
<b>Total expenses from continuing operations</b>	<b>19,814</b>	<b>20,428</b>	<b>12,671</b>	<b>7,758</b>	
<b>Operating result from continuing operations</b>	<b>9,041</b>	<b>991</b>	<b>80</b>	<b>912</b>	
<b>Operating result before capital grants &amp; cont.</b>	<b>885</b>	<b>(5,312)</b>	<b>(840)</b>	<b>(4,473)</b>	

Table 3 Water Fund Operating Statement – February 2025

Water Fund Income Statement February 2025	Original Budget \$'000	Q2 Budget \$'000	Actual YTD \$'000	Variance YTD \$'000	Actual vs Budget %
<b>Income from continuing operations</b>					
Rates and annual charges	940	941	942	(1)	100%
User charges and fees	1,277	1,277	206	1,071	16%
Other revenues	-	-	-	-	0%
Grants and contributions - operating	-	-	-	-	0%
Grants and contributions - capital	10	150	(106)	256	-71%
Interest and investment revenue	281	281	76	205	27%
Other income	-	-	-	-	0%
Net gain from the disposal of assets	-	-	-	-	0%
<b>Total income from continuing operations</b>	<b>2,508</b>	<b>2,649</b>	<b>1,118</b>	<b>1,531</b>	
<b>Expenses from continuing operations</b>					
Employee benefits and on-costs	379	391	326	65	83%
Materials and services	1,507	1,692	667	1,025	39%
Borrowing costs	-	-	-	-	0%
Depreciation and amortisation	704	704	352	352	50%
Impairment of receivables	-	-	-	-	0%
Other expenses	-	-	-	-	0%
<b>Total expenses from continuing operations</b>	<b>2,590</b>	<b>2,787</b>	<b>1,345</b>	<b>1,442</b>	
<b>Operating result from continuing operations</b>	<b>(82)</b>	<b>(138)</b>	<b>(227)</b>	<b>89</b>	
<b>Operating result before capital grants &amp; cont.</b>	<b>(92)</b>	<b>(288)</b>	<b>(121)</b>	<b>(167)</b>	

Table 4 Sewer Fund Operating Statement – February 2025

Sewer Fund Income Statement February 2025	Original Budget \$'000	Q2 Budget \$'000	Actual YTD \$'000	Variance YTD \$'000	Actual vs Budget %
<b>Income from continuing operations</b>					
Rates and annual charges	1,749	1,749	1,633	116	93%
User charges and fees	467	467	285	182	61%
Other revenues	-	-	-	-	0%
Grants and contributions - operating	-	-	-	-	0%
Grants and contributions - capital	408	1,154	270	884	23%
Interest and investment revenue	47	47	8	39	17%
Other income	-	-	-	-	0%
Net gain from the disposal of assets	-	-	-	-	0%
<b>Total income from continuing operations</b>	<b>2,671</b>	<b>3,417</b>	<b>2,196</b>	<b>1,221</b>	
<b>Expenses from continuing operations</b>					
Employee benefits and on-costs	374	374	253	121	68%
Materials and services	805	926	302	624	33%
Borrowing costs	130	130	64	66	49%
Depreciation and amortisation	478	478	239	239	50%
Impairment of receivables	-	-	-	-	0%
Other expenses	-	-	-	-	0%
<b>Total expenses from continuing operations</b>	<b>1,787</b>	<b>1,908</b>	<b>858</b>	<b>1,050</b>	
<b>Operating result from continuing operations</b>	<b>884</b>	<b>1,509</b>	<b>1,338</b>	<b>171</b>	
<b>Operating result before capital grants &amp; cont.</b>	<b>476</b>	<b>355</b>	<b>1,068</b>	<b>(713)</b>	

### Investments and Borrowings

Clause 212 of the *Local Government (General) Regulation 2021* requires the Responsible Accounting Officer (Chief Financial Officer) provide Council with a monthly written report setting out details of Council’s investments under section 625 of the *Local Government Act 1993* (“the Local Government Act”). Accordingly, details of Council’s investments and borrowings as at 28 February 2025 are set out in a separate report included in this Business Paper.

### Capital Works

As at 28 February 2025, capital expenditure is \$10,855,863 against a YTD budget of \$11,544,363 for the same period, and a 2024-25 FY budget of \$23,811,980. Commitments (approved purchase orders to external suppliers) of \$1,143,321 have been raised for delivery this year.

Current expenditure against budget indicates that delivery of works is trending slightly behind of anticipated timing, noting that delivery of works typically accelerates in the second half of the financial year. Delivery of works can be impacted by several factors, including weather conditions, availability of suppliers, and any required procurement and approval processes.

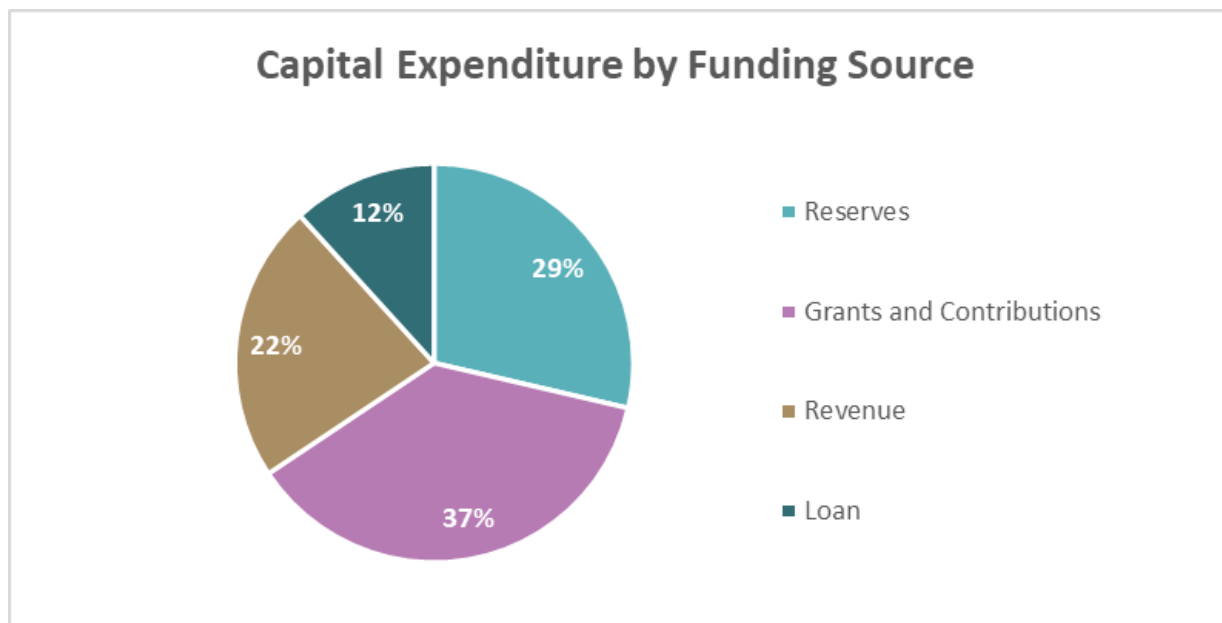
Detailed information on the delivery of Council’s Capital Works Program is contained in quarterly Capital Works Reports provided to Council.

Table 5 Capital Expenditure - February 2025

Function	Original Budget	Revised Budget	Committed	YTD Actuals	Balance
	\$'000	\$'000	\$'000	\$'000	\$'000
Administration	630	762	15	347	399
Environment	3,345	3,966	50	117	3,798
Community Amenities	-	121	-	10	111
Transport	4,772	8,108	327	3,513	4,267
Economic Affairs	6,670	1,857	252	537	1,067
Recreation & Culture	408	3,560	366	2,154	1,041
Water Supply Network	754	1,599	21	429	1,149
Sewerage Network	737	3,802	112	3,748	-57
Public Order & Safety	-	37	-	1	36
<b>Total</b>	<b>17,316</b>	<b>23,812</b>	<b>1,143</b>	<b>10,856</b>	<b>11,811</b>

Council’s capital expenditure is funded via a combination of grants, contributions, restricted funds and general revenue. *Figure 1*, below, illustrates capital expenditure for the reporting period by funding source.

Figure 1 Capital Expenditure by Funding Source



**Bank Balances**

The Table below sets out the funds held in Council’s operating account as at 28 February 2025.

*Table 6 Bank Balances – February 2025*

	<b>Amount (\$)</b>
Opening Cashbook Balance	\$295,527.24
Plus Receipt	\$3,093,903.63
Less Payments	-\$3,010,166.35
<b>Current Cashbook Balance</b>	<b>\$379,264.52</b>
<b>Statement Summary</b>	
Opening Statement Balance	\$357,409.63
Plus (+) Receipts	\$2,630,319.54
Less (-) Payments	-\$2,744,229.40
Current Statement Balance	\$243,499.77
Plus (+) Unpresented Receipts	
Less (-) Unpresented Payments	\$135764.75
<b>Reconciliation Balance</b>	<b>\$379,264.52</b>
<b>General Ledger Balance</b>	<b>\$379,264.52</b>
Unpaid Creditors	\$3424.13
Overdraft Limit arranged with Bank 01/01/1989	\$350,000.00

**Rates and Receipts**

The Table below sets out Council’s rates reconciliation as at 28 February 2025.

*Table 7 Rates Reconciliation – February 2025*

<b>Rates and Charges</b>		
Arrears	\$	583,475.18
24/25 Rates & supplementary levies	\$	10,694,865.04
	<b>\$</b>	<b>11,278,340.22</b>
Less receipts to 28.02.2025	-\$	8,179,662.25
	<b>\$</b>	<b>3,098,677.97</b>
Actual % Rate Collection as at 07.03.2025		72.53%
Comparative % Rate Collection 09.02.2024		71.04%
<b>Water and Sewer Usage Charges</b>		
Balance	\$	<b>151,940.68</b>

**BACKGROUND**

The monthly Financial Performance Report has been prepared by Council's Responsible Accounting Officer (Chief Financial Officer) in accordance with the requirements of the:

- *Local Government Act 1993,*
- *Local Government (General) Regulation 2021,*
- Local Government Code of Accounting Practice and Financial Reporting, and
- Australian Accounting Standards.

**RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES****Theme**

5 - Our Leadership

**Strategy**

5.1 - Have a Council that provides leadership through actions and effective communication.

**Action**

5.1.2 - Support ethical, transparent and accountable corporate governance.

**ISSUES AND IMPLICATIONS****Policy**

- There are no policy implications for Council associated with this report.

**Financial**

- This report illustrates Council's financial position as at the end of the reporting month.

**Legal / Statutory**

- Section 8B of the Local Government Act mandates the principles of sound financial management that apply to local councils. Specifically, section 8B(c) provides that councils should have effective processes for performance management and reporting in place to support effective financial decision-making.

**Community Engagement / Communication**

- There are no community engagement or communication requirements for Council associated with this report.

**RISKS**

As noted above, Council is required to implement appropriate processes for performance management and reporting to support informed financial decision-making. Provision of this monthly report enables Councillors to better understand the organisation's financial position and overall performance, thereby supporting informed decision-making.

**CONCLUSION**

Council's financial position remains sound. It is recommended that Council resolves to receive and note the Financial Performance Report for the month of February 2025.

**12.3 APPOINTMENT OF ALTERNATE DELEGATES TO SECTION 355 AND ADVISORY COMMITTEES**

**Document ID:** 783251  
**Author:** Deputy General Manager Corporate and Community Services  
**Authoriser:** Deputy General Manager Corporate and Community Services  
**Theme:** Our Leadership  
**Attachments:** Nil

**RECOMMENDATION**

That Council:

1. Appoints the following Councillors as alternate delegates to Council’s Section 355 and Advisory Committees as listed in the table below:

Committee	Alternate Delegate
Aboriginal Elders Liaison Group	Cr _____
Arts & Culture Advisory Committee	Cr _____
Bettering Barellan Advisory Committee	Cr _____
Economic Taskforce Committee	Cr _____
Grong Grong Community Advisory Committee	Cr _____
Koala Regeneration Committee	Cr _____
Lake Talbot Environs Committee	Cr _____
Narrandera Shire Floodplain Risk Management Committee	Cr _____
Narrandera Stadium Committee	Cr _____
Narrandera-Leeton Joint Airport Management Committee	Cr _____
Parkside Museum Section 355 Committee	Cr _____
Railway Station Facility Advisory Committee	Cr _____

**PURPOSE**

The purpose of this report is to seek appointment of Councillors to serve as alternate delegates to Council’s various Section 355 and Advisory Committees and to undertake the duties and functions of Councillor delegate where the endorsed delegate is unable to do so.

**SUMMARY**

At its Ordinary Meeting held 15 October 2024, Council resolved to appoint Councillor delegates to its Section 355 and Advisory Committee. **[Res. 24/174]**. *Table 1*, overleaf, lists the endorsed Councillor delegates to each of the various committees.

Table 1 Endorsed Councillor Delegates to Section 355 and Advisory Committee (October 2024)

Committee	Delegate(s)
Aboriginal Elders Liaison Group	Mayor and Cr Braden Lyons
Arts & Culture Advisory Committee	Cr Sue Ruffles
Australia Day Committee	Mayor and Cr Braden Lyons <i>Alternate: Cr Sue Ruffles</i>
Bettering Barellan Advisory Committee	Cr Cameron Rouse
Economic Taskforce Committee*	Mayor and Cr Cameron Lander and Cr Sue Ruffles
Grong Grong Community Advisory Committee	Cr Peter Dawson
Koala Regeneration Committee	Cr Braden Lyons
Lake Talbot Environs Committee	Mayor and Cr Sue Ruffles
Narrandera Shire Floodplain Risk Management Committee*	Mayor and Cr Cameron Lander and Cr Cameron Rouse
Narrandera Stadium Committee	Cr Tracey Lewis
Narrandera-Leeton Joint Airport Management Committee	Mayor and Cr Jenny Clarke
Parkside Museum Section 355 Committee	Cr Peter Dawson
Railway Station Facility Advisory Committee	Cr Bob Manning
<i>*Two (2) Councillor delegates appointed, consistent with endorsed Committee Terms of Reference.</i>	

At the October Ordinary Meeting, Council also appointed Cr Tracey Lewis as the Councillor delegate to the Domestic Violence Awareness Committee. However, as that Committee is recommended for dissolution following the recent public expression of interest process (refer Report 12.4), this committee has been excluded from the scope of this report.

**BACKGROUND**

Historically, Council has appointed alternate delegates to its committees, to undertake the duties and functions of the Councillor delegate where the primary delegate is unable to attend a Committee meeting and participate in Committee business. However, in appointing Councillor delegates at its October Ordinary Meeting, Council only appointed an alternate delegate to one (1) of its committees, namely Cr Sue Ruffles to the Australia Day Committee.

**RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES**

**Theme**

5 - Our Leadership

**Strategy**

5.1 - Have a Council that provides leadership through actions and effective communication.



**Action**

5.1.2 - Support ethical, transparent and accountable corporate governance.

**ISSUES AND IMPLICATIONS****Policy**

- There are no policy implications for Council associated with this report.

**Financial**

- There are no financial implications for Council associated with this report.

**Legal / Statutory**

- The *Local Government Act 1993* provides the framework for Council to establish and operate both Section 355 and Advisory Committees.

**Community Engagement / Communication**

- There are no community engagement or communication requirements for Council associated with this report.

**RISKS**

The appointment of alternate delegates ensures Councillor representation and involvement at Committee meetings, in situations where primary delegates are unable to attend to undertake the role of voting member.

**CONCLUSION**

The appointment of alternate delegates to Council's Section 355 and Advisory Committees supports the effective facilitation of Committee meetings and ensures Councillor representation and involvement in Committee business. It is recommended that Council resolves to appoint alternate delegates to its various committees, as detailed in this report.

**12.4 DISSOLUTION OF DOMESTIC VIOLENCE AWARENESS COMMITTEE****Document ID: 783285****Author: Community Support Manager****Authoriser: Deputy General Manager Corporate and Community Services****Theme: Our Leadership****Attachments: Nil****RECOMMENDATION**

That Council:

1. Notes that insufficient nominations were received for the Domestic Violence Awareness Committee via the recent public committee member expression of interest process.
2. Dissolves the Domestic Violence Awareness Committee and repeals the Terms of Reference adopted 10 December 2024.

**PURPOSE**

The purpose of this report is to seek Council's endorsement for the dissolution of the Domestic Violence Awareness Committee due to insufficient expressions of interest being received from members of the community to serve on the Committee during the 2024-28 Council term.

**SUMMARY**

As part of the post-election review of Council's Committee Framework, Council resolved at its Ordinary Meeting held 10 December 2024 to re-establish the Domestic Violence Awareness Committee ("the Committee") and adopt Terms of Reference **[Res. 24/206]**. Expressions of Interest ("EOI") to join the Committee were subsequently invited via the public EOI process, which commenced 20 December 2024 and concluded 10 February 2025.

As at the close of the EOI period on 10 February 2025, no nominations to join the Committee were received by Council. As such, due to a lack of community interest, Management is recommending that Council formally dissolves the Committee for the remainder of the 2024-28 Council term.

Despite the proposed dissolution of the Committee, Council's Community Services team will continue delivering those services and activities that the Committee previously oversaw. Specific services and activities include:

- Ensuring DV awareness banners are erected in the Narrandera town centre during the month of May each year to raise awareness of DV,
- Care packages for those fleeing domestic violence, available at Fusion, will be maintained with drop off bins to be established at suitable locations, and
- Wallet sized cards with links to Council's website outlining available family and domestic violence services will be monitored and updated as necessary.

## BACKGROUND

According to its Terms of Reference, the Committee was established to provide Council on the following:

- Development, provision and dissemination of information to raise awareness of domestic and family violence issues and support services within Narrandera Shire.
- Participation in activities to raise awareness of domestic violence and to advocate for the safety of all community members.
- Advise Council on strategies and practices that assist in educating the community with regards to domestic violence.
- Advise Council on the enhancement of service provision for people affected by family and domestic violence.

Based on the lack of community representatives and interest in joining the Committee, it is recommended that Council dissolves the Committee for the remainder of the current 2024-28 Council term. Council reviews its Committee Framework each term, and re-establishment of the Committee would be considered via the next review, should the Council of the day wish to do so.

## RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES

### Theme

5 - Our Leadership

### Strategy

5.1 - Have a Council that provides leadership through actions and effective communication.

### Action

5.1.2 - Support ethical, transparent and accountable corporate governance.

## ISSUES AND IMPLICATIONS

### Policy

- There are no policy implications for Council associated with this report.

### Financial

- There are no financial implications for Council associated with this report.

### Legal / Statutory

- Council does not have any statutory or legislative responsibilities under the *Local Government Act 1993* in relation to domestic, family or sexual violence.

### Community Engagement / Communication

- As noted above, Council facilitated a public EOI process following the December Ordinary Meeting to seek community representatives for each of its Advisory Committees. Committee nominations were advertised on several occasions through social media and the *Narrandera Argus*.

**RISKS**

Dissolution of the Committee may lead to the perception that Council is neglecting a critical social issue or presenting a service gap if the Committee's functions are not maintained. However, as detailed in this report, Management proposes to maintain delivery of the Committee's functions via Council staff, ensuring no service gaps are created.

**CONCLUSION**

Council has been unsuccessful in recruiting community representatives to join the Committee. As such, it is recommended that Council dissolves the Committee for the remainder of the current 2024-28 Council term and repeals the Committee's Terms of Reference.

**12.5 APPOINTMENT OF COMMUNITY MEMBERS TO CORPORATE AND COMMUNITY SERVICES COMMITTEES**

**Document ID:** 783411  
**Author:** Community Development Manager  
**Authoriser:** Deputy General Manager Corporate and Community Services  
**Theme:** Our Leadership  
**Attachments:** Nil

**RECOMMENDATION**

That Council:

1. Endorses the appointment of community members to the Bettering Barellan Advisory Committee, Grong Grong Advisory Committee, Parkside Museum Section 355 Committee and Railway Station Facility Advisory Committee, as detailed in this report.
2. Endorses a supplementary public expression of interest process to invite nominations for two (2) positions on the Arts and Culture Advisory Committee and one (1) position on the Bettering Barellan Advisory Committee, commencing March 2025 and concluding April 2025.
3. Receives a further report regarding the Arts and Culture Advisory Committee and Bettering Barellan Advisory Committee at the May 2025 Ordinary Meeting following conclusion of the supplementary expression of interest process.

**PURPOSE**

The purpose of this report is to endorse the appointment of community members to each of the Section 355 and Advisory Committees administered by Council’s Corporate and Community Services directorate. This report also recommends that Council endorses the re-advertisement of nominations for the Arts and Culture Advisory and Bettering Barellan Advisory Committees, noting that both committees have received less than the minimum number of community representatives required under their respective Terms of Reference.

**SUMMARY**

Following the election of the new Council, nominations were sought for Council’s recently reconstituted Section 355 and Advisory Committees. The nominations listed in *Table 1*, below, have been received for committees within the Corporate and Community Services directorate and are submitted to Council for approval.

*Table 1 Nominations for Community Members on Corporate and Community Services committees*

Committee	Community Members
<p><b>Arts and Culture Advisory Committee</b></p>	<p>Three (3) nominations were received, which is two (2) less than the minimum number required under the Terms of Reference for this committee.</p> <p>A further call for nominations will be made and if no additional nominations are received, it will be recommended that the Arts and Culture Advisory Committee be dissolved.</p>

<p><b>Bettering Barellan Advisory Committee</b></p>	<p>The Terms of Reference for this committee require a minimum of five (5) community members. Four (4) nominations have been received to date.</p> <p>It is recommended these nominations be accepted pending re-advertisement and the receipt of one (1) additional nomination.</p> <p>Current nominees are:</p> <ul style="list-style-type: none"> <li>• Jane Colwill</li> <li>• Fiona Kibble</li> <li>• Donna Robertson</li> <li>• Nola Trembath</li> </ul>
<p><b>Grong Grong Advisory Committee</b></p>	<ul style="list-style-type: none"> <li>• Jeannie Batchelor</li> <li>• Kerryn Cassidy</li> <li>• Adam Conway</li> <li>• Alisha Davies</li> <li>• Reiner Meier</li> <li>• Gemma Purcell</li> <li>• Brett Wilson</li> <li>• Kellie Wilson</li> </ul>
<p><b>Parkside Museum S355 Committee</b></p>	<ul style="list-style-type: none"> <li>• Barbara Bryon</li> <li>• Nerelle Daly</li> <li>• Kaye Hall</li> <li>• Jocelyn Middleton</li> <li>• Bridgette Stanton</li> <li>• Steve Wicker</li> </ul>
<p><b>Railway Station Facility Advisory Committee</b></p>	<ul style="list-style-type: none"> <li>• Tony Andracchio</li> <li>• Barbara Bryon</li> <li>• Jocelyn Middleton (NACNET)</li> <li>• Tony Taylor</li> <li>• Narrandera Community Radio – Committee Representative</li> </ul>

It is noted that no nominations were received for the Domestic Violence Advisory Committee and, as such, Management is recommending that this committee be dissolved for the current 2024-28 term of Council. This matter is addressed in detail via Report 12.4 of this Business Paper.

**BACKGROUND**

At its Ordinary Meeting held 15 October 2024, Council appointed Councillor delegates to each of its Section 355 and Advisory Committees **[Res. 24/174]**. Terms of Reference for the various committees within the Corporate and Community Services directorate’s portfolio were subsequently endorsed at the Ordinary Council Meeting held on 10 December 2024 **[Res. 24/216]**.

Following the December Ordinary Meeting, a public Expression of Interest (“EOI”) process was conducted from 20 December 2024 to 10 February 2025. The EOI process was actively promoted via Council’s social media and website, as well as local print and radio media.

**RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES****Theme**

5 - Our Leadership

**Strategy**

5.1 - Have a Council that provides leadership through actions and effective communication.

**Action**

5.1.2 - Support ethical, transparent and accountable corporate governance.

**ISSUES AND IMPLICATIONS****Policy**

- There are no policy implications for Council associated with this report.

**Financial**

- There are no financial implications for Council associated with this report.

**Legal / Statutory**

- Council committees are required to operate within their approved Terms of Reference and individual Committee members must observe the requirements of Council's Code of Conduct.

**Community Engagement / Communication**

- As noted above, a comprehensive awareness program was facilitated from 20 December 2024 to 10 February 2025 to invite members of the community to submit an EOI to join one of the various committees.
- A supplementary public EOI process is recommended to invite nominations to fill the vacant positions on the Arts and Culture Advisory and Bettering Barellan Advisory Committees. It is proposed that this EOI process commences in March 2025 and concludes in April 2025, with a further report to be provided to Council at its May 2025 Ordinary Meeting.

