ORDINARY

Business Paper

Wednesday
14 December 2016
Councillors of the Narrandera Shire

Dear Councillors

Notice is hereby given that the Ordinary Meeting of the Narrandera Shire Council will be held in the Council Chambers on:

Wednesday 14 December 2016 at 5pm

Following the conclusion of the Ordinary Council meeting, Councillors Christmas Fellowship Dinner will commence at approximately 6 / 6.30pm at:

The Narrandera Bowling Club Dining Room

Yours faithfully

Judy Charlton
Chief Executive Officer
### DECEMBER - 2016

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting Description</th>
<th>Time</th>
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<tr>
<td>12</td>
<td>Parkside Cottage Museum Committee</td>
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December Council Meeting Date Change endorsed 9 December 2015

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<tr>
<td>14</td>
<td>Council Briefing Session</td>
<td>9am</td>
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<td>14</td>
<td>Council Ordinary Meeting</td>
<td>5pm</td>
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<td>14</td>
<td>Newell Highway Taskforce</td>
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<td>15</td>
<td>Mayor &amp; CEO Segment on Spirit FM</td>
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<tr>
<td>23</td>
<td>NSC OFFICE CLOSES FOR 2016</td>
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### JANUARY - 2017

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<td>3</td>
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<td>9</td>
<td>Australia Day Planning Committee Meeting</td>
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<td>17</td>
<td>Council Briefing Session</td>
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### FEBRUARY - 2017

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<tr>
<td>TBC</td>
<td>Narrandera Sports Stadium Management Committee</td>
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<td>1</td>
<td>Internal Audit Risk and Improvement Committee</td>
<td>11am</td>
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<tr>
<td>13</td>
<td>Narrandera Arts and Community Centre Committee</td>
<td>5.30pm</td>
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<td>14</td>
<td>Local Emergency Management Committee</td>
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<tr>
<td>21</td>
<td>Council Briefing Session</td>
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### MARCH - 2017

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### APRIL - 2017

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### MAY - 2017

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<td>16</td>
<td>Council Briefing Session</td>
<td>9am</td>
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<tr>
<td>16</td>
<td>Council Ordinary Meeting</td>
<td>5pm</td>
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AGENDA

Opening
Yearly Acknowledgement to Country
Housekeeping
Disclosure of Political Donations
  No Political Disclosures at time of printing

Present
Apologies
  No Apologies at time of printing

Public Question Time
  No Requests for Public Question Time for this month

Presentations
  Suspended Standing Orders for Presentations
  Solar Energy with Gemma Miere
  Resume Standing Orders

Declarations of Interest
  No Declarations at time of printing

Confirmation of Minutes
  Ordinary Meeting of Council – 15 November 2016

Block Vote – Items Listed for Consideration
  Any Suggested Items Provided to Councillors

1. Mayoral Report
   1.1 Mayoral Report

2. Notices of Motion
   2.1 Erect a Giant Lizard in Marie Bashir Park
   2.2 National Broadband Network (NBN) Advocacy Committee
3. Committee Reports

3.1 Statutory and Section 355 Committee Minutes for Information that require Council’s Endorsement 26

3.2 Australia Day Planning - 28 November 2016 28

3.3 Narrandera Arts and Community Centre - 5 December 2016 32

Business Paper Items:

4. A Strong and Resilient Community and Sustainable Environment

4.1 Branding Strategy Logo Concepts 37

5. A Growing Economy

5.1 Grants Capacity – Council & Community 43

5.2 Evaluation Report of Taste Riverina 2016 Banquet of Narrandera Secrets Event 60

5.3 Narrandera Shire Economic Development Strategy 65

6. Quality and Sustainable Infrastructure

6.1 Lake Talbot Tourist Park Guard Rails 71

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7. Efficient and Responsive Service

No Reports Listed at time of Printing

8. Trusted and Effective Government

8.1 Adoption of Policy ES80 – Complaints Management 108

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8.3 Update on Community Strategic Plan Review 141