**RISKS**

Appointment of community members to the committees, as recommended, ensures the committees can operate for the remainder of the current 2024-28 Council term in accordance with the provisions of their Terms of Reference.

**CONCLUSION**

Following adoption of the Committee Terms of Reference and subsequent public EOI process, it is recommended that Council endorses the appointment of community members to the committees as detailed in this report. It is further recommended that a supplementary EOI process be instigated to invite nominations for the vacant positions on the Arts and Culture Advisory Committee and Bettering Barellan Committee, with a further report to be provided to Council at its May 2025 Ordinary Meeting.

## 12.6 Public Exhibition of Draft Community Strategic Plan

**Document ID:** 781391**Author:** Governance and Engagement Manager**Authoriser:** Deputy General Manager Corporate and Community Services**Theme:** Our Leadership**Attachments:** 1. **Community Strategic Plan (Draft)** [↓](#) **RECOMMENDATION**

That Council:

1. Endorses the draft Community Strategic Plan, appended at *Attachment 1*, for public exhibition.
2. Receives a further report regarding the draft Community Strategic Plan at the May 2025 Ordinary Meeting following completion of the public exhibition period.

**PURPOSE**

The purpose of this report is to seek Council's endorsement for the public exhibition of the draft Community Strategic Plan (CSP), appended at **Attachment 1**, for a period of 28 days, prior to Council considering adoption of the draft CSP at its May 2025 Ordinary Meeting.

**SUMMARY****Community Vision**

Under the *Integrated Planning & Reporting Guidelines for Local Government in NSW* ("the IP&R Guidelines") prescribed by the Office of Local Government, Council must ensure that the CSP incorporates a community vision statement.

Following the *Stronger Together* consultation process, the below proposed community vision has been developed and included in the draft CSP for feedback.

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***Connected, Sustainable, Evolving***

---

- **Connected:** We are an inclusive community and foster strong and genuine connections. We work together and collaborate to plan for Narrandera Shire's future and achieve our shared vision. We are proud of our strong community spirit and want to be involved and engaged in local decision-making.
- **Sustainable:** We value our beautiful natural environment and work hard to protect and conserve it for this generation, and generations to come. We understand that our resources are finite and must be managed wisely and efficiently.
- **Evolving:** We believe Narrandera Shire offers the best of country living and want our community to be vibrant, thriving and resilient, well into the future. We look for opportunities and embrace change, champion new ideas, and celebrate solutions.

**Quadruple Bottom Line (QBL)**



Under the IP&R Guidelines; in developing the CSP, Council must address the Quadruple Bottom Line (QBL) themes of:

1. Civic Leadership
2. Community
3. Environment, and
4. Economy.

The draft CSP appended at **Attachment 1** has been prepared to address each of the four QBL themes. *Figure 1*, below, illustrates the proposed focus areas, which clearly align with the QBL themes.

*Figure 1 Proposed Community Strategic Plan 2025-35 Focus Areas*



**Objectives and Strategies**

In developing the proposed CSP objectives and corresponding strategies, consideration has been given to:

- *Stronger Together* consultation findings
- Strategic priorities outlined in regional plans (eg: Riverina Murray Regional Plan, Riverina Murray Destination Management Plan, etc.)
- Strategic priorities outlined in other Council strategies (eg: Economic Development Strategy, Local Housing and Employment Zone Land Strategy, etc.), and
- Council’s legislative requirements and statutory obligations.

Consistent with the IP&R framework, the strategies will be further explored via the Delivery Program, which sets out the actions, programs and services Council will undertake and deliver to achieve the CSP. The draft Delivery Program is scheduled to be tabled at the April 2025 Ordinary Meeting.

**BACKGROUND**

Under the IP&R provisions of the *Local Government Act 1993* (“the Local Government Act”), Council is required to develop and adopt a 10-year CSP outlining the community’s vision, priorities, and aspirations for the future of the Narrandera Shire. Under the IP&R framework, the CSP is the highest level of strategic planning undertaken by Council and

guides the development of all other strategies and plans, including the four-year Delivery Program and annual Operational Plan.

While the CSP is the community's document, Council has a custodial role in engaging, preparing, and refining the plan on behalf of its community. As per the IP&R framework, Council must review and re-adopt its CSP in line with the NSW local government election cycle. This process must be completed by 30 June 2025.

In 2024, Council engaged an external consultant, Projectura Pty Ltd ("Projectura"), to design, facilitate and evaluate the community engagement process, titled *Stronger Together*. The *Stronger Together* community engagement was delivered between October and December 2024, with 183 people (representing 3.2 per cent of the local population) participating in the process.

Further detail on the results and findings of the community engagement are set out in the Community Engagement Outcomes Report tabled at the Ordinary Meeting of Council held 18 February 2025.

## **RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES**

### **Theme**

5 - Our Leadership

### **Strategy**

5.1 - Have a Council that provides leadership through actions and effective communication.

### **Action**

5.1.2 - Support ethical, transparent and accountable corporate governance.

## **ISSUES AND IMPLICATIONS**

### **Policy**

- There are no policy implications for Council associated with this report.

### **Financial**

- There are no financial implications for Council associated with this report.

### **Legal / Statutory**

- Section 402(1) of the *Local Government Act 1993* ("the Act") provides that Council must develop and adopt a CSP identifying the main priorities and aspirations for the future of the local government area, covering a period of at least 10 years.
- Section 401(3) of the Act provides that the CSP must be reviewed before 30 June following each local government election.
- The IP&R Guidelines provide that the CSP must be developed and delivered as a partnership between Council, state agencies, business and industry groups, community groups, and individuals. Clause 1.2 of the IP&R Guidelines requires the CSP to address the QBL themes of civic leadership, society, environment and economy in an integrated manner.

- Clause 1.6 of the IP&R Guidelines provides that the draft CSP must be publicly exhibited for at least 28 days. Any submissions received by Council in that period must be accepted and considered before the final Operational Plan is adopted.

**Community Engagement / Communication**

- The draft CSP will be publicly exhibited from 18 March 2025 (upon Council resolution) to Friday, 18 April 2025, which is slightly longer than the minimum prescribed 28-day period. During the public exhibition period, members of the community will be invited to view and provide comment on the draft CSP. Any submissions received on the draft CSP will be provided to Council for consideration prior to the adoption of the draft CSP, which is scheduled to occur at the May 2025 Ordinary Meeting.

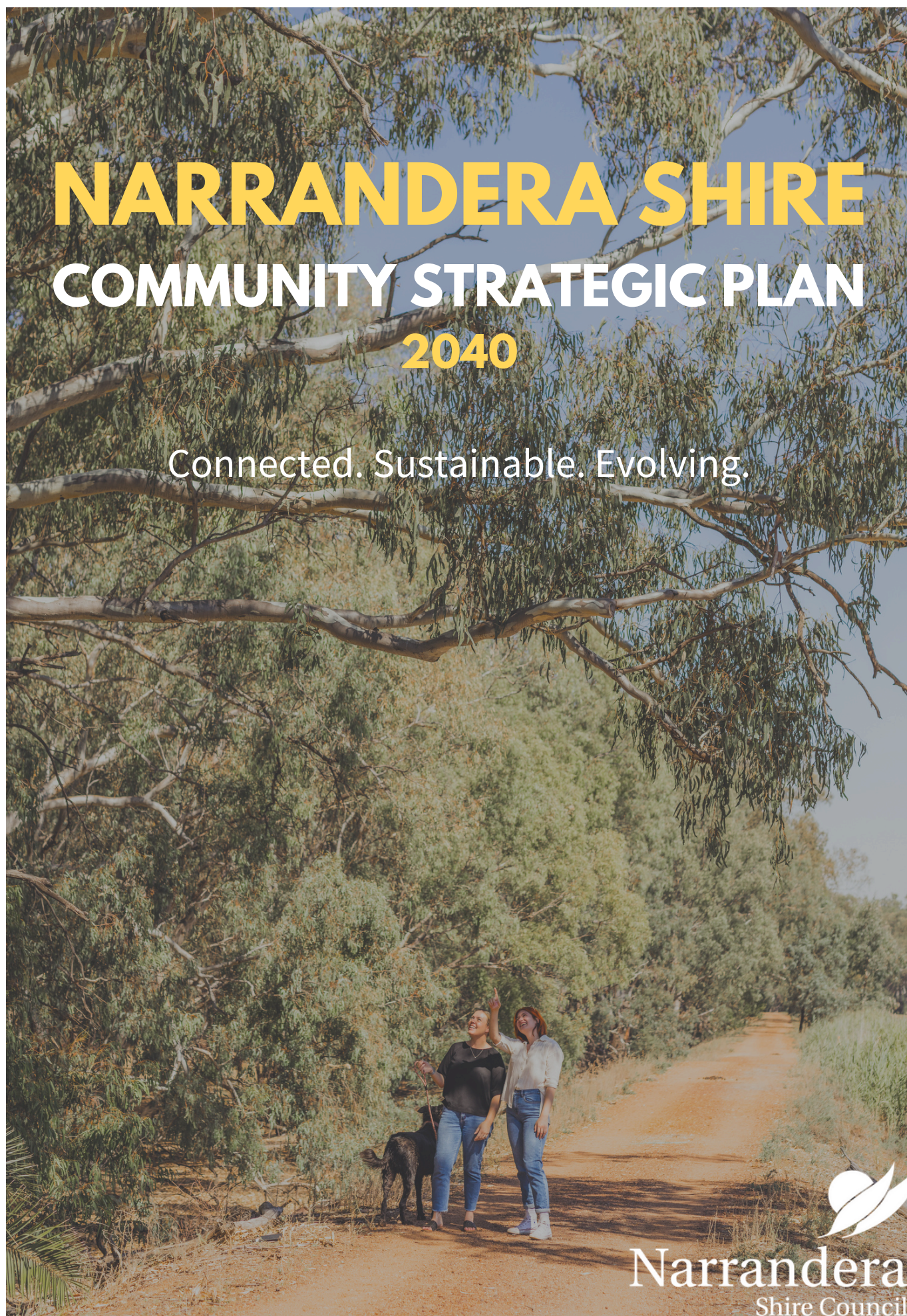
**RISKS**

Public exhibition of the draft CSP prior to adoption ensures that Council complies with its statutory requirements and allows members of the community to review and provide feedback on the document prior to its adoption.

**CONCLUSION**

The draft Community Strategic Plan has been developed to ensure compliance with Council's requirements under the IP&R provisions of the Act. It is recommended that the draft Community Strategic Plan be endorsed for public exhibition, with a further report to be provided to Council at the May 2025 Ordinary Meeting.





# NARRANDERA SHIRE

## COMMUNITY STRATEGIC PLAN

### 2040

Connected. Sustainable. Evolving.



### Acknowledgement of Country

The Narrandera Shire local government area sits within Wiradjuri Country.

In the spirit of reconciliation, Narrandera Shire Council acknowledges and the Wiradjuri people as the traditional custodians of the land and pays respect to Elders past, present and future and we extend our respect to all Indigenous Australians in Narrandera Shire.

We recognise and respect their cultural heritage, beliefs and continuing connection with the land and rivers. We also recognise the resilience, strength, and pride of the Wiradjuri community.

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## Welcome

**We are delighted to share our Community Strategic Plan with you and invite you to join us in achieving great outcomes for Narrandera Shire.**

This Community Strategic Plan is an important document for the entire Narrandera Shire community. It captures our shared aspirations, priorities and values. It tells a story of what is important to us and the future we want for our community, through answering four key questions:

1. Where are now?
2. Where do we want to be in 2040?
3. How will we get there?
4. How will we know when we have arrived?

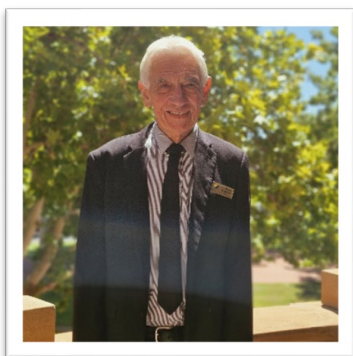
Narrandera Shire Council has an important role as the custodian of this Community Strategic Plan. With the election of a new council in September 2024, NSW Integrated Planning and Reporting (IP&R) legislation requires that we review and update our Community Strategic Plan to ensure it continues to reflect our community’s aspirations and priorities. Just like you, we love Narrandera Shire and that is why looking towards tomorrow and planning for our future is so important.

Various challenges and changes have emerged since we last reviewed our Community Strategic Plan. The impacts of the COVID-19 pandemic on how we live, work, and engage in community life have stabilised, and demographic shifts associated with the pandemic have reverberated through our local housing and labour markets. But with change comes opportunity, and this Community Strategic Plan provides us with a roadmap to overcome the challenges and seize the opportunities ahead of us.

While Narrandera Shire Council is responsible for developing this Community Strategic Plan; delivering our shared vision is not something we can achieve in isolation. Shared decision-making and effective working relations with a wide range of stakeholders - including government agencies, non-government organisations, business and, of course, our community - will be critical to our success.

Thank you for participating in the development of this Community Strategic Plan, and your ongoing feedback. We invite you to join us on this journey towards 2040 and help take this plan from vision to action.

**Councillor Neville Kschenka**  
Mayor, Narrandera Shire Council



**Councillor Sue Ruffles**  
Deputy Mayor, Narrandera Shire Council



## Our Community Vision

### **Connected**

We are an inclusive community and foster strong and genuine connections. We work together and collaborate to plan for Narrandera Shire's future and achieve our shared vision. We are proud of our strong community spirit and want to be involved and engaged in local decision-making.

### **Sustainable**

We value our beautiful natural environment and work hard to protect and conserve it for this generation, and generations to come. We understand that our resources are finite and must be managed wisely and efficiently.

### **Evolving**

We believe Narrandera Shire offers the best of country living and want our community to be vibrant, thriving and resilient, well into the future. We look for opportunities and embrace change, champion new ideas, and celebrate solutions.

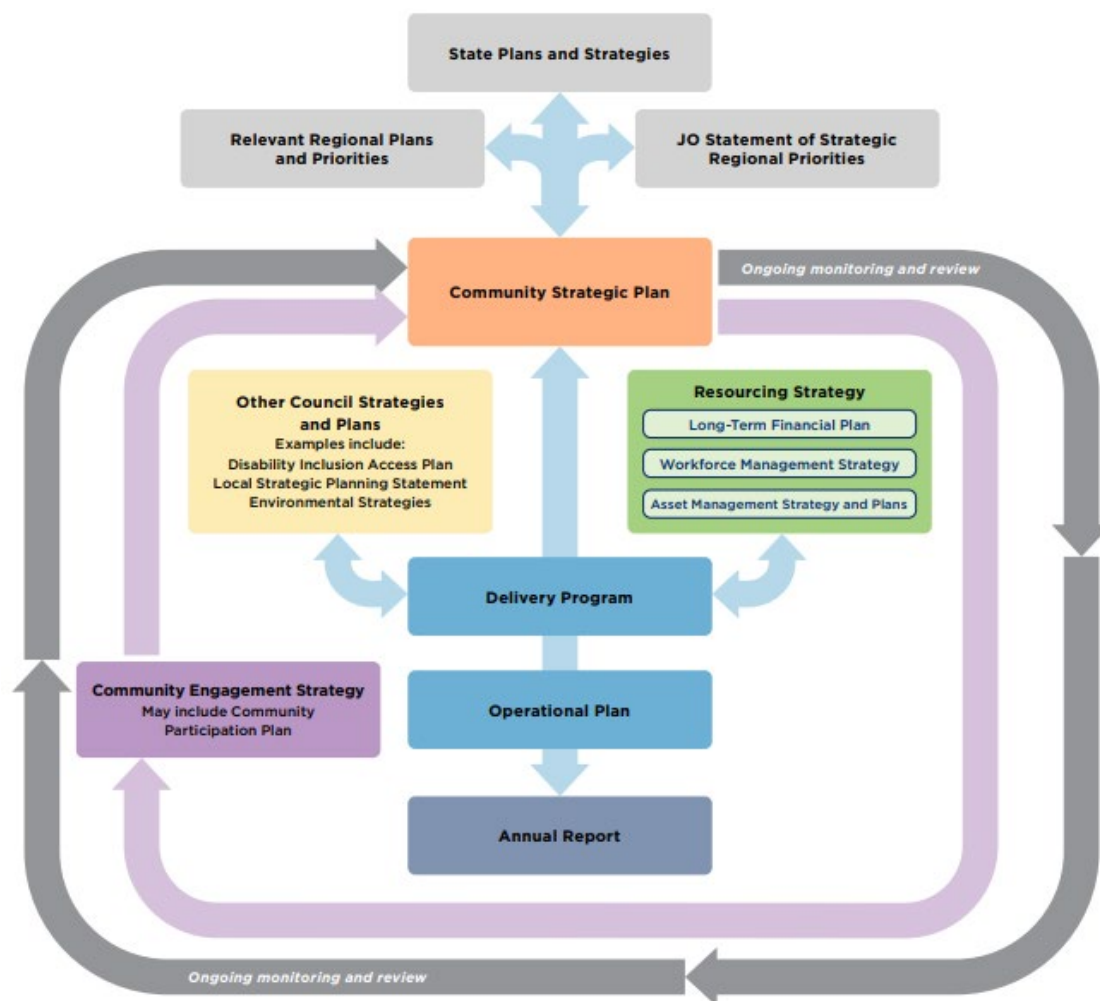


## Integrated Planning and Reporting

**This Community Strategic Plan documents the shared vision, aspirations and values of our community. It serves as a long-term plan for Narrandera Shire to 2040 and identifies the key priorities and strategies for achieving our vision.**

Under the *Local Government Act 1993*, Narrandera Shire Council is required to undertake long-term strategic planning, informed by comprehensive community engagement, known as the Integrated Planning and Reporting (IP&R) framework. This process supports Council in developing a clear vision for our community’s future and provides a roadmap for delivering community priorities in a sustainable manner.

The Community Strategic Plan sits at the heart of our IP&R framework and informs all long-term planning for the future of the Narrandera Shire local government area. While Council has a custodial role to play in preparing and reporting on this plan, all members of our community – as well as other stakeholders, such as State and Federal Governments – have a role to play in achieving our vision and strategic priorities.



## Community Strategic Plan

The Community Strategic Plan is the highest-level plan that Council prepares through its IP&R framework. The purpose of the Community Strategic Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. All other strategies developed as part of the IP&R framework relate to, and support, the Community Strategic Plan.

## Community Engagement Strategy

The Community Engagement Strategy outlines how Council engages with the Narrandera Shire community and other stakeholders to develop the Community Strategic Plan, as well as other plans, policies, programs and key activities undertaken from time-to-time.

## Delivery Program

The Delivery Program is prepared by the incoming governing body and identifies the principal activities and functions to be undertaken by Council to perform all its functions - including the strategies established by the Community Strategic Plan - using the resources identified in the Resourcing Strategy. All plans, projects, activities, and funding allocations made by Council over its four-year term must be directly linked to the Delivery Program.

## Resourcing Strategy

The Resourcing Strategy demonstrates how the four-year Delivery Program and annual Operational Plans will be resourced from an asset, financial and workforce perspective. The Resourcing Strategy comprises three individual, but related, plans: the Strategic Asset Management Plan, Long-Term Financial Plan, and Strategic Workforce Management Plan.

## Operational Plans

Annual Operational Plans support the four-year Delivery Program. The Operational Plan outlines the individual projects and actions that will be undertaken in a specific financial year to achieve the commitments made in the Delivery Program. The Operational Plan includes Council's Budget for that financial year, and details the rates, fees and charges to be levied by Council during that year.

## Informing strategies

Council develops a range of other strategies to inform our IP&R framework and guide the priorities and actions in our four-year Delivery Program and annual Operational Plan. Some strategies, such as our Economic Development Strategy and Destination Management Plan, are externally focused, whereas others, such as our ICT Strategy, are internally focused.

## Reporting our progress

**Reporting is a key element of the IP&R framework. We use a variety of tools to report our progress in achieving this Community Strategic Plan and implementing the Delivery Program, as well as our financial performance against the annual Budget and Long-Term Financial Plan.**

- **Quarterly Budget Review (QBR) Statements:** Council prepares a Quarterly Budget Review Statements three times each year (first, second and third quarters) which shows, by reference to the estimate of income and expenditure set out in the statement of Council's Revenue Policy in the Operational Plan for the relevant year; a revised estimate of the income and expenditure for that year.
- **Delivery Program Progress Reports:** Every six months, Council prepares a report detailing our progress in achieving the principal activities detailed in the Delivery Program.
- **Annual Reports:** Within five months of the end of each financial year, Council prepares an Annual Report, which includes a copy of our audited financial reports. The Annual Report details our progress in implementing the Delivery Program and the activities we have undertaken to deliver on the objectives of the Community Strategic Plan.
- **State of our Shire Report:** Tabled at the first meeting of the newly elected council, the State of our Shire Report provides an update on our progress in implementing the Community Strategic Plan over the Council term, as well as the results and outcomes the implementation of the Community Strategic Plan has had for our community.

## Our Narrandera Shire

**Situated on the Murrumbidgee River at the heart of the Riverina region of south-west New South Wales, the Narrandera Shire local government area is strategically located between Sydney and Melbourne and offers the best of country living.**

Located at the intersection of the Newell and Sturt Highways, Narrandera Shire is well connected to the Riverina's major regional centres of Albury, Griffith, and Wagga Wagga. The Narrandera-Leeton Airport, located on the outskirts of Narrandera, is serviced by Regional Express Airlines with regular return flights to Sydney.

Home to a permanent resident population of approximately 5,700 people, Narrandera Shire covers an area of around 4,118 square kilometres and offers a unique combination of rural, agricultural and natural landscapes. Narrandera Shire includes the township of Narrandera and rural villages of Barellan, Binya and Grong Grong, as well as 15 other rural localities.

Narrandera Shire has a strong Indigenous heritage, with the Wiradjuri people having lived in the region for thousands of years. Today, around 12.7 per cent of residents identify as either Aboriginal or Torres Strait Islander, significantly higher than the New South Wales average of 3.4 per cent.

Narrandera, which serves as the administrative centre and the key commercial and services hub of the Shire, is a key regional hub with a rich historical heritage. European settlement dates from the 1830s, with land along the Murrumbidgee River used mainly for farming. The village of Narrandera was established in the 1860s with significant growth seen in the 1880s due to the arrival of the railway and timber milling. Narrandera and areas along the Murrumbidgee River again saw significant growth when the Murrumbidgee Irrigation Area was developed allowing land to be used for more intensive farming such as rice and citrus fruits.

The Murrumbidgee River affords Narrandera Shire a unique combination of agricultural, rural, and natural landscapes. The area is renowned for its cultural significance, including several heritage-listed buildings that reflect its development over time. Agriculture has always been a cornerstone of the Shire's economy, with fertile soils along the Murrumbidgee River supporting the production of a range of crops, including cotton, rice, cereals, and various horticultural products. Livestock farming, particularly sheep and cattle, also plays an important role in the local economy. In recent years, Narrandera Shire has supported a growing visitor economy, with visitors drawn to the natural beauty of the area, our historical and cultural attractions, and our rich Wiradjuri heritage.



# Developing our Community Strategic Plan

## Guiding principles

### Social justice

Social justice is recognition and action to support the rights of all people. All people have equal economic, social and cultural rights, regardless of gender, age, race, ethnicity, class, religion, disability or sexuality. Everyone should have the opportunity for personal development and be able to fully participate in society without discrimination.

Development of this Community Strategic Plan has been guided by the social justice principles of access, equity, participation, and rights:

- **Equity:** there should be fairness in decision-making and prioritising and allocating resources, particularly for those in need.
- **Access:** all people should have fair access to services, resources and opportunities to improve their quality of life.
- **Participation:** everyone should be given genuine opportunities to participate in decisions which affect their lives.
- **Rights:** equal rights should be established and promoted, with opportunities provided for all people from all backgrounds.

### The Quadruple Bottom Line (QBL)

The Quadruple Bottom Line (QBL) addresses social (community), environmental, economic, and civic leadership (governance) considerations in an integrated manner. The social justice principles, together with the QBL, ensures a balanced approach is applied to all aspects of this Community Strategic Plan and provides an integrated framework for decision-making towards 2040 and beyond.





## Planning in Partnership

### The United Nations (UN) Sustainable Development Goals

The United Nations (UN) Sustainable Development Goals are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. Australia is one of 193 countries that committed to the goals in September 2015 as part of the 2030 Agenda for Sustainable Development.

There are 17 SDGs which aim to increase global well-being through addressing some of society’s key challenges including climate change, economic and gender inequality, sustainable consumption and innovation. Many of the goals are relevant to local governments. Goal 11, to “*Make cities and human settlements inclusive, safe, resilient and sustainable*”, is particularly relevant to local government planning.

Individuals, communities, businesses and all levels of government must work together to achieve these goals by 2030. Each strategic outcome in this Community Strategic Plan works towards a number of these goals.



## **Federal, State and Regional Plans**

**Various Federal, State and Regional strategies, plans, programs and initiatives were considered in developing this Community Strategic Plan. These included:**

### **Federal**

- Biodiversity and Conservation Strategy
- National Cultural Policy
- National Digital Economy Strategy
- National Disability Insurance Scheme (NDIS)
- National Road Safety Strategy
- Renewable Energy Target Scheme
- Social Inclusion Agenda

### **State**

- Future Transport Strategy
- NSW Biodiversity Strategy
- NSW Child Safe Standards
- NSW Disability Inclusion Plan
- NSW Domestic and Family Violence Plan
- NSW Housing Affordability Strategy
- NSW Koala Strategy
- NSW State Health Plan
- Smart and Skilled Program
- State Infrastructure Strategy
- Visitor Economy Strategy

### **Regional**

- Destination Riverina Murray Destination Management Plan
- Regional Development Australia (RDA) Riverina Strategic Priorities
- Riverina and Murray Joint Organisation (RAMJO) Statement of Regional Priorities
- Riverina and Murray Joint Organisation (RAMJO) Disaster Risk Reduction
- Riverina Murray Regional Plan
- Western Riverina Regional Economic Development Strategy (2023 Update)



## Community engagement

### How you participated

Over 250 people from Narrandera Shire participated in the development of this Community Strategic Plan, through a comprehensive community consultation program delivered between October and December 2024. Our community contributed their thoughts and opinions through an online survey, pop-up sessions, individual submissions, targeted stakeholder meetings, and workshops held at Barellan, Grong and Narrandera. In preparing this plan, we reviewed the findings of other recent community consultations and reviewed demographic data and population forecasts published by both the State and Federal Governments.

### What we asked

- How do you feel about the vision in the endorsed Community Strategic Plan?
- What significant shifts or changes have you noticed in the community since we last reviewed our Community Strategic Plan?
- Is anything missing from the Community Strategic Plan?
- What makes our community a great place to live?
- What do you think are the main challenges facing our community?
- Have you seen anything in another local government area that would work well in our community, such as a facility, attraction, service, or event?
- What is one thing you would like to see achieved in our community in the next 10 years?
- Where do you think Narrandera Shire Council should be prioritising its efforts?
- How important are certain NSW Government services, such as police, education, health care, public transport and Service NSW?

### What we heard

#### Strengths

In planning for Narrandera Shire's future, a strengths-based approach revealed our community's most valued aspects. Our beautiful natural environment, and in particular the Murrumbidgee River and surrounding bushland and koala habitat, is highly valued. Our peaceful rural lifestyle provides plenty of space and a family-friendly environment, and our quality sporting, community and recreation facilities support active and healthy lifestyles. Our strong community spirit is celebrated, and the valuable work our community groups and dedicated volunteers perform in our community is appreciated.

#### Challenges

Community feedback identified several key challenges within the Narrandera Shire. Our local population is ageing and declining, and there are concerns that this is being driven by limited job options and employment opportunities, especially for young people. Housing affordability and availability is a key concern, especially for key workers and retirees. Improving access to health, medical and mental health services is seen as a critical priority. Social and public safety

issues – including family violence, homelessness, crime and vandalism – were also cited as challenges.

## Community priorities

Our community told us that Narrandera Shire could be enhanced through:

- **Infrastructure and connectivity:** Improving water, roads, paths, public spaces, digital communications and public transport.
- **Health and community services:** Improving access to GPs, mental health services, aged care, and childcare.
- **Council performance:** Ensuring transparent decision-making and improving Council's financial sustainability, digital services, and community engagement process.
- **Economic growth:** Diversifying local industries, supporting local businesses, and promoting tourism, retail and hospitality.
- **Education and training:** Strengthening education, expanding vocational training and tertiary access to improve workforce readiness.
- **Environment:** Expanding renewable energy projects, championing resource recovery, increasing tree canopy cover and protecting koala habitats.
- **Events and entertainment:** Expanding family-friendly events, providing more recreational options for young people, and developing our local night-time economy.
- **Housing:** Increasing affordable and diverse housing options to address homelessness, support ageing in-place, and support workforce growth.

### Achieving our Community Strategic Plan

**Narrandera Shire Council is committed to understanding our community’s priorities, concerns and needs in critical services, programs, facilities and events. However, all levels of government, as well as businesses, industry groups, community groups and individuals, share responsibility for achieving our Community Strategic Plan.**

Council plays a key role in providing essential services and infrastructure to the community. Where Council has a direct service responsibility, it will work with the community to determine appropriate service levels, balancing expectations with financial sustainability. These service levels are outlined in Council’s strategic documents, including the Delivery Program and Resourcing Strategy.

Meeting service expectations is challenging within limited resources, particularly as local councils increasingly take on responsibilities previously managed by other levels of government. Expanding or maintaining services may require additional funding, and Council must prioritise investment to ensure long-term sustainability. While Council leads in service provision, achieving the community’s vision relies on shared responsibility.

This Community Strategic Plan outlines Council’s role in the delivery of each priority, described using the following terms:

- **Provide:** Council directly provides services, facilities, infrastructure, programs, planning, and engagement to achieve the strategic objective.
- **Collaborate:** Council partners with the community, business and industry, other councils, and other tiers of government, to jointly achieve the strategic objective.
- **Advocate:** Council amplifies the voice of our community to get the best possible outcomes, but is not responsible for achieving the strategic objective.



# Our Community Strategic Plan

## Our Leadership

<b>Objective</b>	<b>Where do we want to be in 2040?</b>		
	1. Our Shire has strong, responsible and trusted leadership.		
<b>Strategies</b>	<b>How will we get there?</b>	<b>Lead</b>	<b>Council's Role</b>
	1.1. Model bold and transparent leadership.	Council	Provide, Collaborate
	1.2. Engage diverse voices to plan for the future.	Council	Provide
	1.3. Demonstrate good governance.	Council	Provide
	1.4. Deliver efficient and responsive civic services.	Council	Provide

<b>Everyone</b>	<b>Partners</b>
<b>What you can do to help achieve our objective</b>	<b>Who can help achieve our objective</b>
<ul style="list-style-type: none"> <li>Attend or watch online Council meetings</li> <li>Join a Council-facilitated committee</li> <li>Participate in community consultations</li> <li>Provide feedback on Council's services, projects, programs and events</li> <li>Visit Council's website and engage with Council via social media</li> </ul>	<ul style="list-style-type: none"> <li>Federal and State Members of Parliament</li> <li>Local Government NSW</li> <li>Local Government Professionals NSW</li> <li>Local and regional media</li> <li>NSW Office of Local Government</li> <li>Riverina and Murray Joint Organisation</li> <li>Residents</li> </ul>

Outcomes			
How will we know we've arrived?			
Measure	Source	Baseline	Target
Narrandera Shire Council Operating Performance Ratio	OLG Your Council Report (2024)	16.1	Steady
Narrandera Shire Council Infrastructure Backlog Ratio		6.7	Decreasing
Elected female Councillors		33%	Increasing
Access to Local Government Services Index	University of Canberra Regional Wellbeing Survey (2023)	4.2	Increasing
Community Involvement Index		3.3	Increasing
Equity and Inclusion Index		4.4	Decreasing

**Related Sustainable Development Goals**



**What you said**

*"The Council needs to be more proactive and less reactive. It often seems to respond to a handful of vocal people instead of looking at the bigger picture."*

*"We don't feel heard. Communication from the Council is limited, and there's not enough consultation with the community."*

*"Council needs to modernise- its website is outdated, and a lot of forms are still on paper. Other councils are way ahead in digital services."*

*"We'd like more opportunities to have our say on decisions that affect the community."*

*"There's frustration with slow progress on big projects – we need better long-term planning."*

## Our Community

<b>Objective</b>	<b>Where do we want to be in 2040?</b>		
	2. Our community is connected and vibrant and our people are happy and healthy.		
<b>Strategies</b>	<b>How will we get there?</b>	<b>Lead</b>	<b>Council's Role</b>
2.1. Champion respect and wellbeing so everyone feels safe.		State Government	Advocate
2.2. Promote active and healthy living.		Council	Provide
2.3. Strengthen social connections, cultural identity, and inclusion.		Community	Advocate, Collaborate
2.4. Deliver accessible and quality health and community services.		State Government	Advocate, Provide

<b>Everyone</b>	<b>Partners</b>
<b>What you can do to help achieve our objective</b>	<b>Who can help achieve our objective</b>
<ul style="list-style-type: none"> <li>• Report crime or anti-social behaviour to Police or Crime Stoppers</li> <li>• Report graffiti to Narrandera Shire Council</li> <li>• Join a sporting club or take up a sport</li> <li>• Volunteer or join a service club or not-for-profit organisation</li> <li>• Attend community events, festivals and celebrations</li> <li>• Join Western Riverina Libraries and visit the Narrandera Library</li> <li>• Support and promote multiculturalism</li> <li>• Get to know your neighbours</li> <li>• Learn about local history, including our Aboriginal culture and heritage</li> </ul>	<ul style="list-style-type: none"> <li>• Community groups and service clubs</li> <li>• Gundyarri Narrandera Aboriginal Corporation</li> <li>• Narrandera Local Aboriginal Land Council</li> <li>• NSW Department of Communities and Justice</li> <li>• NSW Department of Family and Community Services</li> <li>• NSW Health</li> <li>• Regional Development Australia Riverina</li> <li>• Sporting clubs and associations</li> <li>• Western Riverina Arts</li> <li>• Western Riverina Libraries</li> </ul>

Outcomes			
How will we know we've arrived?			
Measure	Source	Baseline	Target
Index or Relative Socio-Economic Advantage and Disadvantage (SEIFA)	Australian Bureau of Statistics (2021)	910	Increasing
Percentage of Narrandera Shire community volunteering		21.2%	Steady
Community Wellbeing Index	University of Canberra Regional Wellbeing Survey (2023)	5.5	Increasing
Loneliness Index		2.5	Decreasing
Access to Health, Education and Childcare Index		3.3	Increasing
Crime and Safety Index		4.7	Decreasing

**Related Sustainable Development Goals**



**What you said**

*“Narrandera is such a charming country town; it’s got so much personality, and everyone is really friendly.”*

*“We have such a strong, welcoming community where people genuinely look out for each other.”*

*“There’s a growing problem with social isolation, particularly for older people.”*

*“We need more for young people to do in town. Losing more young people once they leave school is a real issue.”*

*“Our parks and sporting facilities are great, but we need more investment in upkeep and accessibility.”*

## Our Environment

Objective	Where do we want to be in 2040?		
		3. Our natural and built environments are valued, well-managed and liveable.	
Strategies	How will we get there?	Lead	Council's Role
3.1. Protect and enhance our natural environment, biodiversity and waterways.		State Government	Advocate, Provide
3.2. Plan and develop a functional built environment.		Council	Provide
3.3. Manage water and waste wisely for long-term sustainability.		Community	Provide
3.4. Build resilience to climate change, natural shocks and disasters.		State Government	Monitor, Provide

Everyone	Partners
What you can do to help achieve our objective	Who can help achieve our objective
<ul style="list-style-type: none"> <li>• Reduce, reuse and recycle waste</li> <li>• Bin your litter or take it home</li> <li>• Compost kitchen and green waste</li> <li>• Use water wisely and follow water restrictions</li> <li>• Report noxious weeds</li> <li>• Report illegal waste dumping and polluting</li> <li>• Manage invasive weeds and species on private property</li> <li>• Consider sustainable design principles, energy efficiency and water efficiency when building or renovating your home</li> </ul>	<ul style="list-style-type: none"> <li>• Narrandera Landcare Inc.</li> <li>• Riverina Local Land Services</li> <li>• NSW Department of Planning and Environment</li> <li>• NSW Environment and Heritage</li> <li>• NSW National Parks and Wildlife Services</li> <li>• NSW State Emergency Service</li> <li>• NSW Rural Fire Service</li> </ul>



Outcomes			
How will we know we've arrived?			
Measure	Source	Baseline	Target
Total CO2e emissions	Snapshot Climate – Australian Emissions Profiles (2023)	183,000 tonnes	Decreasing
Residual Waste of Total Waste Collected	OLG Your Council Report (2024)	73%	Decreasing
Value of Development Applications determined		\$10.9 million	Increasing
Landscape and Aesthetics Index	University of Canberra Regional Wellbeing Survey (2023)	5.5	Increasing
Perceived Environmental Health Index		4.1	Decreasing
Size of Narrandera Koala population	NSW National Parks & Wildlife (2024)	290	Increasing

**Related Sustainable Development Goals**



**What you said**

*"Our natural environment is a huge asset. We need to protect our bushland, river, and wildlife."*

*"We need more trees in town for shade and cooling. It gets way too hot in summer."*

*"Koalas are a big part of our identity. We should be doing more to protect their habitat."*

*"The Murrumbidgee River, Lake Talbot, and Rocky Water Holes are amazing, but they are underutilised. We could do so much more with these natural assets."*

## Our Economy

<b>Objective</b>	<b>Where do we want to be in 2040?</b>		
	4. Our economy is thriving, diverse and provides opportunities for businesses, workers and visitors.		
<b>Strategies</b>	<b>How will we get there?</b>	<b>Lead</b>	<b>Council's Role</b>
	4.1. Enhance Narrandera Shire's appeal as a great place to live, learn, work and invest.	Council	Collaborate
	4.2. Grow tourism by showcasing Narrandera Shire's attractions, events and experiences.	Tourism businesses	Advocate, Collaborate
	4.3. Support local businesses and industry to enable innovation and economic expansion.	Businesses	Advocate
	4.4. Attract strategic investment and partnerships to create local jobs and business opportunities.	Council	Provide

<b>Everyone</b>	<b>Partners</b>
<b>What you can do to help achieve our objective</b>	<b>Who can help achieve our objective</b>
<ul style="list-style-type: none"> <li>• Support local business – buy locally and employ locally</li> <li>• Use local and regional service providers</li> <li>• Be friendly to visitors and tourists</li> <li>• Offer training and professional development opportunities in your business</li> <li>• Consider taking on an apprentice, trainee, cadet or student for work placement</li> </ul>	<ul style="list-style-type: none"> <li>• Destination Riverina Murray</li> <li>• Murrumbidgee Trails</li> <li>• Narrandera Business Group</li> <li>• Regional Development Australia (RDA) Riverina Region</li> <li>• Schools</li> <li>• TAFE NSW and training providers</li> <li>• Tourism operators and accommodation providers</li> </ul>

Outcomes			
How will we know we've arrived?			
Measure	Source	Baseline	Target
Labour force	Australian Bureau of Statistics (2021)	54.1%	Increasing
Number of active registered businesses		563	Increasing
Narrandera Shire Gross Regional Product (GRP)	National Institute of Economic and Industry Research (2023)	\$407 million	Increasing
Visitors to Narrandera Shire	Tourism Research Australia (2022)	91,000	Increasing
Community Economic Wellbeing Index	University of Canberra Regional Wellbeing Survey (2023)	4.1	Increasing
Access to Telecommunications Index		4.3	Increasing

**Related Sustainable Development Goals**



**What you said**

*"We need to attract more industry and employment opportunities to retain young people and bring in new residents."*

*"Narrandera needs more industries beyond agriculture to provide diverse job opportunities."*

*"Young people leave town because there aren't enough jobs to keep them here."*

*"The tourism potential here is huge, but we need better promotion and infrastructure to attract visitors."*

*"Retail and dining options are limited. We need more variety to keep people shopping and eating locally."*

## Our Infrastructure

<b>Objective</b>	<b>Where do we want to be in 2040?</b>		
	5. Our infrastructure is reliable, efficient and meets our needs.		
<b>Strategies</b>	<b>How will we get there?</b>	<b>Lead</b>	<b>Council's Role</b>
5.1. Improve our road network and transport infrastructure to ensure safety and connectivity.		Council	Provide
5.2. Provide reliable waste, water, sewerage and stormwater infrastructure.		NSW Government	Advocate, Collaborate
5.3. Improve public and community transport options to enhance access to regional centres.		Council	Provide
5.4. Improve our internet and telecommunications infrastructure.		Federal Government	Advocate

<b>Everyone</b>	<b>Partners</b>
<b>What you can do to help achieve our objective</b>	<b>Who can help achieve our objective</b>
<ul style="list-style-type: none"> <li>• Use public transport where possible.</li> <li>• Drive safely and responsibly.</li> <li>• Report local infrastructure faults and maintenance requests to Council.</li> <li>• Advocate to local parliamentarians for improved telecommunications infrastructure and services.</li> </ul>	<ul style="list-style-type: none"> <li>• Airlines</li> <li>• National Broadband Network (NBN)</li> <li>• Telecommunications providers</li> <li>• Transport for NSW</li> </ul>

Outcomes			
How will we know we've arrived?			
Measure	Source	Baseline	Target
Sealed road network	Narrandera Shire Council (2025)	444km	Increasing
Boil water alerts		0	Steady
Road crashes in Narrandera Shire	NSW Centre for Road Safety (2023)	8	Decreasing
Regular air services from Narrandera to Sydney	Regional Express Airlines (2025)	Daily	Steady
Regular train services from Narrandera to Sydney	Transport for NSW (2025)	Thrice weekly	Steady
Access to Telecommunications Index	University of Canberra Regional Wellbeing Survey (2023)	4.3	Increasing

Related Sustainable Development Goals



What you said

"Water quality is a recurring problem. The taste and supply need to be improved."

"We need more footpaths and pedestrian crossings to make getting around safer."

"Dark intersections and poorly lit areas are safety risks."

"Public transport doesn't connect us to the services we need."

"Public transport is lacking. We need better connections to Wagga and Griffith."





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## 12.7 ADOPTION OF DRAFT CORPORATE GOVERNANCE FRAMEWORK

**Document ID:** 786009

**Author:** Deputy General Manager Corporate and Community Services

**Authoriser:** Deputy General Manager Corporate and Community Services

**Theme:** Our Leadership

**Attachments:** 1. Draft Corporate Governance Framework [↓](#) 

### RECOMMENDATION

That Council:

1. Adopts the draft Corporate Governance Framework, appended at *Attachment 1*, as recommended by the Audit, Risk and Improvement Committee.

### PURPOSE

The purpose of this report is to achieve adoption of the draft Corporate Governance Framework, appended at *Attachment 1*. The Audit, Risk and Improvement Committee considered the draft Corporate Governance Framework at its meeting held 4 March 2025 and recommended that it be adopted by Council.

### SUMMARY

The draft Corporate Governance Framework provides context to Council's good governance practices and outlines how the organisation aims to achieve compliance with governance responsibilities as required under various legislation, specifically the *Local Government Act 1993*. The draft Corporate Governance Framework has been reviewed by Council's Audit, Risk and Improvement Committee and is provided to Council for adoption.

### BACKGROUND

As part of Council's Internal Audit Plan, an internal audit of Council's Corporate Governance Framework was undertaken in January 2024. The auditor recommended that Council develop an overarching Corporate Governance Framework, adapted from an existing framework such as that provided by the NSW Audit Office Governance Lighthouse Model.

The draft Corporate Governance Framework appended at *Attachment 1* defines and documents Council's governance framework, aligning with the eight (8) core principles outlined in the NSW Audit Office Governance Lighthouse Model:

- a. Management and oversight
- b. Structure
- c. Ethics
- d. Corporate reporting
- e. Disclosure
- f. Remuneration
- g. Risk management, and
- h. Key stakeholder rights.



Council's Audit, Risk and Improvement Committee considered the draft Corporate Governance Framework at its meeting held 4 March 2025. As detailed in the minutes of that meeting provided to Council in this Business Paper, the Audit, Risk and Improvement Committee has recommended that Council adopts the draft Corporate Governance Framework.

## **RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES**

### **Theme**

5 - Our Leadership

### **Strategy**

5.1 - Have a Council that provides leadership through actions and effective communication.

### **Action**

5.1.2 - Support ethical, transparent and accountable corporate governance.

## **ISSUES AND IMPLICATIONS**

### **Policy**

- There are no policy implications for Council associated with this report.

### **Financial**

- There are no financial implications for Council associated with this report.

### **Legal / Statutory**

- The draft Corporate Governance Framework outlines how Council strives to achieve compliance with its various governance responsibilities as required under various legislation, specifically the *Local Government Act 1993*.

### **Community Engagement / Communication**

- There are no community engagement or consultation requirements for Council associated with this report. However, following adoption, the Corporate Governance Framework will be available for public viewing via publication to Council's website.

## **RISKS**

Adoption of the draft Corporate Governance Framework, as recommended, ensures that Council complies with the recommendations of the organisation's Internal Auditor.

## **CONCLUSION**

The draft Corporate Governance Framework appended at *Attachment 1* has been developed in response to findings of the Corporate Governance Framework internal audit undertaken in 2024. The draft Corporate Governance Framework has been endorsed by Council's Audit, Risk and Improvement Committee and it is recommended that Council formally adopts the document.





# Corporate Governance Framework 2025





DOCUMENT AUTHORISATION	
<b>Title</b>	Corporate Governance Framework
<b>Document ID</b>	<Insert EDRMS Registration Number>
<b>Date Adopted</b>	<Insert date>
<b>Resolution No.</b>	<Insert resolution number>
<b>Responsible Officer</b>	Manager Governance and Engagement
<b>Responsible Executive</b>	Deputy General Manager Corporate and Community Services
<b>Review Date</b>	<Four years from date of adoption>

Document History			
Version	Date	Details	Minute No.
1	04 March 2025	Endorsed by Audit, Risk and Improvement Committee.	

Document Information and Relationships	
<b>Related Legislation*</b>	<a href="#">Local Government Act 1993</a> <a href="#">Local Government (General) Regulation 2021</a>
<b>Related Policies</b>	Agency Information Guide Code of Conduct Code of Meeting Practice Delegations Policy
<b>Related Documents</b>	<a href="#">Guidelines for the Appointment and Oversight of General Managers (Office of Local Government, 2022)</a> <a href="#">Integrated Planning &amp; Reporting Guidelines for Local Government in NSW (Office of Local Government, 2021)</a> <a href="#">Risk Management and Internal Audit Guidelines for Local Government in NSW (Office of Local Government, 2023)</a>
*Note: Any reference to Legislation will be updated in the Strategy/Plan as required. See website <a href="http://www.legislation.nsw.gov.au/">http://www.legislation.nsw.gov.au/</a> for current Acts, Regulations and Environmental Planning Instruments.	



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## 1. The Governance Framework

### 1.1 Governance Defined

#### 1.1.1 Purpose

This Corporate Governance Framework has been prepared to ensure our compliance with all relevant legislation including the *Local Government Act 1993* (the Act) and the pursuit of best practice as a democratic local government.

This Framework is an overview of the governance program that has been put in place at Narrandera Shire Council (Council) so that Council officials can meet their governance responsibilities. It also enables our community and stakeholders to have an understanding of the Corporate Governance Framework and demonstrates how all people associated with Council can participate.

#### 1.1.2 What is governance?

Put simply, governance is the act of governing. It encompasses all the relevant legislation, regulations, policies, procedures, guidance, systems, rules and processes for making and implementing decisions, that define expectations, delegates and grants powers or outlines of performance. Governance is how Council ensures and enhances good governance principles throughout our organisation, in order to maintain the trust and confidence of our community.

#### 1.1.3 What is 'Good Governance'?

Good Governance relates to processes and behaviours essential for Council to achieve its intended purpose, and conforms by complying with all relevant laws, codes and directions while meeting community expectations of probity, accountability and transparency.

It impacts on all sectors of our community and the practice of Good Governance is considered critical in ensuring that:

- (a) Council meets its ethical and legal obligations
- (b) Council establishes and maintains confidence and trust in carrying out its functions
- (c) Council makes decisions that are consultative and are in the best interests of all stakeholders
- (d) Council provides transparency and accountability for all its actions
- (e) Council reviews and improves the services provided to our community.