8.4 Notification of Aboriginal Land Claims 147

8.5 2017 Meeting Dates and Endorsement to Conferences 155

8.6 Councillor Training Plans and Budget 160
9. Statutory & Compulsory Reporting

9.1. Development Applications

9.1.1 November Development Services Activities 169

9.2. Financial / Audit

9.2.1 November Statement of Rates and Receipts 174
9.2.2 November Statement of Bank Balances 176
9.2.3 November Statement of Investments 177
9.2.4 November Income Statement 180
9.2.5 November Capital Works Program 183
9.2.6 Comprehensive Report on the General Purpose Financial Statements and Submissions Received 191

9.3. Other

No Reports Listed at time of Printing

Public Meeting Closes

At this point, members of the Gallery and Press are advised that Council will now move into Closed Session of Council for the consideration of the Confidential Items.

They are asked to leave the Chambers and advised that they may return to the Chambers if they wish, upon resumption of Open Council.

10. Confidential Business Paper Items

10.1 Minutes –

Economic Development Taskforce Committee 22 & 29 November 2016 204

Justification For Inclusion In Committee: 10A (2)(d)

; Commercial information of a confidential nature that would, if disclosed:
(i) prejudice the commercial position of the person who supplied it, or
(ii) confer a commercial advantage on a competitor of Council, or
(iii) reveal a trade secret

The following public interest test has been applied:-

Considerations for disclosure: Accountability, Operations of Council and Transparency.
Considerations against disclosure: Could prejudice the integrity of the decision making process.

Decision: Not to Disclose.
10.2 Request for Unique Monument at Narrandera Cemetery

**Justification for Inclusion in Committee:** 10A (2)(a); Personnel matters concerning particular individuals (other than councillors)

**The following public interest test has been applied:**

- **Considerations for disclosure:** Accountability, Operations of Council and Transparency.
- **Considerations against disclosure:** Could prejudice the integrity of the decision making process.

**Decision:** Not to Disclose.

10.3 Narrandera Shire’s 2017 Australia Day Awards

**Justification for Inclusion in Committee:** 10A (2)(a); Personnel matters concerning particular individuals (other than councillors)

**The following public interest test has been applied:**

- **Considerations for disclosure:** Accountability, Operations of Council and Transparency.
- **Considerations against disclosure:** Could prejudice the integrity of the decision making process.

**Decision:** Not to Disclose.

**Return to Public Meeting**

*At this point, members of the Gallery and Press may return to the Chambers for the conclusion of the meeting.*

**Close**

Persons are advised that under the Local Government Act, 1993 and Regulations a person may NOT tape record the proceeding of a meeting of a Council, Committee or Workshop without the authority of the Council.

“Tape record” includes a video camera and electronic device capable of recording speech. Mobile phones are to be switched off so as not to disrupt the meeting.
PUBLIC QUESTION TIME

A question time is provided for by Council for the purpose of allowing members of the public to express concerns, in writing, on issues relevant to Council's powers and functions.

Notice of questions to be raised are required to be submitted in writing, addressed to the Chief Executive Officer, and received by Council no later than the Friday fortnight (11 days) preceding the meeting date.

A 30 Minute Public Question time is allowed for at the commencement of the Council meeting if further clarification is required only on those written questions received.

Questions and Responses are screened for viewing. A limit of 3 minutes per address applies. In the event that there is no questions from the public, Council will commence the meeting in accordance with the agenda

No Public Questions for this Month
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 I am officially involved in?
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.