#### 1.1.4 Why is Good Governance important to Council?

Good Governance is important to Council as it:

- (a) Underpins the confidence that the confidence our community has in Council, our leaders, and our services
- (b) Affects the quality of our outputs – specifically our services, programs, projects and events
- (c) Is a value-adding activity in that it influences the effectiveness and efficiency of our services, programs, projects and events



- (d) Ensures that Council meets its legislative responsibilities and complies with statutory requirements
- (e) Is a strong reminder to Council that it is ultimately accountable to the community we serve.

Good Governance must be accompanied by a strong and healthy governance culture. It is necessary therefore the attitudes, values, beliefs and behaviours of Council’s leaders support Good Governance and align with the Good Governance principles, outlined below. This will result in the Council, the General Manager, employees and community being confident that our organisation is being run efficiently; is sustainable; and is effectively carrying out the objectives, policies and plans of Council.

**1.1.5 Principles of Good Governance**

Good Governance is defined by the following principles:

*Table 1 Principles of Good Governance*

Principle	Description
<b>Accountable</b>	Council has an obligation to be accountable and report, explain and be answerable for the consequences of decisions we have made on behalf of our community.
<b>Transparent</b>	Our community and stakeholders should be able to follow and understand our decision-making processes. This means they will be able to clearly see: <ul style="list-style-type: none"> <li>(a) how and why a decision was made,</li> <li>(b) what information, advice and consultation Council considered, and</li> <li>(c) which legislative requirements (when applicable) Council followed.</li> </ul>
<b>Rule of Law</b>	Council must observe the rule of law and ensure that our decisions are consistent with relevant legislation or common law and are within the powers of Council.
<b>Responsive</b>	Council must endeavour to serve the needs of our entire community, while balancing conflicting interests in an appropriate, timely and responsive manner.
<b>Equitable and Inclusive</b>	Our community’s wellbeing derives from our community’s satisfaction that Council has considered their interests in the decision-making process. In practice, this means that all groups and stakeholders – particularly the most vulnerable and disadvantaged – should have opportunities to participate in the decision-making process.
<b>Effective and Efficient</b>	Council should implement decisions and follow processes that make the best use of available staff, resources and time, to ensure the best possible results for our community.



<b>Participatory</b>	Anyone affected by or interested in a decision should have the opportunity to participate in the process for making that decision, whether this is by being provided with information, or consultation to provide them with opportunity to give their opinion or recommendations.
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DRAFT

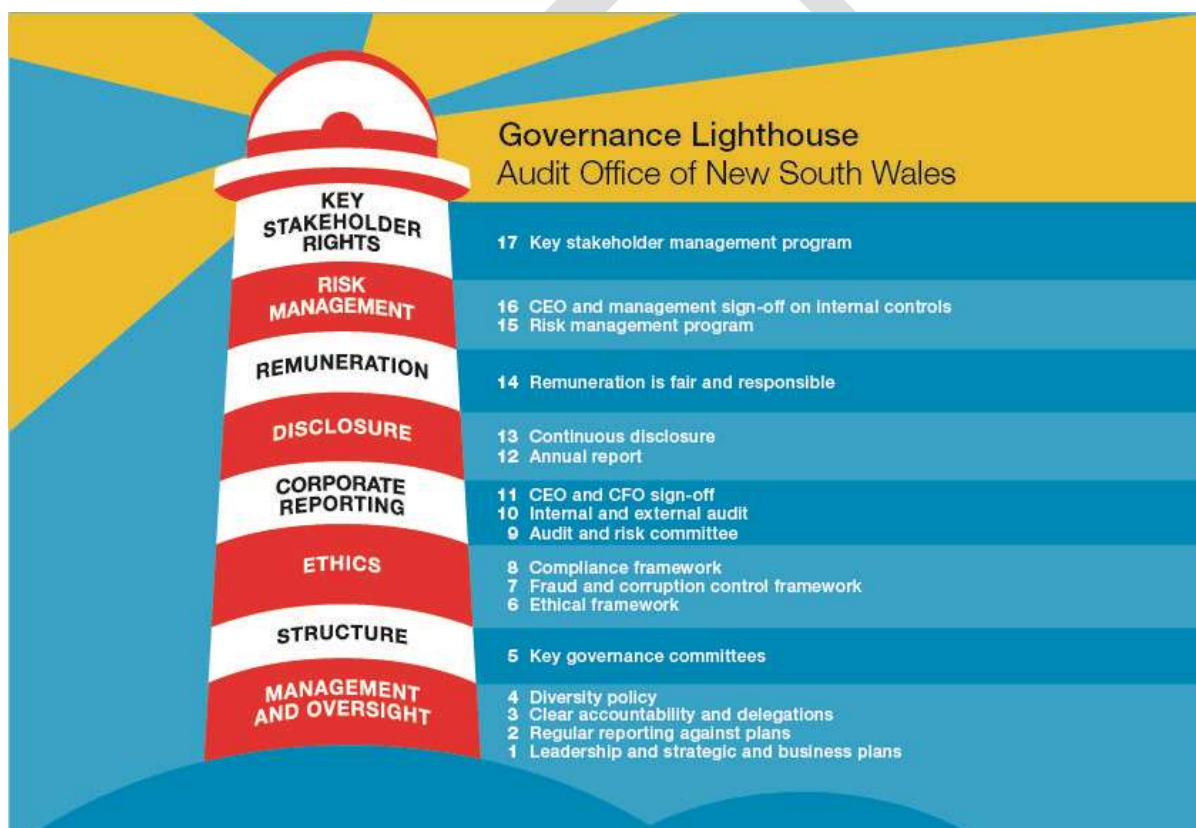
## 1.2 Introduction

Local governments are experiencing increasing scrutiny of their operations and activities, creating a need for full and open disclosure of their governance systems and processes. We must consider the principles of key stakeholder rights, risk management, corporate reporting and disclosure, to develop suitable governance frameworks that ensure effective, transparent and sustainable administration of Council’s affairs.

### 1.2.1 The Governance Lighthouse

The Audit Office of NSW provides a strong framework for public sector organisations and agencies, including local councils, to use as their governance framework. Known as ‘the Governance Lighthouse’, the framework is set across eight (8) key principles and 17 components that underpin Good Governance and promote public confidence.

Figure 1 NSW Audit Office Governance Lighthouse







## 2. Our Governance Framework in Action

Council is a dynamic organisation providing many different services to residents and businesses of the Narrandera Shire local government area, as well as those visiting and working in our community. It is important to view our day-to-day activities through the lens of Good Governance by recognising different activities, policies, procedures and frameworks provide opportunity to demonstrate strong governance and leadership in facilitating good decision-making and management.

Governance should be recognised through the implementation of processes and procedures that demonstrate transparency and accountability. Governance is accompanied by a Good Governance culture whereby attitudes, values, beliefs and behaviours of leaders must set the standard and be reflected in roles and responsibilities.

Council’s Corporate Governance Framework is illustrated in *Figure 2*, below.

*Figure 2 Narrandera Shire Council Governance Framework*

<b>Principle 1: Management and Oversight</b>	
Leadership Strategies and Plans Delegations Equal Employment Opportunity (EEO) framework	
<b>Principle 2: Structure</b>	Organisation Structure Council Committees
<b>Principle 3: Ethics</b>	Code of Conduct Council Policies
<b>Principle 4: Corporate Reporting</b>	Statutory Reporting Performance Reporting Financial Reporting
<b>Principle 5: Disclosure</b>	Access to Council Information Pecuniary and non-pecuniary interest disclosures Public Interest Disclosure (PID) reporting
<b>Principle 6: Remuneration</b>	Councillor remuneration General Manager remuneration Employee remuneration
<b>Principle 7: Risk Management</b>	Risk Management Framework Internal Audit Program and Plan
<b>Principle 8: Key Stakeholder Rights</b>	Councillors and Council meetings Community Engagement Strategy Customer Service and Complaint Handling framework Community Satisfaction Survey





## 2.1 Our Culture and Corporate Values

Good Governance is reflected in Council’s corporate values, which guide our behaviours. All employees are actively encouraged to keep these values “front of mind” in their dealings with colleagues, Councillors, customers, community and other stakeholders.

Table 2 Narrandera Shire Council Corporate Values

Value	Behaviours
Ethical	We are transparent and equitable in all our actions.
Caring	We are helpful, supportive and thoughtful towards each other and our community.
Loyalty	We take pride in our work and our organisation.
Accountability	We are responsible for our actions.
Integrity	We are trustworthy, honest and consistent.
Respect	We respect each other and the role we play.
Safety	We work safely and protect ourselves and the public.

## 2.2 Narrandera Shire Council Governance Framework

Council’s Corporate Governance Framework aims to provide proper and democratic government to the residents, ratepayers, businesses, visitors and workers who interact with the Narrandera Shire local government area.

Benefits of a robust Corporate Governance Framework include:

- (a) Providing clear guidelines for the role of the Council, Governing Body (Mayor and Councillors) and General Manager, ensuring that all responsibilities are accurately defined and performance expectations are understood,
- (b) Assisting the Governing Body (Mayor and Councillors) and General Manager in delivering Good Governance,
- (c) Ensuring Council’s legislative compliance obligations are met,
- (d) Setting robust and clear delegations,
- (e) Influencing processes that set clear guidelines for planning at all levels,
- (f) Acting as a point of reference for disputes, and
- (g) Supporting the induction for newly elected Councillors and newly appointed employees.

This Framework provides guidance on processes associated with decision-making by which Council is directed, controlled, and held to account. For the organisation to demonstrate Good Governance, there needs to be a clear understanding of responsibility and accountability.

### 2.2.1 Principle 1: Management and Oversight

Council implements the Management and Oversight principle through our:

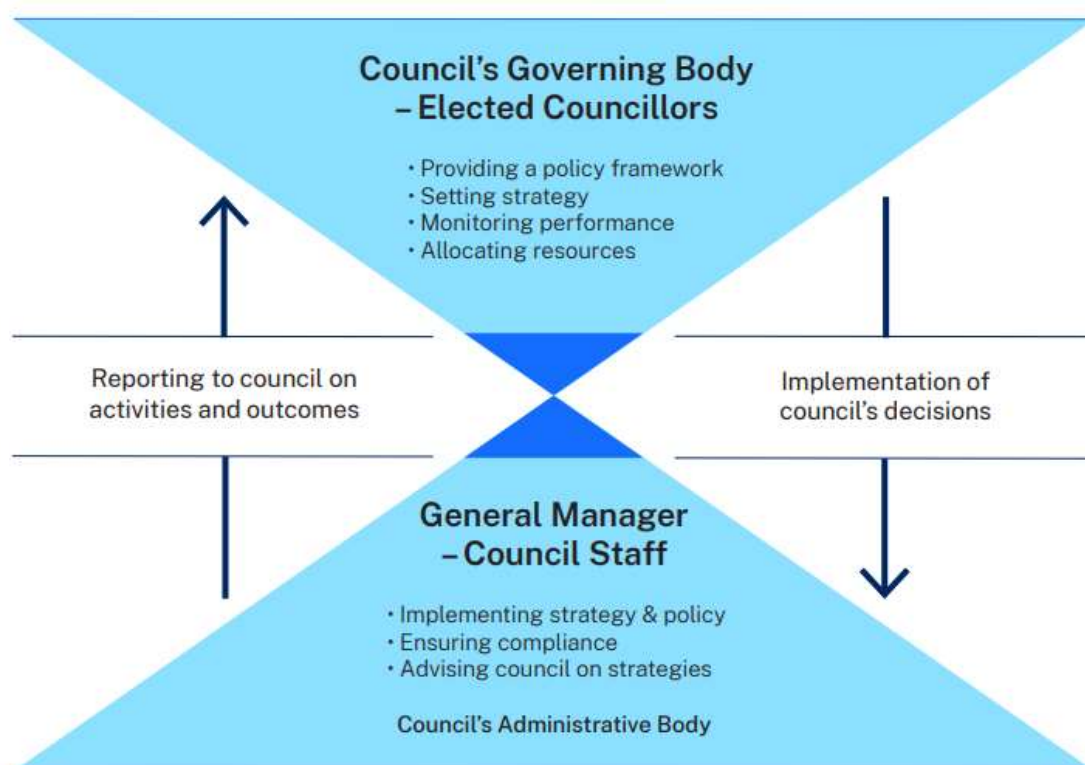
- (a) Leadership,
- (b) Strategies and Plans,

- (c) Delegations, and
- (d) Equal Employment Opportunity (EEO) framework.

**Leadership**

Council’s Governing Body and General Manager each have distinct roles and responsibilities in leading our organisation. *Figure 3*, below, illustrates the relationship between the Governing Body and General Manager and their individual responsibilities.

*Figure 3 Roles of Governing Body and General Manager (Councillor Handbook, Office of Local Government*



*Governing Body (Mayor and Councillors)*

Council’s Governing Body comprises nine (9) Councillors, including the Mayor. The *Local Government Act 1993* (the Act) clearly prescribes the individual roles of the Governing Body,<sup>1</sup> the Mayor,<sup>2</sup> and the Councillors.<sup>3</sup>

All Councillors are popularly elected by eligible residents and ratepayers at local government elections held every four years. Councillors are elected to represent the entire Narrandera Shire local government area, rather than individual wards, and hold office for a four-year term.

The Mayor and Deputy Mayor are chosen by the Councillors and elected for a two-year term.

<sup>1</sup> [Section 223, Local Government Act 1993 – Role of Governing Body](#)  
<sup>2</sup> [Section 226, Local Government Act 1993 – Role of Mayor](#)  
<sup>3</sup> [Section 232, Local Government Act 1993 – The Role of a Councillor](#)



Council's Governing Body makes decisions on all matters at Council meetings, which are open to public (except when closed for consideration of confidential matters). Meetings are also recorded and live-streamed. Members of the public may also apply to address Council via the Public Forum, on matters before Council for consideration.

#### General Manager and Executive Leadership Team

Council's organisation and operations are led by the General Manager, whose role and functions are outlined in section 335 of the Act. The General Manager is employed under a performance-based contract over an agreed period of time, ranging between one (1) and five (5) years. The Governing Body is responsible for monitoring the General Manager's performance, with the Mayor responsible for the day-to-day oversight of, and liaison, with the General Manager.<sup>4</sup>

The General Manager is supported by an Executive Leadership Team. As at 2025, Council's Executive Leadership Team comprises two (2) executive roles, being the Deputy Manager Corporate and Community Services and Deputy General Manager Infrastructure Services. Both positions report directly to the General Manager.

#### **Strategies and Plans**

##### Integrated Planning and Reporting (IP&R) Framework

Council is required to develop and adopt a comprehensive suite of interrelated strategies and plans known as our Integrated Planning and Reporting (IP&R) framework. This legislated framework is designed to bring long-term financial sustainability, asset management, community engagement and organisational planning together to better inform decision-making and achieve our community's desired outcomes.

The Community Strategic Plan is the highest strategic plan, developed by Council on behalf of our community and other stakeholders. In response to the Community Strategic Plan, Council implements a four-year Delivery Program and annual Operational Plans that align all services, programs, projects and events to meet the needs identified by the community.

Council's Delivery Program is supported by the Resourcing Strategy. It is through the Delivery Program that we identify those activities Council is responsible for. The Resourcing Strategy includes the Long-Term Financial Plan, Strategic Asset Management Plan and Strategic Workforce Management Plan.

The General Manager and Executive Leadership Team are responsible for implementing all services, programs, projects and events within these plans and are accountable to the Governing Body for their delivery.

##### Informing Strategies and Plans

Council also has various other plans and strategies which inform our IP&R framework and assist in Council's decision-making process. Some of these are required to be developed and adopted under legislation, whereas others are proactively developed to address identified social, economic or environmental challenges or opportunities. Examples of current strategies and plans as at 2025 include the Disability Inclusion Action Plan, Economic Development Strategy, and Local Housing and Employment Zone Land Strategy. Copies of all plans and

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<sup>4</sup> [Guidelines for the Appointment and Oversight of General Managers \(Office of Local Government, 2022\)](#)



strategies adopted by Council from time to time are published to Council's website and made publicly accessible.

### **Delegations**

Council has many powers and duties which are governed by legislation. Council's Delegation Policy provides the principles by which delegations from the Governing Body to the General Manager, and in turn, from the General Manager to other Council employees, will be determined and enacted. All delegations must be exercised within the framework of legislation, policy and procedures.

Council's Delegation Policy is supported by the Delegations Register, which must be reviewed within 12 months of every local government election in accordance with the Act.<sup>5</sup> The Delegations Register is publicly accessible under the *Government Information (Public Access) Act 2009* (GIPA Act).

### **Equal Employment Opportunity (EEO) framework**

Council has developed and adopted an Equal Employment Opportunity (EEO) Policy and accompanying EEO Management Plan, consistent with our requirements under the *Anti-Discrimination Act 1977* and *Local Government Act 1993*. Together, these documents demonstrate our commitment to eliminating unlawful discrimination in employment and promoting EEO in our workplace. Both documents are published to Council's website and made publicly accessible.

#### **2.2.2 Principle 2: Structure**

Council implements the Structure principle through our:

- (a) Organisation Structure,
- (b) Council Meetings, and
- (c) Council Committees.

#### **Organisation Structure**

Council's organisation structure is determined by the General Manager, and designed in a way to support the delivery of Council's IP&R framework.<sup>6</sup> As at 2025, Council's organisation structure comprises three directorates, each with distinct service delivery responsibilities:

- (a) Executive Services,
- (b) Corporate and Community Services, and
- (c) Infrastructure Services.

#### **Council Meetings**

All decisions of the Governing Body are made at Council meetings, at which Councillors evaluate and endorse strategies, policies and plans – as well as other matters – and make binding decisions. The General Manager is then responsible for ensuring the timely implementation of those decisions.

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<sup>5</sup> [Section 380, Local Government Act 1993 – Review of Delegations](#)

<sup>6</sup> [Section 332, Local Government Act 1993 – Determination of structure](#)



Council meetings are governed by the Act and Council's adopted Code of Meeting Practice. There are two (2) types of meetings:

- (a) Ordinary Meetings, and
- (b) Extraordinary Meetings.

Council holds eleven (11) Ordinary Meetings each year, one in each month from February to December. Extraordinary meetings, which are used to consider urgent business and non-routine matters, are held as required.

Council also holds regular Councillor Workshops, which provides a forum for the General Manager to workshop issues and projects with the Councillors, outside of a public meeting. Councillor Workshops are not decision-making forums and are not used to consider any items of business scheduled for consideration at a Council meeting.

### **Council Committees**

#### *Audit, Risk and Improvement Committee*

Council's Audit, Risk and Improvement Committee (ARIC) is established to promote Good Governance by providing independent objective assurance to Council on a wide range of prescribed matters, including (but not limited to) compliance, risk management, financial management and governance.<sup>7</sup>

The ARIC operates in accordance with clear Terms of Reference, which align with the prescribed guidelines,<sup>8</sup> and are publicly accessible from Council's website. Membership of the ARIC includes three (3) independent members, one of whom serves as chair. The Governing Body nominates one (1) Councillor to attend as a non-voting delegate.

The ARIC can speak directly with Council's Internal Auditor, and can do so without Management present, if desired. Council's External Auditors (the Audit Office of NSW) have a standing invitation to attend ARIC meetings as well.

#### *Section 355 Committees*

Under the Act, Council may establish committees to exercise certain functions. Such committees are referred to as 'Section 355 committees'. As at 2025, Council operates one (1) Section 355 Committee, which has been established to manage the Parkside Cottage Museum in Narrandera. The committee's Terms of Reference are publicly accessible from Council's website.

#### *Advisory Committees*

Council operates a number of Advisory Committees to provide advice on Council on broad local issues and provide a forum for discussion among Councillors, Council staff and community members. All committees operate under endorsed Terms of Reference, which are publicly accessible from Council's website.

### **2.2.3 Principle 3: Ethics**

Council implements the Ethics principles through the Code of Conduct framework.

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<sup>7</sup> [Section 428A, Local Government Act 1993 – Audit, Risk and Improvement Committee](#)

<sup>8</sup> [Risk Management and Internal Audit Guidelines for Local Government in NSW \(Office of Local Government, 2023\)](#)



The Code of Conduct framework includes:

- (a) Code of Conduct and the Procedures for the Administration of the Code of Conduct,
- (b) Gifts and Benefits Declarations,
- (c) Fraud and Corruption Policy,
- (d) Complaints Handling Policy,
- (e) Councillor Access to Information, Interactions with Staff and Access to Council Premises Policy, and
- (f) Statement of Business Ethics.

Other key policies include the Access to Information Policy, Privacy Management Plan and Councillor Expenses and Facilities Policy.

All key policies are considered and resolved by the elected Council and in some instances, subject to public exhibition prior to approval.

Any alleged breaches of these Policies are managed in accordance with the adopted Code of Conduct and the Procedures for the Administration of the Code of Conduct and the relevant provisions of the *Local Government (State) Award*.

#### **2.2.4 Principle 4: Corporate Reporting**

Council adopts the Corporate Reporting principle through our:

- (a) Quarterly Budget Review Statements,
- (b) Delivery Program Progress Reports,
- (c) Annual Report, and
- (d) State of our Shire Report.

##### **Quarterly Budget Review Statements**

Council prepares a Budget Review Statement three times each year (following the September, December and March quarter periods) which shows, by reference to the estimate of income and expenditure set out in the Statement of Revenue Policy contained in Council's annual Operational Plan; a revised estimate of the income and expenditure for that year.

##### **Delivery Program Progress Reports**

Every six (6) months, Council prepares a Delivery Program Progress Report, which explains how we are progressing implementing our four-year Delivery Program via the various services, programs, projects and events we have committed to delivering throughout the year.

##### **Annual Report**

Council produces an Annual Report each year, detailing our progress in implementing and achieving our four-year Delivery Program and annual Operational Plan. The Annual Report also includes statutory reporting and prescribed information.<sup>9</sup> Our Annual Report is provided to the Office of Local Government and NSW Information and Privacy Commission and is made publicly available from Council's website.

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<sup>9</sup> [Clause 217, Local Government \(General\) Regulation 2021 – Additional information for inclusion in Annual Report](#)





Importantly, the Annual Report incorporates our audited Financial Statements for the financial year. Council's Financial Statements are audited by the NSW Audit Office and their nominated service provider. These statements set out Council's financial performance, financial position, and cash flows for the financial year, and are publicly exhibited prior to being adopted by Council.

### **State of our Shire Report**

Every four (4) years, Council prepares a State of our Shire Report, which is tabled at the first meeting of the incoming following the quadrennial local government election. This report outlines Council's progress in implementing and achieving the Community Strategic Plan over the previous four-year term.

### **2.2.5 Principle 5: Disclosure**

Council implements the Disclosure principle through:

- (a) Access to Council information,
- (b) Pecuniary and non-pecuniary interest disclosure, and
- (c) Public Interest Disclosure (PID) reporting.

### **Access to Council information**

The GIPA Act and accompanying *Government Information (Public Access) Regulation 2018* requires Council to make certain information available to members of the public, via four main pathways: mandatory open access, proactive release, GIPA informal request, and GIPA formal request.

Council complies with its GIPA obligations and facilitates the provision of information under each of the pathways listed above. We also have an Agency Information Guide, which describes our functions and structure; the types of information we hold; and the types of information that we make available to the public.

We publish certain open access information to our website, including our:

- (a) Strategies and plans,
- (b) Policies and codes,
- (c) Statutory registers,
- (d) Information about development applications, and
- (e) Approvals, orders and other documents.

### **Pecuniary and non-pecuniary interest disclosure**

Council's Code of Conduct requires all Council Officers to disclose and manage any pecuniary (financial) and non-pecuniary (non-financial) interests in accordance with the relevant provisions of the Code of Conduct. The responsibility rests on the individual to declare disclosures of interest including annual written returns, gifts and benefits, related party disclosures and conflicts of interest.

### **Public Interest Disclosure (PID) reporting**

Council's Public Interest Disclosure Policy establishes an internal reporting system to encourage and facilitate the reporting of disclosures of corrupt conduct, maladministration, serious and substantial waste of public money, government information contravention or local



government pecuniary interest contravention by Councillors and Staff. The policy lists the Public Interest Disclosure Officers, encourages staff to report wrongdoing and encourages Council to create an atmosphere where staff will be confident and comfortable to report any wrongdoing.

### 2.2.6 Principle 6: Remuneration

Council implements the Remuneration principle through ensuring appropriate and transparent remuneration processes for our:

- (a) Councillors,
- (b) General Manager, and
- (c) Employees.

#### Councillor remuneration

Councillors, as elected representatives, are remunerated for carrying out their official functions. The remuneration of the Mayor and Councillors is determined by the independent Local Government Remuneration Tribunal, which is reviewed on an annual basis.

#### General Manager remuneration

The General Manager is employed under the approved Standard Contract of Employment for General Managers prescribed by the Office of Local Government under section 338 of the Act.<sup>10</sup> The processes associated with the General Manager's performance reviews, including remuneration arrangements, operate in accordance with the relevant provisions of the prescribed guidelines.<sup>11</sup>

#### Employee remuneration

Council's employees are engaged under the *Local Government (State) Award* (the LG Award). The LG Award structure consists of skill-based bands and levels, and Council's salary structure has been developed to reflect and align with this skills-based structure. All roles in Council's organisation structure are evaluated against the LG Award and Council's salary structure. This supports a consistent and transparent approach to determining the remuneration of each role within Council's organisation structure. All processes associated with job evaluation, performance reviews and remuneration operate in accordance with the provisions of the LG Award.

### 2.2.7 Principle 7: Risk Management

Council implements the Risk Management principle through our:

- (a) Risk Management Framework, and
- (b) Internal Audit Program and Plan.

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<sup>10</sup> [Section 338, Local Government Act 1993 – Nature of contracts for General Managers](#)

<sup>11</sup> [Guidelines for the Appointment and Oversight of General Managers \(Office of Local Government, 2022\)](#)





## **Risk Management Framework**

### *Risk Management Policy and Registers*

Council's Governing Body endorses our Risk Management Policy and Risk Criteria and Appetite Statement, which conveys how much risk will be tolerated in the pursuit of Council's strategic objectives, and how risk is to be managed and decisions made within this context. The General Manager is then responsible for overseeing the operational delivery of the organisation's Risk Management Framework and annually attesting that the Risk Management Framework complies with the prescribed guidelines.<sup>12</sup>

Council maintains a Strategic Risk Register, which cascades into an Operational Risk Register. Each identified risk is assigned to a Council employee, who is then responsible for monitoring the risk and ensuring appropriate risk management strategies and actions are in place. The Strategic Risk and Operational Risk Registers are 'living documents' and are regularly reviewed by Council's Audit, Risk and Improvement Committee and Executive Leadership Team.

### *Business Continuity Plan*

Council maintains a Business Continuity Plan (BCP), which provides the organisation with a clear plan on how to restore business operations in the event of an unscheduled business disruption to functions performed at Council. This plan provides strong guidance across key phases of a disaster, including emergency response, crisis management, business recovery and business resumption. The BCP and Disaster Recovery Plan are regularly updated and periodically tested for effectiveness.

### *Cyber security arrangements*

Cyber-attacks present the risk of major disruption to Council's services, operations and infrastructure. Council has established cyber security policies and procedures and embedded cyber security into risk management practices and assurance processes. Our Councillors and employees are all required to undertake annual refresher cyber security training.

Our framework incorporates a Data Breach Policy, which outlines how Council complies with the NSW Mandatory Notification of Data Breach (MNDB) Scheme. The Data Breach Policy supports us in managing a data breach so that it is contained, assessed, and responded to, as swiftly as possible.

## **Internal Audit Program and Plan**

Council undertakes regular internal audits as part of our Internal Audit Program and Plan. The Audit, Risk and Improvement Committee monitors the delivery of our Internal Audit Program and Plan, including our progress in responding to audit findings and strengthening internal controls in response to those findings.

Council has developed an Internal Audit Charter to govern our Internal Audit function, in line with our statutory obligations.<sup>13</sup> The Charter clearly outlines how the Internal Audit function operates and how its performance is assessed. Council reviews the Charter on an annual basis.

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<sup>12</sup> [Risk Management and Internal Audit Guidelines for Local Government in NSW \(Office of Local Government, 2023\)](#)

<sup>13</sup> [Clause 216O, Local Government \(General\) Regulation 2021 – Internal Audit Charter](#)



### 2.2.8 Principle 8: Key Stakeholder Rights

Council implements the Key Stakeholder Rights through our:

- (a) Councillors and Council meetings,
- (b) Community Engagement Strategy,
- (c) Customer Service and Complaint Handling framework, and
- (d) Community Satisfaction Survey

#### **Councillors and Council meetings**

Members of the community have access to the contact details of their elected Councillors, which are published on Council's website, and encouraged to contact Councillors to raise and discuss local issues and concerns. All decisions made by our Governing Body are made at Council meetings, which are open to the public and media, and recorded and live-streamed.

#### **Community Engagement Strategy**

Council's Community Engagement Strategy outlines how we consult and engage with our community to inform our decision-making process. The Strategy commits Council to undertaking meaningful community engagement, based on the Social Justice principles of Equity, Access, Participation and Rights. All community consultation activities undertaken by Council comply with the principles outlined in our Community Engagement Strategy.

#### **Customer Service and Complaint Handling framework**

Council has a Customer Service Charter and a Complaints Handling Policy which provide guidance to members of the public on the standard of service they can expect from our employees, and how complaints are assessed and managed. Our Customer Service Charter clearly outlines our commitment to customers, as well as our expectations of customers. The Customer Service Charter and Complaints Handling Policy are both publicly available from Council's website.

#### **Community Satisfaction Survey**

Council periodically undertakes a Community Satisfaction Survey to gauge community feedback on our services and service levels and identify community priorities in relation to our services and facilities. The Community Satisfaction Survey is administered by an independent market research firm, and the results are used to inform the development and ongoing review of our IP&R framework. Community Satisfaction Survey results are publicly available from Council's website.

**12.8 APPOINTMENT OF DESIGNATED PERSONS****Document ID: 786010****Author: Deputy General Manager Corporate and Community Services****Authoriser: Deputy General Manager Corporate and Community Services****Theme: Our Leadership****Attachments: Nil****RECOMMENDATION**

That Council:

1. Pursuant to clause 4.8(c) of the Code of Conduct, identifies the following positions in Council's organisation structure as designated persons:
  - a. Chief Financial Officer
  - b. Community Development Manager
  - c. Community Services Manager
  - d. Compliance Officer
  - e. Development and Environment Manager
  - f. Economic Development Manager
  - g. Governance and Engagement Manager
  - h. Human Resources Manager
  - i. Information Technology Manager
  - j. Open Space and Recreation Manager
  - k. Projects and Assets Manager
  - l. Water and Sewer Manager, and
  - m. Works Manager.
2. Pursuant to clause 4.8(d) of the Code of Conduct, identifies the Audit, Risk and Improvement Committee as a committee of Council whose members are designated persons.

**PURPOSE**

The purpose of this report is to determine the roles within Council's organisation structure that should be "designated persons" for the purposes of the Code of Conduct. This report also recommends that the Audit, Risk and Improvement Committee be identified as a committee whose members are designated persons.

**SUMMARY**

Council's Code of Conduct ("the Code") requires designated persons to disclose pecuniary interests via written returns of interest. Under clauses 4.8(a) and (b) of the Code, designated persons include Council's General Manager and Senior Staff. Council may determine additional roles within its organisation structure as designated persons.

All roles listed in Clause 1. of the Officer's recommendation either:

- hold financial delegations of \$20,000 and delegated authority to procure services, goods and works in undertaking their managerial responsibilities, or
- undertake regulatory functions on behalf of Council (Compliance Officer)
  - (a) and, as such, are recommended to be formally identified as designated persons. Similarly, consistent with guidance issued by the Office of Local Government, it is recommended that the independent members of the Audit, Risk and Improvement Committee be identified as designated persons.

## BACKGROUND

Designated persons are required to complete an annual written return of pecuniary interests and disclose certain pecuniary interests to the General Manager. As with returns completed and submitted by Councillors, designated persons' returns are considered "open access information" under the *Government Information (Public Access) Act 2009* and *Government Information (Public Access) Regulation 2018*.

Clause 4.8 of the Code provides that "*Designated persons include:*

- a. *the general manager*
- b. *other senior staff of the council for the purposes of section 332 of the Local Government Act 1993*
- c. *a person (other than a member of the senior staff of the council) who is a member of staff of the council or a delegate of the council and who holds a position identified by the council as the position of a designated person because it involves the exercise of functions (such as regulatory functions or contractual functions) that, in their exercise, could give rise to a conflict between the person's duty as a member of staff or delegate and the person's private interest*
- d. *a person (other than a member of the senior staff of the council) who is a member of a committee of the council identified by the council as a committee whose members are designated persons because the functions of the committee involve the exercise of the council's functions (such as regulatory functions or contractual functions) that, in their exercise, could give rise to a conflict between the member's duty as a member of the committee and the member's private interest."*

In determining which additional roles within Council's organisation structure ought to be designated persons, Council is required to consider the functions exercised by staff members that may, due to the exercise of certain regulatory or contractual responsibilities, give rise to a conflict between their public duty and their private interest.

In April 2019, the Independent Commission Against Corruption ("ICAC") released a publication titled *Managing Conflicts of Interest in the NSW Public Sector*, which provides the following guidance:

*"For a conflict of interest to arise, there must be a logical overlap or connection between an official's public duty and their personal interest(s).*

*To establish a connection, it must be at least feasible for the official to favour their personal interests in some way or for their personal interests to have an adverse effect on the way they perform their public duties.*

*An official may undertake activities and have influence beyond their formal or documented role. It is important that these informal activities and influences are taken into consideration.*

*An objective, rather than subjective, test is used in determining whether there is a conflict of interest. The perspective used is that of a hypothetical, fair-minded and informed observer – the reasonable person.”*

Where staff are exercising Council’s functions in a purely administrative capacity, it is not feasible for staff to favour their personal interests, and therefore there is no potential for a conflict of interest to arise. Instead, the potential for a conflict to arise occurs in situations where staff are exercising decision-making functions, and there is the potential for an overlap between their public duty and personal interests.

The roles specified in Clause 1. of the Officer’s recommendation all either hold financial delegations of or over \$20,000, or exercise significant regulatory, contractual or procurement decision-making responsibilities on Council’s behalf. Due to the delegations or decision-making responsibilities of these roles, there exists, using the “reasonable person” test established by ICAC, the potential for an overlap between their public duty and personal interests.

Similarly, in determining which members of a Council committee ought to be designated persons, Council is required to consider which committees exercise Council functions that may give rise to a conflict between the committee member’s duty to the committee and their own private interest.

As identified in Clause 2. of the Officer’s recommendation, Council is being recommended to appoint the external independent members of its Audit, Risk and Improvement Committee as designated persons due to the statutory role and responsibilities of that committee. This is consistent with guidance issued by the Office of Local Government (via the *Guidelines for Risk Management and Internal Audit*) which provide (refer page 27):

*“Councils should identify the chairperson and independent members of their Audit, Risk and improvement committee as ‘designated persons’ for the purposes of the council’s code of conduct and require them to complete and submit returns of interests.”*

## **RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES**

### **Theme**

5 - Our Leadership

### **Strategy**

5.1 - Have a Council that provides leadership through actions and effective communication.

### **Action**

5.1.2 - Support ethical, transparent and accountable corporate governance.

## **ISSUES AND IMPLICATIONS**

### **Policy**

- Council’s Code of Conduct, which incorporates all provisions of the *Model Code of Conduct* prescribed by the Office of Local Government under the *Local Government (General) Regulation 2021*, provides the framework for the appointment of designated persons.

**Financial**

- There are no financial implications for Council associated with this report.

**Legal / Statutory**

- As detailed above, Council is required to identify the positions in its organisation structure it wishes to be designated persons. The incumbents of those positions will then be required to lodge written returns of interest to the General Manager.

**Community Engagement / Communication**

- There are no community engagement or consultation requirements for Council associated with this report.

**RISKS**

As detailed above, the 13 positions in Council's organisation structure detailed in the Officer's recommendation all hold significant financial delegations or exercise significant regulatory, contractual or procurement decision-making responsibilities on Council's behalf. Identification of the specified positions as designated persons for the purposes of the Code will reduce the risk of conflicts of interest being poorly managed, if and when they arise.

**CONCLUSION**

It is recommended that Council formally identifies those roles within its organisation structure listed in Clause 1. of the recommendation as designated persons. It is further recommended that Council formally identify the Audit, Risk and Improvement Committee as a committee of Council whose members are designated persons.

## 12.9 REVIEW OF CCTV IN PUBLIC AREAS POLICY

**Document ID:** 786112

**Author:** Information Technology Manager

**Authoriser:** Deputy General Manager Corporate and Community Services

**Theme:** Our Leadership

**Attachments:** 1. **UNDER REVIEW - POL033 CCTV in Public Areas Policy 202Y** [↓](#)   
2. **IN FORCE - ES110 Closed Circuit Television Policy 2018** [↓](#) 

### RECOMMENDATION

That Council:

1. Reviews and endorses the draft CCTV in Public Areas Policy, appended at *Attachment 1*, for the purpose of public exhibition seeking community comment for a period of 28 days.
2. Deems the draft CCTV in Public Areas Policy as adopted should no submissions be received from the community at the conclusion of the exhibition period.

### PURPOSE

The purpose of this report is to seek Council's endorsement for the public exhibition of the draft CCTV in Public Areas Policy, appended at **Attachment 1**, for a period of 28 days. Should no submissions be received, it is recommended that the draft CCTV in Public Areas Policy be adopted as exhibited.

### SUMMARY

The CCTV in Public Areas Policy has been reviewed and amendments made to ensure closer alignment with the NSW Government Policy Statement and Guidelines for the Establishment and Implementation of Closed-Circuit Television (CCTV) in Public Spaces.

Other standard revisions include policy renumbering and transition to the current policy format. A copy of the current Closed Circuit Television (CCTV) Policy is attached for reference (refer **Attachment 2**).

While the review has not changed the intent of the policy, the function and impacts of the policy require that the revised version be presented to Councillors and adoption acknowledged by a resolution of Council. The recommendation will be that Council endorses listing of the policy at the 18 March 2025 Council meeting prior to public exhibition.

As part of the review process, the IT Service Unit also developed a Memorandum of Understanding (MOU) between Council and NSW Police. The MOU was previously provided to NSW Police for feedback and a copy has now been signed by NSW Police.

A complementary internal policy regarding workplace CCTV and a CCTV procedures document have been endorsed by ELT and the internal register of CCTV assets updated.

### RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES

Theme

Policy



**Strategy**

5.1 Leadership through actions and effective communication.

5.1 Policies remain current in a changing environment.



**Policy**

- Review of POL033 CCTV in Public Areas Policy.
- Supported by POL127 CCTV Workplace Policy.

**Financial**

- Nil

**Legal / Statutory**

- Policies guide compliance with the following legislation:
  - Government Information (Public Access) Act 2009
  - Privacy and Personal Information Protection Regulation 2014
  - Privacy and Personal Information Protection Act 1998
  - Surveillance Devices Act 2007
  - Workplace Surveillance Act 2005

# CCTV in Public Areas Policy 202Y POL033

**Community Engagement / Communication**

- The CCTV in Public Areas Policy will be considered in open Council meeting and recommended for public exhibition.

**Human Resources / Industrial Relations**

- Policies provide guidance to Council on matters related to the safe and efficient use of CCTV in public areas and Council workplaces.

**RISKS**

Policies that are not reviewed may not reflect the current expectations of the associated legislation, Council staff or the community.

**CONCLUSION**

Endorse the policy as presented for the purpose of public exhibition seeking community comment and deem it as adopted should no submissions be received from the community at the conclusion of the exhibition period.





**NARRANDERA SHIRE COUNCIL**

**Chambers:** 141 East Street Narrandera NSW 2700  
**Email:** council@narrandera.nsw.gov.au

**Phone:** 02 6959 5510



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**Policy No:** POL033  
**Policy Title:** CCTV in Public Areas  
**Section Responsible:** Information Technology Manager  
**Minute No:** .....  
**Doc ID:** 8370

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### 1. INTENT

Council recognises that crime can have a significant impact on the community and the need to ensure efforts are taken to prevent and reduce instances of crime. The CCTV system has a range of benefits to the community and assists in identifying and reducing crime which can lead to enhanced public safety in particular locations or in a particular area.

This policy provides a suitable framework for the implementation, installation, management and operation of a closed-circuit surveillance system comprising cameras and associated hardware, software and systems (CCTV system) in a range of public places and council infrastructure within the Narrandera Shire local government area.

### 2. SCOPE

This policy relates to the operation of the public CCTV system in the area governed by the Council and in locations identified as being publicly accessible. This includes a network of CCTV cameras installed in strategic locations within the Shire to provide security and safety of people and infrastructure.

### 3. OBJECTIVE

The main objective of the CCTV program is to assist in effectively reducing crime and it forms part of a broader crime prevention and community safety strategy adopted by Council. While the CCTV program is not the only strategy Council uses to reduce crime, the use of CCTV within public places aims to:

- Reduce crime
- Detect offences
- Allow police to identify and prosecute offenders
- Promote a safe and secure community

#### **4. POLICY STATEMENT**

This policy has been developed in accordance with the provisions of the NSW Government Policy Statement and Guidelines for the Establishment and Implementation of Closed Circuit Television (CCTV) in Public Spaces (the Guidelines). The Guidelines include issues relating to privacy, fairness, public confidence and support, managerial efficiency and effectiveness, and police involvement in public area CCTV.

#### **5. PROVISIONS**

##### **5.1 GUIDING PRINCIPLES**

Having regard to relevant laws and best practice, the Policy is based on four key principles:

- Principle 1 – Purpose, privacy and the public interest
- Principle 2 – Ownership and responsibilities of the system
- Principle 3 – Retention and access to information
- Principle 4 – Evaluation of the system

##### **5.1.1 Principle 1 – Purpose, Privacy and the Public Interest**

The CCTV program operates in accordance with all relevant laws and only for the purpose on which it was established while having due regard to the privacy of members of the public.

Cameras may operate 24 hours a day and record activity identified at each camera location including individuals, groups, vehicles or anything else within the cameras view. This data is securely stored by Council in designated electronic servers and selected remote serverless cameras.

Cameras are installed at locations that are determined to be a priority site while having regard to the CCTV systems main purposes. Signage will be installed around the general vicinity of all camera locations.

Cameras will not be used to purposely monitor private property that may be captured within the view of a camera's view. Notwithstanding this, any data or information collected from the CCTV systems will be recorded and may be provided to a law enforcement agency for a lawful and permitted purpose.

Law enforcement agencies can seek access to the CCTV systems for any lawful and permitted purpose. Council provides access to NSW Police allowing them to livestream cameras and review recorded footage from the public CCTV systems at any time, however any request to obtain data recorded by cameras must be made in accordance with Council's access to CCTV information process.

Access to data captured by the CCTV system is only permissible for a lawful purpose by an authorised Council officer or a law enforcement agency that relates to the prevention or detection of a criminal offence.

Members of the public do not have a right to access data captured by the CCTV System.

### **5.1.2 Principle 2 – Ownership and responsibilities of the system**

Council is the owner of the CCTV systems and therefore is responsible for compliance with the objectives of the program. Council will conduct an audit and review of the CCTV system every 4 years to determine its effectiveness and compliance with applicable requirements.

Council has appointed a number of authorised officers who have responsibilities in relation to the management and oversight of the CCTV system. Individual roles and responsibilities are outlined in Council's CCTV Procedures.

Council may give authority to a law enforcement agency to livestream data captured by the CCTV system at its own discretion.

Council will maintain a register of all camera locations including the date of installation, location, reason for installation and date of decommissioning. The installation or removal of a camera requires the approval of Council's Executive Leadership Team (ELT).

### **5.1.3 Principle 3 – Retention, access to information and CCTV management**

The retention of, and access to, recorded data will only be for the purpose provided in this policy. Council will aim to retain recorded data for a period of 30 days however retention of data is based on a number of variables which may result in shorter or longer retention periods. In the event of a technical failure and current recorded images are unattainable all reasonable efforts to repair will be made. No backups or secondary copies are retained.

All other data collected in response to an access request made in accordance with this policy, is retained in accordance with Council's Records Management Plan.

Appropriate security measures are taken to ensure that data held by Council is secure and restricted to authorised Council officers only and must be in accordance with Council's CCTV Standard Operating Procedures.

All requests for access to data held by Council must be made by way of application in accordance with the requirements set out in the Government Information (Public Access) Act 2009. An application for access to information will be appropriately assessed in accordance with this policy and relevant laws.

Access and release of data held by Council will only be granted to a law enforcement agency for a lawful and permitted purpose and in accordance with the terms of this policy.

All law enforcement agencies are required to complete and submit an 'CCTV Request for recorded material' form prior to any data or information being released.

Any law enforcement agency that obtains data or information from the CCTV System is responsible for ensuring they comply with any relevant laws including the Privacy Act Privacy and Personal Information Protection Act 1998 (NSW).

Council maintains ownership of, and has copyright of all data, recordings, photographs and documentation pertaining to the CCTV system and the third-party release or distribution of data, recordings, photographs and documentation provided by Council is strictly prohibited without obtaining Council's written consent.

### **5.1.4 Principle 4 – Audit and Evaluation of the system**

In accordance with the Guidelines and to ensure community confidence in the operation Council's CCTV, an audit will be performed every 4 years.

Council will consult with the local area NSW Police to determine the effectiveness of the CCTV system for the evaluation of the main objectives of the system.

## 5.2 COMPLAINTS

Complaints in relation to any aspect of the management or operation of the system may be made in writing to:

The General Manager  
Narrandera Shire Council  
141 East Street  
NARRANDERA NSW 2700

Email [council@narrandera.nsw.gov.au](mailto:council@narrandera.nsw.gov.au)

Complaints will be handled in accordance with Council's Complaints Handling Procedure.

Section 36 of the Privacy and Personal Information Protection Act 1998 authorises the Privacy Commissioner to receive and investigate complaints about alleged violations of privacy. Any member of the public is entitled to lodge a complaint with the Privacy Commissioner. Council will cooperate with the investigation of any complaint by the Privacy Commissioner.

The Privacy Commissioner can be contacted at:

Information and Privacy Commission NSW  
GPO Box 7011  
SYDNEY NSW 2001  
Telephone 1800 472 679  
Email [ipcinfo@ipc.nsw.gov.au](mailto:ipcinfo@ipc.nsw.gov.au)

## 6. DEFINITIONS

- **Camera:** includes an electronic device capable of monitoring or recording visual images of activities public places.
- **Closed circuit television (CCTV):** A surveillance system in which a number of cameras are connected through a closed circuit transmitting images on a 'closed loop' basis, where images are only available to those directly connected to the transmission system. CCTV systems consist of cameras, recording equipment and interconnecting hardware and support infrastructure.
- **Data:** All information including sound, pictures, and any other associated, processed or linked information including that about a person.
- **Law enforcement agency:** means any of the following: NSW Police Force, a police force or police service of another State or a Territory, the Australian Federal Police, the Police Integrity Commission, the Independent Commission Against Corruption, the New South Wales Crime Commission, the Australian Crime Commission, the Department of Corrective Services, the Department of Juvenile Justice, any other authority or person responsible for the enforcement of the criminal laws of the Commonwealth or of the State, a person or body prescribed for the purposes of this definition by the regulations.
- **Passive monitoring:** Where CCTV monitors may be intermittently viewed.

- **Public place:** Any place where the public has access to by right or invitation, either expressed or implied and where no charge is made for admission. This includes any public highway, road, street bridge, footway, footpath, court, alley, passage, park, garden, reserve or other place of public recreation, resort or thoroughfare notwithstanding that it may be formed on private property.
- **Retrospective review:** Where CCTV footage is reviewed after an incident.
- **Unlawful activity:** means an act or omission that constitutes an offence against a law of this State or the Commonwealth
- **Video surveillance:** Surveillance by a closed-circuit television system for direct visual monitoring and / or recording of activities on premises or in a place.

## 7. ROLES AND RESPONSIBILITIES

### 7.1 NARRANDERA SHIRE COUNCIL

- Narrandera Shire Council is the owner and operator of the public place CCTV scheme. Council has responsibility for securing funding, responsibility to inform the community, and responsibility for design, management, running costs, evaluation and audit activities.
- The CCTV system provided will not be monitored live by Council. Council will maintain all equipment and will be responsible for recording images that can be used to assist NSW Police. Council does not install nor use facial recognition technology. It is acknowledged that from time-to-time equipment will fail and while every endeavour will be made to ensure that all equipment is always functioning, Council cannot guarantee this.

### 7.2 NSW POLICE

- CCTV footage is available to NSW Police for passive monitoring only. The location and use has been determined in accordance with the NSW guidelines for the monitoring of CCTV. NSW Police is provided with the ability to review stored footage and will submit any requests to council to download footage for evidentiary purposes.
- The standard operating procedures for the scheme will incorporate protocols covering communication and liaison between Council and NSW Police.

### 7.3 INFORMATION TECHNOLOGY MANAGER

The IT Manager has responsibility for:

- Staff management, release of data to third parties, safe and secure storage of data, effective screening of requests to view data, storage and destruction of data, quality and maintenance of equipment and data.
- Liaising with NSW Police.
- Initiating disciplinary action against staff for non-adherence to policies, procedures and breaches of confidentiality.

## 8. RELATED LEGISLATION

- Government Information (Public Access) Act 2009
- Privacy and Person Information Protection Regulation 2014

- Privacy and Personal Information Protection Act 1998
- Surveillance Devices Act 2007
- Workplace Surveillance Act 2005

**9. RELATED POLICIES AND DOCUMENTS**

- NSW Government Policy Statement and Guidelines for the Establishment and Implementation of CCTV in Public Places
- Standard Operating Procedures for CCTV

**10. VARIATION**

Council reserves the right to review, vary or revoke this policy in accordance with legislation, regulation and award changes, where applicable. Council may also make charges to this policy and the relevant procedures from time-to-time to improve the effectiveness of its operation.

**11. PREVIOUS VERSIONS**

Reference to a superseded policy number and/or name is also considered a reference to the new policy number.

This policy was previously named:

- ES110 Closed Circuit Television (CCTV).

**POLICY HISTORY**

<b>Responsible Officer</b>	<b>Information Technology Manager</b>		
<b>Approved by</b>	<b>General Manager</b>		
<b>Approval Date</b>	<b>DD Month 202Y</b>		
<b>GM Signature</b> <i>(Authorised staff to insert signature)</i>			
<b>Next Review</b>	<b>1 September 2028</b>		
<b>Version Number</b>	<b>Endorsed by ELT</b>	<b>Endorsed by Council</b>	<b>Date signed by GM</b>
<b>1 Adopted</b>	-	21/06/2005	DD/MM/YYYY
<b>2 Reviewed</b>	-	17/02/2009	17/02/2009
<b>3 Reviewed</b>	13/10/2014	19/01/2015	20/01/2015
<b>4 Reviewed</b>	7/05/2018	15/05/2018	15/05/2018
<b>5 Reviewed</b>	<b>DD/MM/YYYY</b>	<b>DD/MM/YYYY</b>	<b>DD/MM/YYYY</b>

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# CLOSED CIRCUIT TELEVISION (CCTV)

ES110



NARRANDERA SHIRE COUNCIL POLICY

Narrandera Shire Council  
141 East Street  
NARRANDERA NSW 2700  
Tel: 02 6959 5510 Fax: 02 6959 1884  
Email: [council@narrandera.nsw.gov.au](mailto:council@narrandera.nsw.gov.au)



**CLOSED CIRCUIT TELEVISION (CCTV)**

<b>Policy No:</b>	<b>ES110</b>
<b>Policy Title:</b>	<b>Closed Circuit Television (CCTV)</b>
<b>Section Responsible:</b>	<b>Executive Services</b>
<b>Minute No:</b>	<b>15/3</b>
<b>MagiQ No:</b>	<b>8370</b>
<b>Next Review Date:</b>	<b>December 2019</b>

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**Introduction**

The Narrandera Shire Council supports the implementation and operation of a CCTV network in and around the central business district of Narrandera, Narrandera Park and other selected sites as a tool for public safety and a deterrent for anti-social behaviour and crime prevention.

This CCTV scheme is aimed at the prevention and reduction of crime, along with the detection and conviction of offenders. Council recognises that the presence of CCTV can have a deterrent effect on crime and antisocial behavior within the Main Street and other sites in Narrandera, whilst contributing to a greater sense of safety in the community. The CCTV cameras may be passively monitored and will capture images that can be used to assist NSW Police.

**Policy Statement**

The objectives of the Narrandera CCTV System are:

- To identify and/or prevent illegal and/or inappropriate behaviour in Public space such as the Narrandera Main Street and Park/or where CCTV are positioned in order to maintain and encourage a safe environment for the Narrandera community;
- To act as a deterrent for the prevention of vandalism, graffiti and damage to property;
- To permit the controlled provision of information by Council to authorised security and agencies such as Police and the Courts to enable the development of effective responses to recorded and or observed incidents;
- For use as a tool to support the Police in verifying incidents and suspect activities.

**Principles**

The principles of the Narrandera CCTV system are:

- To operate according to recognised standards such as the NSW Government CCTV guidelines and privacy provisions, as such the operations will not provide for private individuals requesting copies of vision.
- To operate with efficiency, impartiality and integrity.

- To operate with regard to the public requirements for due care, diligence and confidentiality and respect.

**Scope of Policy**

This Policy relates to the implementation of CCTV cameras in locations identified as having the highest risk of antisocial behavior and crime risk within the Main Street and Narrandera Park.

Although every effort will be made to ensure maximum effectiveness of the system, it is not possible to guarantee that the system will detect every incident taking place within the area of coverage.

**Definitions**

Closed Circuit Television (CCTV)	A surveillance system in which a number of cameras are connected through a closed circuit. The footage taken by the cameras are sent to a television monitor and recorder. CCTV systems consist of cameras, monitors, Computer, Recorder and interconnecting hardware and support infrastructure.
Passive Monitoring	Where CCTV monitors may be intermittently viewed.
Retrospective review	Where CCTV footage is reviewed after an incident.

**Legislative Context**

- Privacy and Personal Information Protection Act 1998
- Surveillance Devices Act 2007
- Government Information (Public Access) Act 2009
- The Workplace Surveillance Act 2005
- Privacy and Person Information Protection Regulation 2014

**Aims**

CCTV aims to do the following:

1. Assist in the prevention of anti social or criminal activity through deterrence;
2. Assist in detection;
3. Assist Police in identification and prosecution;
4. Assist in creating a safer environment for the community.

### **Guiding Principles**

- The recording and retention of images are to be undertaken fairly and lawfully;
- The purpose of the information being obtained is to be used for lawful purposes only;
- The CCTV surveillance is only to be used to identify illegal and inappropriate activities within the CCTV area;
- The CCTV is to be used to support the Police and Council Security Services with investigations and Council's role is to facilitate in the assistance with the CCTV network in the investigations;
- Only authorised Council staff, Police and Security are to be involved in the operation and use of the CCTV Network;
- The Narrandera Shire Council is responsible and accountable for the operation of the CCTV Network;
- The CCTV scheme should be open and accountable and operate with due regard for the privacy and civil rights of individuals and the community.

### **Responsibilities**

#### **Narrandera Shire Council:**

Narrandera Shire Council is the owner and operator of the public place CCTV scheme. Council has an important role locally in crime prevention and promotion of community safety. Council is responsible for the purchase, operating, maintenance and management of the CCTV network.

CCTV network will be passively monitored on an as required basis. Images to be copied will only be at the request of Security and or NSW Police and must relate to incidents relating to public safety, antisocial behavior or crime

#### **NSW Police Force:**

The Standard Operating Procedures for the scheme will incorporate protocols covering communication and liaison between Council and NSW Police. A CCTV Monitor will be located within Narrandera Police Station for passive monitoring only. NSW Police will also be provided with the ability to review store/bookmark footage and download for evidentiary purposes.

#### **Security Contractor:**

The Security Contractor will have authorisation to passively monitor, record/bookmark, download from the CCTV network and liaise, on behalf of Council, with the NSW Police on incidents related to public safety, anti-social behavior and crime.

#### **Erection of Signage**

Council will erect signage at access points to areas which members of the public are reasonably entitled to use, and which are being monitored by CCTV.

CCTV may be sited at other locations following a risk assessment.

**Associated Documents**

- NSW Government Policy Statement and Guidelines for the Establishment and Implementation of CCTV in Public Places
- Standard operating procedures for CCTV

**Variation**

***Council reserves the right to review, vary or revoke this policy.***

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**Policy History**

Adopted by ELT	13 October 2014
Council Adopted	21 June 2005
Reviewed	17 February 2009
Adopted	20 January 2015
Reviewed	15 May 2018
Endorsed by ELT	15 May 2018
Council Adopted	15 May 2018



Signed: General Manager

Date: 15 May 2018

**13 REPORTS OF THE DEPUTY GENERAL MANAGER INFRASTRUCTURE SERVICES****13.1 DEVELOPMENT APPLICATION 025-2024-2025 DUAL OCCUPANCY (MOVEABLE DWELLING)****Document ID: 785207****Author: Administration Assistant****Authoriser: Deputy General Manager Infrastructure****Theme: Development Application****Attachments: 1. 4.15 assessment and proposed conditions of consent** [↓](#) **RECOMMENDATION**

That Council:

1. Approves DA-025-2024-2025, the dual occupancy (moveable dwelling) at Lot 1 Section 12 DP758757 being 17-19 Hankinson Street, Narrandera, including all variations to the Narrandera Development Control Plan (NDCP) as contained within the report, subject to the Conditions of Consent in accordance with section 4.16 of the Environmental Planning and Assessment Act 1979 for the following reasons:
  - a. The development satisfies the provisions of the Narrandera LEP 2013, Narrandera DCP (as varied) and the Environmental Planning and Assessment Act 1979.
  - b. Potential impacts have been mitigated by the inclusion of appropriate conditions.
2. Conducts a Division to record the voting of Councillors.

**PURPOSE**

The purpose of this report is for Council to consider and determine the above development application as variations to the Narrandera Development Control Plan (NDCP) are required.

**SUMMARY**

The Council has assessed a development application for a dual occupancy (moveable dwelling) at 17-19 Hankinson Street, Narrandera. The proposal requires a variation to the NDCP due to a reduced front setback of 1.6 metres, which is less than the required five (5) metres or the average of adjacent properties. However, the assessment found that this variation aligns with the objectives of the planning controls and poses no adverse impacts on neighbours. The development was publicly notified, with no objections received. The report recommends conditional approval, highlighting the desire for diverse housing options.

**BACKGROUND**

Council received and assessed a development application for the dual occupancy (moveable dwelling) at Lot 1 Section 12 DP758757 being 17-19 Hankinson Street, Narrandera, which is considered a dual occupancy housing development.

The development was notified in accordance with the Narrandera Community Participation Plan with no submissions being received at the end of the exhibition period.

This application was fully assessed as shown in the attached Section 4.15 assessment report. The assessment identified that the development required variation of the NDCP, as detailed below:

- Clause 7.4.2 Front building setbacks and streetscape – The objective of street setback controls is to recognise the character of existing residential streets and rear lanes and to provide flexibility where there is no dominant setback within the street.
  - The primary setback to the front facade of the dwelling is to be a minimum of 5m, or otherwise the average of the two adjoining buildings.

The proposed set back from Townsend Street is 1.6m.

The existing dwelling on the same frontage has a zero setback.

As detailed above, a variation of the NDCP is required for Clause 7.4.2. The proposed variations are considered to remain consistent with the objectives of each section and have no adverse impacts on the adjoining properties or surrounding neighbourhood.

Given the modest size of the buildings and limited impacts, the reduced setback is considered suitable and the variation to the above clause is recommended.

## **RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES**

### **Theme**

2 - Our Environment

### **Strategy**

N/A

### **Action**

N/A

## **ISSUES AND IMPLICATIONS**

### **Policy**

- Nil

### **Financial**

- Nil

### **Legal / Statutory**

- The application has been assessed in accordance with the statutory provisions of the Environmental Planning & Assessment Act 1979 and considered the Narrandera Local Environmental Plan, Development Control Plan and Community Participation Plan.

### **Community Engagement / Communication**

- The development was notified for a period of 10 days in accordance with the Community Participation Plan, adjoining neighbours were notified in writing. No submissions were received at the close of the notification period.

**RISKS**

The risk for this report as it relates to a planning decision is the potential for:

- The applicant to commence a Class 1 Development Appeal of the determination in the Land & Environment Court if they are dissatisfied, or
- Class 4 Judicial Review should any party believe that the development application process has not been properly applied.

**OPTIONS**

1. Council may grant unconditional consent to this development. This is not recommended as it will fail to ensure the relevant environmental protections.
2. Council may grant conditional consent to this development, in accordance with the recommendation detailed within the report.
3. Council may refuse this development. In the event that Council chooses this option, it will need to provide planning grounds within the resolution detailing the reasoning for the determination for refusal.

**CONCLUSION**

An assessment of the environmental planning requirements has been undertaken as detailed within this report and the associated 4.15 assessment. The proposed development has provided justification for the variations to the NDCP and, on balance of all the impacts and benefits, is considered suitable for conditional approval as there are no substantive planning grounds as to why consent should not be conditionally granted.

The need for smaller diversified housing developments has been highlighted within the Council's planning strategies and there should be consideration in future development control reviews to ensure that these types of developments are not disadvantaged or unnecessarily delayed.

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## Development Application 4.15 Assessment Report

<b>PART ONE: GENERAL ADMINISTRATION</b>						
<b>DA No</b>	DA-025-2024-2025					
<b>Property description</b>	17-19 Hankinson Street NARRANDERA NSW 2700					
	Lot	1	Section	12	DP	758757
<b>Applicant's Details</b>	Joanne Blackmore 17-19 Hankinson Street NARRANDERA NSW 2700					
<b>Land Owner's Details (if different)</b>	J G Blackmore 17 Hankinson Street NARRANDERA NSW 2700					
<b>Proposed Development</b>	Dual Occupancy (moveable dwelling)					
<b>Type of Development</b>	<input checked="" type="checkbox"/> Local / <input type="checkbox"/> Integrated / <input type="checkbox"/> Designated / - <input type="checkbox"/> Modification					
<b>Other Approvals Section 68 - Local Government Act 1993</b>	<ul style="list-style-type: none"> <li>• Approval to install Manufactured Home / Moveable Dwelling</li> <li>• B1 Carry out water supply work</li> <li>• B4 Carry out sewerage work</li> <li>• B5 Carry out stormwater drainage work</li> </ul>					
<b>Lodgement Date</b>	Received:	07/02/2025	Lodged:	09/02/2025	2 days after receipt	
<b>Statutory Timeframe</b>	40 days					
<b>Stop the Clock</b>	<input checked="" type="checkbox"/> No STC required			<input type="checkbox"/> STC for xx days		
<b>Value of Development</b>	\$ 78,000.00					
<b>Report Author/s</b>	Shane Wilson		<b>Report Date</b>	20/02/2025		
<b>Signature</b>						

<b>PART TWO: SITE HISTORY &amp; CHARACTERISTICS</b>	
<b>Current land use</b>	The lot is located in what is referred to as Narrandera West. Historically the streets were named as per the street with West on the end. Previously Hankinson Street was known as Peters Street West.
<b>Previous approvals</b>	There are no records regarding development at this property.
<b>Site inspection</b>	The lot is zoned RU5 and is approximately 2000m <sup>2</sup> in area.
<b>Characteristics</b>	Narrandera West is located on the southern side of the Main Canal but north of the Murrumbidgee River. The area is not serviced by reticulated sewer despite the



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	<p>Sewer Treatment Plant being located in the same area. Lots in this area have existing old style septic tanks and trenches. Newer developments have AWTS. The land has been mapped as being affected by flooding however the most recent mapping. See SECTION 4.15(1)(a)(iii) any development control plan Part E. Updated mapping (December 2024) shows that this property is not affected by bushfire controls.</p> <p>There is an existing dwelling on the lot. The dwelling has a zero setback from the Townsend Street (western) frontage. Potentially it was built and operated as a general store. There has been development approval for 2 sheds DA-025-2024-2025. These have finished construction.</p> <p>The lot is surrounded by similarly sized lots with dwellings and associated buildings. There is an unused access via Townsend Street with an active access via Hankinson Street.</p>
<p><b>Images - Existing/Proposed</b></p>	<p>Below - image of property from the southern boundary - Hankinson Street</p>  <p>Below - image of property from the western boundary - Townsend Street frontage</p>  <p>Below - image of western &amp; southern boundary - Townsend &amp; Hankinson Street</p>  <p>Six Maps aerial image</p>

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<b>PART THREE: MATTERS FOR CONSIDERATION</b>																							
<b>SECTION 4.15 (1)(a)(i) any environmental planning instrument</b>																							
<b>State Environmental Planning Policies</b>	<p><a href="#">List applicable to NSC</a></p> <p>The following SEPPS considered applicable to this development are indicated with a <input checked="" type="checkbox"/></p> <table border="1"> <tr><td><input type="checkbox"/></td><td>State Environmental Planning Policy (Biodiversity and Conservation) 2021</td></tr> <tr><td><input type="checkbox"/></td><td>State Environmental Planning Policy (Exempt and Complying Development Codes) 2008</td></tr> <tr><td><input type="checkbox"/></td><td>State Environmental Planning Policy (Housing) 2021</td></tr> <tr><td><input type="checkbox"/></td><td>State Environmental Planning Policy (Industry and Employment) 2021</td></tr> <tr><td><input type="checkbox"/></td><td>State Environmental Planning Policy (Planning Systems) 2021</td></tr> <tr><td><input type="checkbox"/></td><td>State Environmental Planning Policy (Precincts – Regional) 2021</td></tr> <tr><td><input type="checkbox"/></td><td>State Environmental Planning Policy (Primary Production) 2021</td></tr> <tr><td><input type="checkbox"/></td><td>State Environmental Planning Policy (Resilience and Hazards) 2021</td></tr> <tr><td><input type="checkbox"/></td><td>State Environmental Planning Policy (Resources and Energy) 2021</td></tr> <tr><td><input type="checkbox"/></td><td>State Environmental Planning Policy (Sustainable Buildings) 2022</td></tr> <tr><td><input type="checkbox"/></td><td>State Environmental Planning Policy (Transport and Infrastructure) 2021</td></tr> </table>	<input type="checkbox"/>	State Environmental Planning Policy (Biodiversity and Conservation) 2021	<input type="checkbox"/>	State Environmental Planning Policy (Exempt and Complying Development Codes) 2008	<input type="checkbox"/>	State Environmental Planning Policy (Housing) 2021	<input type="checkbox"/>	State Environmental Planning Policy (Industry and Employment) 2021	<input type="checkbox"/>	State Environmental Planning Policy (Planning Systems) 2021	<input type="checkbox"/>	State Environmental Planning Policy (Precincts – Regional) 2021	<input type="checkbox"/>	State Environmental Planning Policy (Primary Production) 2021	<input type="checkbox"/>	State Environmental Planning Policy (Resilience and Hazards) 2021	<input type="checkbox"/>	State Environmental Planning Policy (Resources and Energy) 2021	<input type="checkbox"/>	State Environmental Planning Policy (Sustainable Buildings) 2022	<input type="checkbox"/>	State Environmental Planning Policy (Transport and Infrastructure) 2021
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<b>Narrandera Local Environmental Plan 2013</b>	<ul style="list-style-type: none"> <li>The subject site is zoned</li> </ul>																						

	<p> <input type="checkbox"/> RU1 Primary Production  <input type="checkbox"/> RU4 Primary Production  <input checked="" type="checkbox"/> RU5 Village  <input type="checkbox"/> R5 Large Lot Residential  <input type="checkbox"/> E4 General Industrial  <input type="checkbox"/> C1 National Parks &amp; Nature Reserves  <input type="checkbox"/> Other - .....                 </p> <p>under the provisions of the Local Environmental Plan.</p> <ul style="list-style-type: none"> <li>• The proposed development is permitted with consent under the land use table.</li> <li>• The proposed development meets both the plan and zone objectives</li> </ul>
	<p><b>Part 1 Preliminary</b></p> <p>Clause 1.2 - Aims of Plan</p> <ol style="list-style-type: none"> <li>1. This Plan aims to make local environmental planning provisions for land in Narrandera in accordance with the relevant standard environmental planning instrument under section 3.20 of the Act.</li> <li>2. The particular aims of this Plan are as follows—                         <ol style="list-style-type: none"> <li>aa. to protect and promote the use and development of land for arts and cultural activity, including music and other performance arts,</li> <li>a. to protect, enhance and conserve agricultural land through the proper management, development and conservation of natural and man-made resources,</li> <li>b. to encourage a range of housing, employment, recreation and community facilities to meet the needs of existing and future residents of Narrandera,</li> <li>c. to promote the efficient and equitable provision of public services, infrastructure and amenities,</li> <li>d. to conserve environmental heritage.</li> </ol> </li> </ol> <p>Generally the development complies with the above Plan objectives.</p>
	<p><b>Part 2 Permitted or prohibited development</b></p> <p>The subject land is zoned</p> <p> <input type="checkbox"/> RU1 Primary Production  <input type="checkbox"/> RU4 Primary Production  <input checked="" type="checkbox"/> RU5 Village  <input type="checkbox"/> R5 Large Lot Residential  <input type="checkbox"/> E4 General Industrial  <input type="checkbox"/> C1 National Parks &amp; Nature Reserves  <input type="checkbox"/> Other - .....                 </p> <p>under NLEP 2013. The proposed development is defined as dual occupancy</p>

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	<p>and moveable dwelling under the LEP and is permissible in the zone with consent.</p> <p><b>Part 3 Exempt or complying development</b> The proposed development does not satisfy the required provisions to be defined as Exempt and/or Complying Development, and therefore development consent has been sought.</p> <p><b>Part 4 Principal development standards</b> No Principal Development Standards are applicable to the proposed development.</p> <p><b>Part 5 Miscellaneous provisions</b> No Miscellaneous Provisions are applicable to the proposed development.</p>
	<p><b>Part 6 Additional Local Provisions</b></p> <p><b>6.1 Earthworks -</b>  <input checked="" type="checkbox"/>applicable  <input type="checkbox"/>not applicable to this development</p> <p><b>6.2 Repealed</b></p> <p><b>6.3 Stormwater management -</b>  <input checked="" type="checkbox"/>applicable  <input type="checkbox"/>not applicable to this development</p> <p><b>6.4 Terrestrial biodiversity -</b>  <input type="checkbox"/>applicable  <input checked="" type="checkbox"/>not applicable to this development</p> <p><b>6.5 Groundwater vulnerability - refer to watercourse map -</b>  <input type="checkbox"/>applicable  <input checked="" type="checkbox"/>not applicable to this development</p> <p><b>6.6 Riparian land and watercourses - refer to watercourse map -</b>  <input type="checkbox"/>applicable  <input checked="" type="checkbox"/>not applicable to this development</p> <p><b>6.7 Wetlands - refer to wetlands map -</b>  <input type="checkbox"/>applicable  <input checked="" type="checkbox"/>not applicable to this development</p> <p><b>6.8 Salinity - refer to salinity map -</b>  <input type="checkbox"/>applicable  <input checked="" type="checkbox"/>not applicable to this development</p> <p><b>6.9 Development on river front areas -</b>  <input type="checkbox"/>applicable  <input checked="" type="checkbox"/>not applicable to this development</p> <p><b>6.10 Development on riverbeds and banks -</b>  <input type="checkbox"/>applicable  <input checked="" type="checkbox"/>not applicable to this development</p> <p><b>6.11 Airspace operations -</b>  <input type="checkbox"/>applicable</p>

	<p><input checked="" type="checkbox"/>not applicable to this development</p> <p><b>6.12 Development in areas subject to aircraft noise -</b></p> <p><input type="checkbox"/>applicable</p> <p><input checked="" type="checkbox"/>not applicable to this development</p> <p><b>6.13 Essential services -</b></p> <p><input checked="" type="checkbox"/>applicable</p> <p><input type="checkbox"/>not applicable to this development.</p> <p>Council is satisfied that the following essential services are available or not required to the development</p> <ul style="list-style-type: none"> <li>a) the supply of water - existing</li> <li>b) the supply of electricity - existing</li> <li>c) the disposal and management of sewage - existing</li> <li>d) stormwater drainage or on-site conservation – onsite conservation</li> <li>e) suitable vehicular access – existing – additional ‘gate’ marked, looking to service proposed additional occupancy</li> </ul>								
<p><b>SECTION 4.15 (1)(a)(ii) any proposed instrument</b></p>	<p>There are no draft amendments NLEP 2013 that have been identified changing the planning the provisions affecting the subject land.</p>								
<p><b>SECTION 4.15(1)(a)(iii) any development control plan</b></p>	<p>The following parts of the DCP have been considered in the assessment of the proposed development:</p>								
	<p><b>Part A - Introduction</b></p> <ul style="list-style-type: none"> <li>• Noted, the DCP is relevant to this application.</li> </ul> <p><b>Part B - Strategic Land Use Plans for Shire</b></p> <ul style="list-style-type: none"> <li>• Noted, no relevant impact to this application</li> </ul> <p><b>Part C - Controls Applying to All Development</b></p> <p>5.1 On-site effluent Disposal for land without reticulated sewer</p> <p><input type="checkbox"/> Not relevant to this development</p> <p><input checked="" type="checkbox"/> Onsite Sewer Management System required for this development.</p> <p>5.2 Parking – sufficient onsite parking available – number of bedrooms not identified on plans – additional ‘gate’ proposed, assumed to provide off-street parking to additional occupancy.</p> <p><b>Table of off-street parking provision</b></p> <table border="1" data-bbox="571 1603 1404 1798"> <thead> <tr> <th>Land use</th> <th>Off-street parking requirement</th> </tr> </thead> <tbody> <tr> <td colspan="2"><b>Residential land uses</b></td> </tr> <tr> <td>Dwelling house and dual occupancy</td> <td>1 space</td> </tr> <tr> <td>Multi dwelling housing and Residential flat building</td> <td> <ul style="list-style-type: none"> <li>• 1 space per 1-2 bedroom dwelling</li> <li>• 2 spaces per 3 bedroom dwelling</li> <li>• 1 visitor space per 4 dwellings (where there are 4 or more dwellings)</li> </ul> </td> </tr> </tbody> </table> <p><b>Part D - Land Use Based Controls</b></p> <p>Chapter 6 - Rural Residential / Large Lot Residential Development – N/A</p> <p>Chapter 7 - Residential Development – the proposed development is dual occupancy and therefore this part applies to this development. Variation required, as detailed below.</p>	Land use	Off-street parking requirement	<b>Residential land uses</b>		Dwelling house and dual occupancy	1 space	Multi dwelling housing and Residential flat building	<ul style="list-style-type: none"> <li>• 1 space per 1-2 bedroom dwelling</li> <li>• 2 spaces per 3 bedroom dwelling</li> <li>• 1 visitor space per 4 dwellings (where there are 4 or more dwellings)</li> </ul>
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7.3 This part requires a minimum lots size of 800m<sup>2</sup> for dual occupancy. The is met with the lot size being approximately 2000m<sup>2</sup>.

- 7.4.2 Front setback & streetscape – The objective of street setback controls is to recognise the character of existing residential streets and rear lanes and to provide flexibility where there is no dominant setback within the street.
  - The primary setback to the front facade of the dwelling is to be a minimum of 5m, or otherwise the average of the two adjoining buildings – the proposed set back from Townsend Street is 1.6m. The existing dwelling does have a zero setback.

Given the location and current setbacks of the building on the site, there is expected to be limited impacts on the existing streetscape and therefore the proposed variation is consistent with the objectives of the DCP requirement.

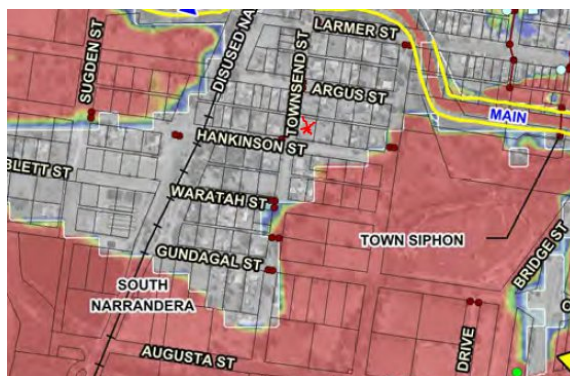
Chapter 8 - Narrandera Business Centre – N/A.

Chapter 9 - Industrial Development – N/A.

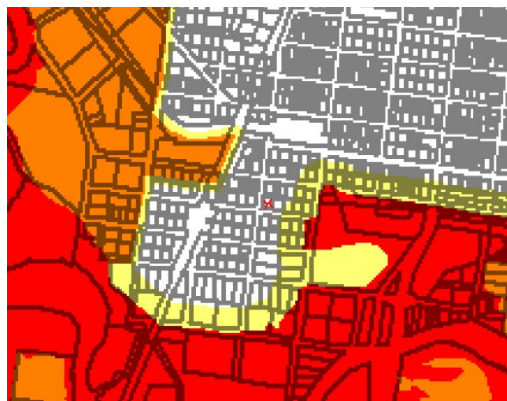
**Part E - Planning for Natural Hazards**

Chapter 10 - Flood Liable Land – not affected by flooding

Below snip from Narrandera Floodplain Risk Management Study and Plan – Figures 2.4



Chapter 11 - Bushfire Prone Land - Updated Bush Fire Prone Land mapping (December 2024) shows that this property is not affected by bushfire controls.



	<p><b>Part F - Natural Resources</b>                  Chapter 12 - Sensitive Land                  Chapter 13 - Sensitive Water</p> <ul style="list-style-type: none"> <li>• Noted &amp; no relevant impact to this application</li> </ul> <p><b>Part G - Heritage Controls</b>                  Chapter 14 - Heritage Items - N/A</p> <p><b>Part H - Notification of Development</b>                  Chapter 15 - Notification</p> <ul style="list-style-type: none"> <li>• The development was notified in accordance with the CPP – Community Participation Plan. No submissions were received.</li> </ul>
<p><b>SECTION 4.15 (1)(a)(iiia) any planning agreement</b></p>	<p>No planning agreement relates to the site or to the proposed development.</p>
<p><b>SECTION 4.15(1)(a) (iv) the regulations</b></p>	<p>There are no matters prescribed by the Regulations applicable to this development.</p> <p>Section 4.15(1)(a)(iv) requires Council to take into consideration the provisions of clauses 61-68 of the Environmental Planning and Assessment Regulations, 2021.</p> <p>Clause 61(1) of the Environmental Planning &amp; Assessment Regulations 2021 requires the consent authority to consider the provisions of Australian Standard AS 2601-2001: The demolition of Structures.</p>
<p><b>SECTION 4.15(1)(b) the likely impacts of the development</b></p>	<p>See attached Table 1.</p>
<p><b>SECTION 4.15(1)(c) the suitability of the site</b></p>	<p>The subject land is considered suitable for the proposed development having regard to the site attributes and generally being in accordance with Council's policies.</p>
<p><b>SECTION 4.15(1) (d) any submissions made in accordance with the Act or the Regulations</b></p>	<p>The application was placed on notification for a period of 10 days.                  No submissions have been received.</p>
<p><b>SECTION 4.15(1) (e) the public interest</b></p>	<p>The public interest is a broad consideration relating to many issues and is not limited to effect upon the streetscape. Taking into account the full range of matters for consideration under Section 4.15 of the Environmental Planning and Assessment 1979 (as discussed within this report) it is considered that approval of the application is consistent with the public interest.</p>
<p><b>Part 7 Biodiversity Conservation Act 2016 – Clause 7.3 Test for determining proposed development likely to significantly affect threatened species.</b></p>	<p>1. The following is to be taken into account for the purposes of determining whether a proposed development or activity is likely to significantly affect threatened species or ecological communities, or their habitats:</p> <p>a. in the case of a threatened species, whether the proposed development or activity is likely to have an adverse effect on the life cycle of the species such that a viable local population of the species is likely to be placed at risk of extinction,</p> <p><i>The proposed development will not have any effect upon threatened</i></p>

	<p><i>species. The site is within a developed area and the development is an approved use in this zone.</i></p> <p>b. in the case of an endangered ecological community or critically endangered ecological community, whether the proposed development or activity:</p> <p>i. is likely to have an adverse effect on the extent of the ecological community such that its local occurrence is likely to be placed at risk of extinction</p> <p><i>No endangered ecological community or critically endangered ecological community is identified within the site of the development.</i></p> <p>ii. is likely to substantially and adversely modify the composition of the ecological community such that its local occurrence is likely to be placed at risk of extinction,</p> <p><i>The site of the proposed development is within an existing developed area and will not lead to any modification of habitat.</i></p> <p>c. in relation to the habitat of a threatened species or ecological community:</p> <p>i. the extent to which habitat is likely to be removed or modified as a result of the proposed development or activity</p> <p><i>No endangered ecological community or critically endangered ecological community is identified within the site of the development.</i></p> <p>ii. whether an area of habitat is likely to become fragmented or isolated from other areas of habitat as a result of the proposed development or activity.</p> <p><i>No. The site of the proposed development is within an existing developed area and will not lead to any modification or fragmentation of habitat.</i></p> <p>iii. the importance of the habitat to be removed, modified, fragmented or isolated to the long-term survival of the species or ecological community in the locality</p> <p><i>No endangered ecological community or critically endangered ecological community is identified within the site of the development.</i></p> <p>d. whether the proposed development or activity is likely to have an adverse effect on any declared area of outstanding biodiversity value (either directly or indirectly)</p> <p><i>No declared area of outstanding biodiversity value was identified within the study area.</i></p> <p>e. whether the proposed development or activity is or is part of a key threatening process or is likely to increase the impact of a key threatening process.</p> <p><i>The development is an approved use of the land and as such is not considered as part of a key threatening process.</i></p>
<p><b>Part 7 Biodiversity Conservation Act 2016</b>  <b>7.7 Biodiversity assessment for Part 4 development</b></p>	<p>2. If the proposed development is likely to significantly affect threatened species, the application for development consent is to be accompanied by a biodiversity development assessment report.</p> <p><i>The development will not affect any threatened species.</i></p>





<b>PART FOUR: STATUTORY REFERRALS</b>			
<b>Referrals</b>	The application has been considered with regard to Section 91 of the Environmental Planning and Assessment Act, 1979 and whether or not the proposal was integrated development. The following table identifies whether or not there were any other statutory referrals required in terms of relevant State Environmental Planning Polices.		
	AGENCY	LEGISLATION	
	DPI	Fisheries Management Act, 1994	No
		Coal Mine Subsidence Compensation Act, 2017	No
		Mining Act, 1992	No
		Petroleum (Onshore) Act, 1991	No
		National Parks & Wildlife Act, 1974	No
	OEH	Protection of the Environment Operations Act, 1997	No
Water Management Act, 2000		No	
NSW Heritage	Heritage Act, 1977	No	
TfNSW (RMS)	Roads Act, 1993	No	
RFS	Rural Fires Act, 1997	No	
The application is local development as defined Section 4.46 of the Environmental Planning and Assessment Act, 1979.			

<b>PART FIVE: CONTRIBUTIONS</b>	
<b>Section 94 &amp; Section 94A Contributions (Environmental Planning &amp; Assessment Act, 1979)</b>	<ul style="list-style-type: none"> <li>▪ Section 7.12 Fixed Development Consent Levy is not applicable.</li> </ul>
<b>Section 64 Contributions (Local Government Act, 1993)</b>	<ul style="list-style-type: none"> <li>• Section 64 Contributions are not applicable to this development.</li> </ul>

<b>PART SIX: DETERMINATION</b>	
The development application has been analysed and evaluated as per Section 4.15 of the Environmental Planning and Assessment Act, 1979.	<p>The assessment has identified that:</p> <ul style="list-style-type: none"> <li>▪ the proposed development is permissible within the zone under NLEP 2013 and is consistent with the aims, objectives and special provisions of that environmental planning instrument</li> <li>▪ the proposed development is unlikely to have any unreasonable impact on the environment, and where an adverse impact has been identified appropriate conditions have been imposed to mitigate the effects</li> </ul>

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	<ul style="list-style-type: none"> <li>the subject site is suitable for the proposed development</li> <li>the proposed development does not raise any matter contrary to the public interest</li> </ul> <p>Having regard to NLEP 2013, NDCP 2013 and the matters discussed within this report and the relevant matters for consideration listed under Section 4.15 of the Environmental Planning &amp; Assessment Act 1979, this assessment considers the development should be supported.</p>
Recommendation	That consent be granted to Development Application DA-025-2024-2025 for dual occupancy and moveable dwelling at 17-19 Hankinson Street, Narrandera subject to conditions set out in the draft determination.

Table 1:					
Section 4.15(1)(b) - Any likely impacts of that development					
Attributes	Satisfactory	Satisfactory if conditioned	Not Satisfactory	Not Relevant	Comment
Context & setting	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The development is not inconsistent with other development in the area.
Streetscape	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The development will have a positive impact on the streetscape.
Traffic, access and parking	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Proposed additional vehicle access from Hankinson Street onto driveway as per submitted plan.</p> <p>Below – image of property from the southern boundary – Hankinson Street frontage</p>  <p>Below – image of property from the western boundary – Townsend Street frontage</p> 
Public domain	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Utilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental heritage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Aboriginal cultural heritage	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other land resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Water quality & stormwater	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Soils, soil erosion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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<b>Table 1:</b>					
<b>Section 4.15(1)(b) - Any likely impacts of that development</b>					
<b>Attributes</b>	<b>Satisfactory</b>	<b>Satisfactory if conditioned</b>	<b>Not Satisfactory</b>	<b>Not Relevant</b>	<b>Comment</b>
Air and microclimate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Flora and fauna	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Biodiversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Waste	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Noise & vibration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Hours of operation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Natural hazards - Flooding - Bushfire	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Technological hazards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Safety, security and crime prevention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Social impact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Site design and internal design	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Overlooking - overshadowing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Landscaping	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Construction	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Private open space	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Cumulative Impacts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Disabled access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Signage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Setbacks, building envelopes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	See Part D of assessment.
Easements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

**PROPOSED CONDITIONS OF CONSENT DA-025-2024-2025**

Cond #	Details	Met															
<b>GENERAL</b>																	
1.	<p><b>Approved Plans and Documentation</b></p> <p>The development shall be undertaken in accordance with the stamped approved plans detailed as follows, the application form, Statement of Environmental Effects and other approved documentation except where modified in red or by any of the following conditions:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Ref No</th> <th style="text-align: center;">Drawing/Document Title</th> <th style="text-align: center;">Prepared by</th> <th style="text-align: center;">Version</th> <th style="text-align: center;">Date</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">-</td> <td style="text-align: center;">Site Plan</td> <td style="text-align: center;">Applicant</td> <td style="text-align: center;">-</td> <td style="text-align: center;">-</td> </tr> <tr> <td style="text-align: center;">Inv 893</td> <td style="text-align: center;">Proposed Plans</td> <td style="text-align: center;">Ready Homes</td> <td style="text-align: center;">-</td> <td style="text-align: center;">14/01/2025</td> </tr> </tbody> </table> <p><b>Note 1:</b> Modifications to the approved plans and/or documents will require the lodgement and consideration by Council of a modification pursuant to section 4.55 of the Environmental Planning and Assessment Act, as amended.</p> <p><b>REASON:</b> To enable the construction of the buildings to be in accordance with the development approval. (Section 4.15 of the Environmental Planning and Assessment Act, 1979, as amended).</p>	Ref No	Drawing/Document Title	Prepared by	Version	Date	-	Site Plan	Applicant	-	-	Inv 893	Proposed Plans	Ready Homes	-	14/01/2025	
Ref No	Drawing/Document Title	Prepared by	Version	Date													
-	Site Plan	Applicant	-	-													
Inv 893	Proposed Plans	Ready Homes	-	14/01/2025													
2.	<p><b>Lapsing of Consent</b></p> <p>This Consent is valid for a period of five years from the date of consent. It will lapse if the approved use of any land or construction work has not commenced prior to that date. No further extensions will be granted.</p> <p><b>REASON:</b> To comply with Section 4.53(1) of the Environmental Planning and Assessment Act, 1979, as amended.</p>																
3.	<p><b>Amenity - General</b></p> <p>The development is to be conducted in a manner that will not interfere with the amenity of the locality by Reason of the emission of noise, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit, oil, by causing interference to television or radio reception or otherwise.</p> <p><b>REASON:</b> So that the development does not reduce the amenity of the area. Section 4.15 of the Environmental Planning and Assessment Act, 1979, as amended.</p>																
4.	<p><b>Amplification of Services</b></p> <p>Any amplification, extension or relocation of any service is the responsibility of the applicant at their own expense. The work is to be in accordance with Council's standards and any other service provider.</p> <p><b>REASON:</b> It is in the public interest that all costs associated with upgrading Public Infrastructure as a result of the development are borne by the applicant.</p>																

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5.	<p><b>Aboriginal Heritage</b></p> <p>Should any Aboriginal relics be encountered during any works for this development, then all excavation or disturbance to the area is to cease immediately and the Office of Environment and Heritage is to be informed in accordance with Section 91 of the National Parks and Wildlife Act, 1974.</p> <p><b>REASON:</b> OEH requirement under the National Parks and Wildlife Act 1974 and Threatened Species Conservation Act 1995.</p>	
6.	<p><b>Damage to Council Infrastructure</b></p> <p>Any damage to Council infrastructure as a result of construction or associated works is to be rectified at the cost of the developer and to the satisfaction of Council. It is therefore requested that any damage that is obvious before work commences is notified to Council to avoid possible later conflict.</p> <p><b>REASON:</b> To ensure that any damage to Council infrastructure as a result of the development is repaired or made good by the developer.</p>	
7.	<p><b>Work Near Power Lines</b></p> <p>All works near power lines are to be undertaken in accordance with the requirements of Essential Energy, SafeWork NSW and the Code of Practice – Work near Overhead Power Lines (Workcover 2006).</p> <p><b>REASON:</b> To ensure no person, plant or thing comes within an unsafe distance of any overhead or underground electric line.</p>	
<b>PRIOR TO THE COMMENCEMENT OF WORKS</b>		
8.	<p><b>Erection of Signs for Development</b></p> <p>Appropriate signs are to be erected in accordance with Section 70 Environmental Planning &amp; Assessment Regulation 2021 as follows. A sign must be erected in a prominent position on any site on which building work is being carried out:</p> <ol style="list-style-type: none"> <li>a. Showing the name, address and telephone number of the Principal Certifying Authority for the work, and</li> <li>b. Showing the name of the principal contractor (if any) for the building work and a telephone number on which that person may be contacted outside working hours, and</li> <li>c. Stating that unauthorised entry to the work site is prohibited.</li> </ol> <p>Any such sign is to be maintained while the construction work is being carried out, but must be removed when the work has been completed.</p> <p><b>REASON:</b> This is a prescribed condition of consent under the Environmental Planning and Assessment Regulation 2021, as amended.</p>	
9.	<p><b>DA Record to be Kept On-Site</b></p> <p>The builder shall at all times maintain on the job a legible copy of the plan and specifications approved with the Construction Certificate endorsement of the certifying authority.</p> <p><b>REASON:</b> To ensure all contractors have access to an approved plan.</p>	
10.	<p><b>Public Access to Site</b></p> <p>Public access to the site is to be prevented when construction work is not in progress or the site is unoccupied.</p> <p><b>REASON:</b> To ensure that the construction and excavation works and all associated work practices are undertaken in a safe manner complying with the requirements of SafeWork NSW.</p>	

	<p><b>Suitable Hoarding</b></p> <p>A suitable hoarding or fence is to be erected between the building or site of the proposed building and any public place to prevent any materials from or in connection with the work, falling onto the public place.</p> <p>If it is intended or proposed to erect the hoarding or fence on the road reserve or public place, a separate application made under the Roads Act 1993 will need to be lodged with Council together with the associated fee.</p> <p><b>REASON:</b> To ensure the protection of the surrounding public from all building related materials.</p>													
<b>DURING WORKS</b>														
<p>12.</p>	<p><b>Plumbing and Drainage Works</b></p> <p>a. All plumbing and drainage work is to be carried out by a Licensed Plumber and Drainer and to the requirements of the Plumbing Code of Australia.</p> <p>b. Any sewer or stormwater works associated with the development are to meet the requirements of the AS3500 and the New South Wales Plumbing Code of Practice.</p> <p>The licensed plumber must submit a "Notice of Works" to Council at least two (2) days prior to the commencement of any plumbing and drainage works on-site.</p> <p><b>REASON:</b> It is in the public interest that plumbing and drainage work is carried out with the relevant approvals required under the Local Government Act 1993 and the Plumbing Code of Australia. Section 4.15(1)(e) of the Environmental Planning and Assessment Act 1979, as amended.</p>													
<p>13.</p>	<p><b>Plumbing Inspections</b></p> <p>The applicant must obtain a Compliance Certificate pursuant to Section 6.16 of the Environmental Planning and Assessment Act 1979, as amended from Council or an accredited certifying authority certifying that the plumbing work identified in column 1 has been installed in accordance with AS/NZS 3500 and New South Wales Code of Practice, Plumbing and Drainage. For the purposes of obtaining the Compliance Certificates the plumbing works must be inspected by the accredited certifying authority at the times specified in Column 2.</p> <table border="1" data-bbox="375 1366 1340 1653"> <thead> <tr> <th></th> <th>COLUMN 1</th> <th>COLUMN 2</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>External House Drainage</td> <td>When all external plumbing work is installed and prior to concealment.</td> </tr> <tr> <td>B</td> <td>Stormwater Drainage</td> <td>When all external stormwater drainage work is installed and prior to concealment.</td> </tr> <tr> <td>C</td> <td>Final</td> <td>Prior to occupation of the building.</td> </tr> </tbody> </table> <p><b>NOTE:</b></p> <ul style="list-style-type: none"> <li>• At least forty-eight (48) hours' prior notice for all of the above inspections (where applicable) shall be given by contacting Narrandera Shire Council by telephone 02-6959 5510.</li> <li>• An Occupation Certificate in relation to the building will not be issued unless all of the above stages have been inspected.</li> </ul> <p><b>REASON:</b> It is in the public interest that plumbing work is certifying as complying with AS/NZS 3500 and New South Wales Code of Plumbing Practice, Plumbing and Drainage. Section 4.15(1)(e) of the Environmental Planning and Assessment Act 1979, as amended.</p>		COLUMN 1	COLUMN 2	A	External House Drainage	When all external plumbing work is installed and prior to concealment.	B	Stormwater Drainage	When all external stormwater drainage work is installed and prior to concealment.	C	Final	Prior to occupation of the building.	
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C	Final	Prior to occupation of the building.												

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14.	<p><b>Excavations and Backfilling</b></p> <p>All excavation and backfilling associated with the erection/demolition of the building must:</p> <ol style="list-style-type: none"> <li>a. be executed safely and in accordance with appropriate professional standards, and</li> <li>b. be properly guarded and protected to prevent them from being dangerous to life or property.</li> </ol> <p><b>REASON:</b> Section 4.17 of the Environmental Planning and Assessment Act 1979, as amended.</p>	
15.	<p><b>Hours of Operation - Construction</b></p> <p>Building work involving the use of electric or pneumatic tools or other noisy operations shall be carried out</p> <ul style="list-style-type: none"> <li>• only between 7:00am and 6:00pm Monday to Friday</li> <li>• only between 8:00am and 1:00pm on Saturdays</li> <li>• with no work to be undertaken on Sundays and public holidays</li> </ul> <p><b>REASON:</b> To protect the amenity of the area.</p>	
16.	<p><b>Rubbish and Debris</b></p> <p>All building rubbish and debris, including that which can be wind-blown, shall be contained on site at all times prior to disposal at Council's Waste Management Centre.</p> <p><b>NOTE:</b> No building rubbish or debris shall be placed or be permitted to be placed on any adjoining public reserve, footway or road.</p> <p><b>REASON:</b> To ensure that the building site and adjoining public places are maintained in a clean and tidy condition so as not to interfere with the amenity of the area. Section 4.15 of the Environmental Planning and Assessment Act 1979, as amended.</p>	
17.	<p><b>Erosion and Sediment Control</b></p> <p>Erosion and sediment control measures shall be undertaken and maintained in respect to any part of the land where the natural surface is disturbed or earthworks are carried out. Materials from the site are not to be tracked into the road by vehicles entering or leaving the site. At the end of each working day any dust, dirt or other sediment shall be swept off the road, contained on the site and not washed down any stormwater pit or gutter.</p> <p><b>REASON:</b> To ensure that construction and excavation works do not negatively impact on the local road infrastructure.</p>	
18.	<p><b>Stormwater</b></p> <p>Stormwater run-off shall not be permitted to flow over property boundaries onto the adjoining properties. All stormwater from roofing shall be discharged at least three (3) metres clear of the building and maintained wholly within the boundaries of the allotment</p> <p><b>REASON:</b> To ensure appropriate disposal of stormwater. Section 4.15 of the Environmental Planning and Assessment Act, 1979, as amended.</p>	
<b>PLACEMENT OF A MANUFACTURED HOME</b>		
19.	<p><b>Building Inspections</b></p> <p>The following Critical Stage Inspections are required to be carried out by the Principal Certifying Authority to enable the issue of an Occupation Certificate:</p> <ol style="list-style-type: none"> <li>a. After excavation for, and prior to the placement of, any footings.</li> <li>b. Prior to covering any stormwater and sewer drainage connections.</li> <li>c. After the building work has been completed and prior to any Occupation Certificate being issued in relation to the building work.</li> </ol> <p><b>NOTE:</b> If Council is nominated as the Principal Certifying Authority, at least forty-eight (48)</p>	

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	<p>hours' prior notice for all of the above inspections (where applicable) shall be given by contacting Narrandera Shire Council by telephone <b>02-6959 5510</b>.</p> <p><b>NOTE: A Transportable Dwelling Certificate of Completion in relation to the building will not be issued unless all of the above stages have been inspected.</b></p> <p><b>REASON:</b> Section 6.5 of the Environmental Planning &amp; Assessment Act 1979 requires that critical stage inspections are carried out prior to the issue of an Occupation Certificate.</p>	
<p>20.</p>	<p><b>Compliance Plate</b></p> <p>A compliance plate must be attached to an accessible part of the manufactured home. The compliance plate must specify the following:</p> <ol style="list-style-type: none"> <li>a. The name of the manufacturer of the relocatable home or associated structure</li> <li>b. The unique identification number for each major section of the relocatable home</li> <li>c. The month and year during which the relocatable home or associated structure was constructed</li> <li>d. The design gust wind speed for the relocatable home or associated structure</li> <li>e. A statement to the effect that the relocatable home or associated structure complies with the requirements of this division</li> <li>f. The name of the practising structural engineer by whom the engineer's certificate has been issued in respect of the relocatable home</li> <li>g. Whether a relocatable home is intended for use as a park van or holiday van</li> <li>h. A unique identification number must be permanently marked on each major section of the relocatable home</li> </ol> <p><b>REASON:</b> Compliance with Local Government (Manufactured Homes Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021.</p>	
<p>21.</p>	<p><b>Compliance Certification</b></p> <p>Prior to the granting of occupancy the applicant must submit to Council certification from a suitably qualified body or individual in respect of the following works:</p> <ol style="list-style-type: none"> <li>a. Structural steelwork</li> <li>b. Frame (including sub-floor, roof trusses and bracing)</li> <li>c. Wet area waterproofing</li> <li>d. Glazing</li> <li>e. Hot and cold water plumbing</li> <li>f. Electrical</li> <li>g. Gas</li> </ol> <p><b>NOTE:</b> Due to the installation of the manufactured dwelling being issued under the Local Government Regulation 2021, a final Occupation Certificate certification cannot be issued at the completion of works. Once Council is satisfied all works have been completed, a Transportable Dwelling Letter of Completion will be provided to the owner.</p> <p><b>REASON:</b> Compliance with Local Government (Manufactured Homes Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021.</p>	



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<b>PRIOR TO THE ISSUE OF AN OCCUPATION CERTIFICATE</b>	
22.	<p><b>Plumbing and Drainage Documents</b></p> <p>Council requires a "Certificate of Compliance", "Works as Executed Diagram" and "Notice of Works" to be submitted and approved by Council <b>prior to issue of a Certificate of Completion</b>. The Works as Executed Diagram must be submitted in accordance with NSW Fair Trading requirements.</p> <p><b>REASON:</b> To ensure compliance with the relevant provisions of the Plumbing and Drainage Act 2011 and Regulations.</p>
23.	<p><b>Vehicular Access</b></p> <p>The proposed access off Hankinson Street to the secondary dwelling is to be a safe, all-weather vehicular access installed at the developer's expense.</p> <p>The property owner remains responsible for the upkeep and maintenance of the access ways and associated facilities up to the edge of Council's road shoulder.</p> <p><b>REASON:</b> To provide for a suitable vehicular access to each property in accordance with Council's minimum standards.</p>
24.	<p><b>Certificate of Completion</b></p> <p>Once all conditions have been met, application for a Certificate of Completion shall be submitted to and approved by the Principal Certifying Authority <b>prior to occupation of the building</b>.</p> <p><b>REASON:</b> Compliance with section 6.9 of the Environmental Planning &amp; Assessment Act 1979, as amended.</p>
25.	<p><b>Occupation</b></p> <p>The use or occupation of the subject premises shall not commence until the Principal Certifying Authority has issued a Certificate of Completion.</p> <p><b>REASON:</b> Statutory requirement to ensure the building is fit for occupation.</p>
<b>ONGOING</b>	
26.	<p><b>Development Use</b></p> <p>No part of the development shall be used for commercial or industrial purposes or as a home industry or a home occupation without further development consent of Council (unless permitted without consent).</p> <p><b>REASON:</b> To prevent the unauthorised use of a building for a use that may not be permissible or is permissible with conditions.</p>

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<b>ADVISORY AND ANCILLARY MATTERS</b>	
27.	<p><b>Compliance</b></p> <p>It is the responsibility of the applicant to check, understand and seek assistance where needed so as to ensure full compliance with the conditions of this Development Consent. Please contact the Narrandera Shire Council on 02 6959 5510 if there is any difficulty in understanding or complying with any of the above conditions.</p>
28.	<p><b>Process for Modification</b></p> <p>The plans and/or conditions of the consent are binding and may only be modified upon written request to Council under section 4.55 of the Environmental Planning and Assessment Act, 1979 (as amended).</p> <ul style="list-style-type: none"> <li>a. The request shall be accompanied by the appropriate fee and application form.</li> <li>b. Action, works, contractual negotiations or the like shall not commence on the requested modification unless and until the written authorisation of Council is received by way of an amended consent.</li> </ul>

**13.2 DEVELOPMENT & ENVIRONMENT SERVICES ACTIVITIES - FEBRUARY 2025**

**Document ID:** 785371

**Author:** Administration Assistant

**Authoriser:** Deputy General Manager Infrastructure

**Theme:** Our Environment

**Attachments:** Nil

**RECOMMENDATION**

That Council:

1. Receives and notes the Development Services Activities Report for February 2025.

**PURPOSE**

The purpose of this report is to inform Council of Development Applications and other development services provided during February 2025.

**BACKGROUND**

**Development & Complying Development Applications**

A summary of Development and Complying Development Applications processed during the reporting month/s detailed in the following table:

Stage Reached	February
Lodged	2
Stop-the-Clock / Under Referral / Awaiting Information	-
Determined	-

The value of Development and Complying Development Applications approved by Council during the reporting month is detailed in the following tables:

Development Type	2024-2025			
	FEBRUARY		Year to Date	
	Number	Value \$	Number	Value \$
Residential	-	\$ -	21	\$ 5,277,037
Industrial	-	\$ -	0	\$ -
Commercial	-	\$ -	9	\$ 2,983,629
Rural Residential	-	\$ -	1	\$ 120,000
Subdivisions	-	\$ -	2	\$ -
Other	-	\$ -	0	\$ -
<b>TOTAL</b>	<b>0</b>	<b>\$ -</b>	<b>33</b>	<b>\$ 8,380,666</b>

Under the provisions of section 4.59 of the Environmental Planning and Assessment Act Narrandera Shire Council determined the following development applications, applications for modification of development consents and complying development certificate applications during the reporting month.

February 2025

No	Type	Address	Development Type	Determination	STC / RFI Days	ACTIVE Business Days
-	-	-	-	-	-	-
The were no DAs approved this month (there are no DAs awaiting approval other than those lodged in February).						

\*Active Business Days - As per the Environmental Planning and Assessment Act 1979 the period between 20 December and 10 January (inclusive) is excluded from the calculation of a period of public exhibition. These figures have been adjusted to account for these timeframes.

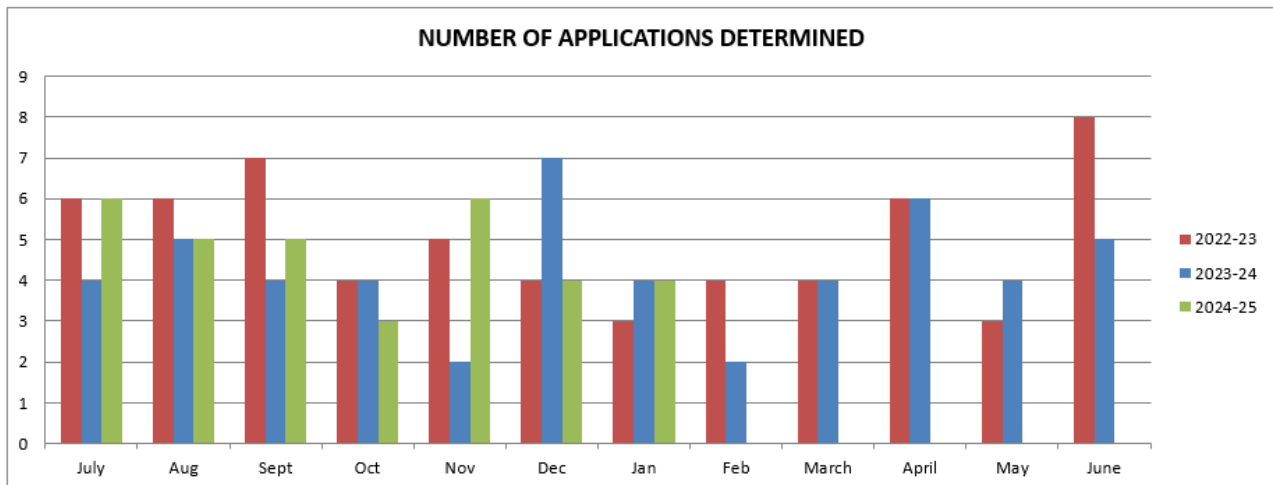
Type explanation

Local (L) – Delegated authority	Merit based assessment where development consent is required. Target determination time of 40 business days.
Council (L/C)	Local development determined by Council at an ordinary meeting.
Integrated (I)	Merit based assessment where approval from other authorities, such as TfNSW, RFS, DPI, is required in addition to development consent. The referral process extends the target determination time to 60 business days.
Modification (M)	Revision of previously approved application. No target determination time.
Stop the Clock (STC)	Calculation of active days stops while additional information required to complete the assessment is obtained from the applicant.
Request for further information	Request for further information.
Complying (CDC)	Fast track approval process without the need for a full development application if specific criteria are met.

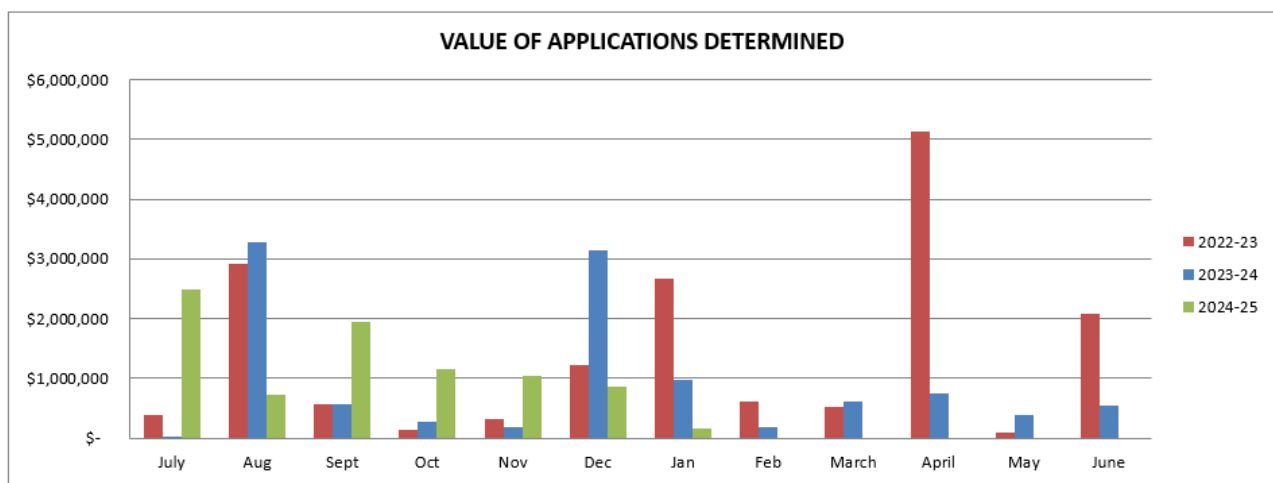
Comparison determination times

2022-23	Narrandera Shire Council average	18.6 days
2023-24	Narrandera Shire Council average YTD	12.9 days
2024-25	Narrandera Shire Council average YTD	12.2 days

This graph details the comparative number of Development and Complying Development Applications determined by month over the past 3 years.



This graph details the comparative value of Development and Complying Development Applications determined by month over the past three years.



\*2022-23 June figures exclude \$14,200,758 for industrial workshop

### Certificates Issued

A summary of other development services activities undertaken during the reporting month is detailed in the following table:

Certificate Type	February
Construction Certificates	-
Building Certificates	-
Subdivision Certificates	-
Occupation Certificates	1
Section 10.7 (previously 149) Certificates	14
Swimming Pool Compliance Certificates	-
S68 Approvals	-

**Construction Activities**

A summary of Critical Stage building inspections undertaken during the reporting month is detailed in the following tables:

<b>Building Surveyor Inspections</b>	<b>February</b>
Critical Stage Inspections	11

**Compliance Activities**

A summary of compliance services activities undertaken during the reporting month is detailed in the following tables:

<b>Companion Animal Activity – Dogs</b>	<b>February</b>
Impounded	8
Returned	6
Rehomed	5

<b>Companion Animal Activity – Cats</b>	<b>February</b>
Impounded	6
Returned	2
Rehomed	10

<b>Compliance Activity</b>	<b>February</b>
Call outs	17
Infringement warnings/fines issued	21
Menacing/Dangerous dog incidents	1

**13.3 APPOINTMENT OF COMMUNITY MEMBERS TO INFRASTRUCTURE COMMITTEES**

**Document ID:** 785911  
**Author:** Open Space and Recreation Manager  
**Authoriser:** Deputy General Manager Infrastructure  
**Theme:** Our Leadership  
**Attachments:** Nil

**RECOMMENDATION**

That Council:

1. Endorses the appointment of community members to the Lake Talbot Advisory Committee.
2. Notes that insufficient nominations were received for the Narrandera Stadium Advisory Committee via the recent public committee member expression of interest process.
3. Dissolves the Narrandera Stadium Advisory Committee and repeals the Terms of Reference adopted on 10 December 2024.

**PURPOSE**

The purpose of this report is to endorse the appointment of community members to the Lake Talbot Advisory Committee administered by Council’s Infrastructure department.

This report also seeks Council’s endorsement for the dissolution of the Narrandera Stadium Advisory Committee due to insufficient expressions of interest being received from members of the community to serve on the Committee during the 2024-28 Council term.

**SUMMARY**

At its Ordinary Meeting held 15 October 2024, Council appointed Councillor delegates to each of its Section 355 and Advisory Committees [Res. 24/174]. Terms of Reference for the various committees within the Infrastructure Services department were subsequently endorsed at the Ordinary Council Meeting held on 10 December 2024 – Lake Talbot Environs Advisory Committee [Res. 24/220] and Narrandera Stadium Committee [Res. 24/219].

Following the election of the new Council, nominations were sought for Council’s Advisory Committees. The nominations listed in *Table 1* have been received for committees within the Infrastructure Services department and are submitted to Council for approval.

*Table 1 Nominations for Community Members on Infrastructure Services committees*

Committee	Community Members
Lake Talbot Advisory Committee	The Terms of Reference for the Lake Talbot Committee stipulate a minimum of four (4) community members. Ten (10) nominations were received, with one being ineligible due to their appointment as a councillor. Current nominees are:

	<ul style="list-style-type: none"> <li>• <del>Cr Jenny Clarke</del> (Ineligible - councillor)</li> <li>• Donald Rex Evans</li> <li>• Graeme Hoare</li> <li>• Jeff Kirk</li> <li>• Troy Lee</li> <li>• Joel Maniscalco</li> <li>• Alex McPherson</li> <li>• Jason Mimmo</li> <li>• Narelle Payne</li> <li>• Jock Vidler</li> </ul>
<p><b>Narrandera Sports Stadium Advisory Committee</b></p>	<p>The Terms of Reference for the Narrandera Sports Stadium Advisory Committee require a minimum of four (4) Community Members. Three (3) nominations have been received to date, with one being ineligible due to their status as a staff member.</p> <p>It is noted that the Stadium Advisory Committee is two nominations short of meeting the minimum number of members required as per the Terms of Reference.</p> <p>Current nominees are:</p> <ul style="list-style-type: none"> <li>• Donald Rex Evans</li> <li>• <del>Lee Longford</del> (Ineligible - staff member)</li> <li>• Kelly Stockdale</li> </ul>

The proposal to discontinue the Narrandera Stadium Advisory Committee due to an insufficient number of committee nominations will not result in a change to the operations of the facility. Council will continue to engage with user groups in the future master planning and associated activities.

**RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES**

**Theme**

5 - Our Leadership

**Strategy**

5.1 - Have a Council that provides leadership through actions and effective communication.

**Action**

5.1.2 - Support ethical, transparent and accountable corporate governance.

**ISSUES AND IMPLICATIONS**

**Policy**

- There are no policy implications for Council associated with this report.



**Financial**

- There are no financial implications for Council associated with this report.

**Legal / Statutory**

- Council committees are required to operate within their approved Terms of Reference and individual Committee members must observe the requirements of Council's Code of Conduct.

**Community Engagement / Communication**

- As noted above, a comprehensive awareness program was facilitated from 20 December 2024 to 10 February 2025 to invite members of the community to submit an EOI to join one of the various committees.

**RISKS**

Appointment of community members to the committees, as recommended, ensures the committees can operate for the remainder of the current 2024-28 Council term in accordance with the provisions of their Terms of Reference.

**CONCLUSION**

Following adoption of the Committee Terms of Reference and subsequent public Expression of Interest (EOI) process, it is recommended that Council endorses the appointment of community members to the Lake Talbot Advisory committee as detailed in this report.

It is further recommended that the Narrandera Stadium Advisory Committee be dissolved due to the insufficient number of committee nominations.

**13.4 T-24-25-03 - NARRANDERA AIRPORT AND NALLABOOMA ESTATE LEVEE FEASIBILITY STUDY****Document ID: 784692****Author: Manager Projects and Assets****Authoriser: Deputy General Manager Infrastructure****Theme: Our Environment****Attachments: 1. T-24-25-03 - Evaluation Matrix.pdf - Confidential (under separate cover)****RECOMMENDATION**

That Council:

1. Accepts the tender by Cumulus Pty Ltd of \$128,465 ex GST to undertake the Narrandera Airport and Nallabooma Estate Levee Feasibility Study in accordance with Section 55 of the Local Government Act 1993.

**PURPOSE**

The purpose of this report is for Council to consider the tender for the Narrandera Airport and Nallabooma Estate Levee Feasibility Study.

**SUMMARY**

Council adopted the review of the Narrandera Floodplain Risk Management Study and Plan in early 2019, in which 11 measures were identified as part of the action plan. Council is now actively implementing Part 2 of Measure 6: the upgrade of a portion of or all the levee which protects the Narrandera Airport, as well as several lengths of additional levees in the Nallabooma Estate, the longest of which would be located along Weir Park Road.

Tenders were called and seven (7) companies submitted proposals for the project.

**BACKGROUND**

The adopted Review of the Narrandera Floodplain Risk Management Study and Plan measures was developed to reduce the impact of on both existing and future development for mainstream flooding and major overland flow of the Narrandera floodplain and overland rainfall catchment. It aims to educate the community and Council about flood risk so that appropriate and informed decisions can be made. The plan sets out a strategy identifying measures and initiatives that have been reviewed by Council, agencies and the community to adequately address the risk posed by mainstream flooding and major overland flows.

Council resolved at its September 2023 Ordinary Meeting to submit an application in the 2023-24 Flood Management Program to undertake a feasibility study for the Narrandera Airport and Nallabooma Estate ring levee option.

In late November 2024, Council was notified of the success of the funding application. The request for tender (RFT) was released through VendorPanel in December 2024 and closed on Thursday 13 February 2025.

**Tender Process**

Evaluation of the tender involved the assessment of aspects such as relevant experience, track record, technical skills, methodology, management skills, time performance and price. There was no mandatory inspection required with the tendered consultant brief.

The evaluation team used the criteria schedule and weighting outlined in *Table 1* to assess and select the preferred tender.

*Table 1 – Evaluation Criteria and Weighting*

<b>Evaluation Criteria Elements</b>	<b>Weighting</b>
<b>Relevant Experience</b> - (Previous work of this type)	10%
<b>Track Record</b> – (In similar recent studies completed)	10%
<b>Technical Skills</b> – (People, systems, specific abilities)	20%
<b>Methodology</b> - (How scope of works is to be delivered and tracked)	15%
<b>Management</b> – (Organisation, insurances, economic stability and quality systems)	15%
<b>Time Performance</b> – (As proposed for project and likelihood of meeting timeframe)	10%
<b>Price</b>	20%

**Tender Assessment**

There were seven tenders received, all of which were assessed as being conforming.

*Table 2* lists the tenders and tendered prices ex GST.

*Table 2 – Tenders and Price*

<b>Tenders Received</b>	<b>Fixed Price – ex GST</b>
Alluvium Consultation Australia Pty Ltd	\$ 245,015.00
Cumulus Engineering Pty Ltd	\$ 128,465.00
JJ Ryan Consulting Pty Ltd	\$ 193,100.00
Makereng Pty Ltd	\$ 233,287.00
SMEC Australia Pty Ltd	\$ 344,274.00
SWM Consulting Pty ATF the Lora Family Trust	\$ 124,940.00
WMS	\$ 167,884.00

The tender panel assessed all tenders as detailed within the attached Tender Evaluation Matrix, with respondents being assessed using the criteria and weighting in *Table 1*.

The final tender evaluation combined weighted scores are listed in *Table 3*. (Please note, the higher the score the more compliant (value for money) to the specifications and evaluation criteria).

*Table 3 – Final weighted evaluation scores*

<b>Conforming Tenders</b>						
Alluvium	<b>Cumulus</b>	JJ Ryan	Makereng	SMEC	SWM	WMS
2.85	<b>4.12</b>	2.26	2.41	2.16	3.35	3.49

The tender panel recommendation is to accept the Cumulus Pty Ltd tendered offer which scored the highest overall. Cumulus is a highly experienced hydraulic engineering consulting firm with the abilities required to ensure quality delivery of this project. They have partnered with consultant specialists, Dryside Engineering and Xeros Piccolo, who have also successfully delivered previous floodplain risk management projects for Narrandera Shire Council. Cumulus demonstrated a clear understanding of the scope of work and presented a well thought out and detailed proposal. Tender price is within the pre-tender estimate budget for the project.

## **RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES**

### **Theme**

Procurement

### **Strategy**

N/A

### **Action**

N/A

## **ISSUES AND IMPLICATIONS**

### **Policy**

- Council Procurement Policy and Tendering Guidelines.

### **Financial**

- The recommended successful tender is within the current grant and Council budget allocation \$160,000.00 for the Narrandera Airport and Nallabooma estate Levee Feasibility Study project.

### **Legal / Statutory**

- Local Government Act 1993
- Local Government (General) Regulations 2005.

### **Community Engagement / Communication**

- Community and stakeholder communication and engagement will be undertaken as part of the scope of works in the feasibility study.

## **RISKS**

- Delay in awarding the tender will result in all tenders falling out of validity and the project being delayed beyond the grant program timeline.
- Selecting another tenderer will result in the need to find additional project funds, which will also impact the grand funding deed project delivery and timeline.

## **OPTIONS**

1. Accept the tendered offer by Cumulus Pty Ltd for the Narrandera Airport and Nallabooma Estate Levee Feasibility Study.

2. Resolve to not accept any tenders. This will result in the measure identified within the adopted Narrandera Floodplain Risk Management Study and Plan not being achieved.
3. Resolve to select another tender and, if higher than the allocated fund, apply for a grant budget variation that may not be approved. Council would need to determine from where the additional funds would be allocated.

**CONCLUSION**

That Council accepts the tender as presented in this report.

**14 CONFIDENTIAL MATTERS****RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the *Local Government Act 1993*:

**14.1 Barellan Sewer - Construction Update**

This matter is considered to be confidential under Section 10A(2) - e of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, prejudice the maintenance of law.

**14.2 Sale of Surface Water**

This matter is considered to be confidential under Section 10A(2) - c of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

**14.3 Endorsement of the Common Seal of Council to Execute Tesla Licence Agreement**

This matter is considered to be confidential under Section 10A(2) - c of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

**14.4 Endorsement of the Common Seal of Council to Execute The Deed of Variation for NRMA Electric Vehicle Charging Stations**

This matter is considered to be confidential under Section 10A(2) - c of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

- 15      REPORT OF CONFIDENTIAL RESOLUTIONS**
- 16      CONCLUSION OF MEETING**