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<thead>
<tr>
<th>Contact</th>
<th>Phone</th>
<th>Email</th>
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<tbody>
<tr>
<td>Narrandera Shire Council</td>
<td>02-6959 5510</td>
<td><a href="mailto:council@narrandera.nsw.gov.au">council@narrandera.nsw.gov.au</a></td>
</tr>
<tr>
<td>ICAC</td>
<td>02-8281 5999</td>
<td><a href="mailto:icac@icac.nsw.gov.au">icac@icac.nsw.gov.au</a></td>
</tr>
<tr>
<td>Toll Free</td>
<td>1800 463 909</td>
<td></td>
</tr>
<tr>
<td>Office of Local Government</td>
<td>02-4428 4100</td>
<td><a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a></td>
</tr>
<tr>
<td>NSW Ombudsman</td>
<td>02-8286 1000</td>
<td><a href="mailto:nswombo@ombo.nsw.gov.au">nswombo@ombo.nsw.gov.au</a></td>
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<tr>
<td>Toll Free</td>
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COMMUNITY STRATEGIC PLAN

Key Directions

Agenda Section 4 ~ A Strong and Resilient Community and Sustainable Environment

1.1 A Positive and Supportive Community
1.2 A Community that Celebrates Together
1.3 A Community that is Engaged and Empowered
1.4 Respect and Protection of our Natural Environment

Agenda Section 5 ~ A Growing Economy

2.1 A Strong and Resilient Local Economy
2.2 A Thriving Tourism Sector
2.3 A Profitable and Growing Business and Industry Community
2.4 A Skilled and Qualified Workforce
2.5 A Sustainable and Profitable Agricultural Sector

Agenda Section 6 ~ Quality and Sustainable Infrastructure

3.1 Infrastructure that Supports our Daily Life
3.2 Well Planned and Well Maintained Community Infrastructure
3.3 Infrastructure that Supports our Community Identity
3.4 Infrastructure that Encourages Growth
3.5 A Safe and Accessible Shire to Travel

Agenda Section 7 ~ Efficient and Responsive Service

4.1 High Quality Health Services
4.2 Education for All Children and Young People
4.3 Accessible Effective and Utilised Services and Programs for Our Community
4.4 A Safe and Well Protected Community

Agenda Section 8 ~ Trusted and Effective Government

5.1 A Community that is Passionate and Engaged in its Future
5.2 A Strong Relationship between Government and Community
5.3 Productive and Beneficial Relationships
SEATING

MAYOR

Cr Kschenka
Deputy Mayor

Cr Fahey
Cr Clarke

Cr Payne
Cr Lewis

Cr Bryon
Cr Galvin

Cr Morris
Cr Hall

Chief Executive Officer
Judy Charlton

Deputy General Manager Infrastructure
Julian Geddes

Deputy General Manager Corporate & Community
Martin Hiscox

Personal Assistant to the CEO & Mayor
Vicki Maher

Administration Assistant Office of the CEO & Mayor
Jenny Bartley

Media

PUBLIC GALLERY
SECTION 1

Mayoral Reports
Since submitting my last Mayor's Report that was presented to the Ordinary Council Meeting of 15 November 2016, I have had the privilege to attend the following on behalf of our Council:-

9 November 2016  
COMMUNITY EVENT  
I was invited to attend the Police Golden Boot social event at Narrandera Golf Club. This event is held annually and was a very enjoyable evening and I had the privilege of being asked to join in with the band.

10 & 17 November 2016  NBN  
Met with the Narrandera Digital Economy Group to discuss future plans for the National Broadband Network Project.

11 November 2016  REMEMBRANCE DAY  
Together with the Chief Executive Officer (CEO); Judy Charlton, I had the honour of laying a Wreath on behalf of Council at the 2016 Remembrance Day Memorial Services.  
Lest we Forget!!

14, 21, 28 November 2016  IN HOUSE MEETING  
Attended regular weekly meetings with CEO; Judy Charlton

15 November 2016  ORDINARY MEETING OF COUNCIL  
Attended and Chaired the Narrandera Shire Council Ordinary Meeting held on 15 November 2016. Minutes of this meeting are further submitted to Council.

16 November 2016  MEET AND GREET  
Together with the CEO, attended a meet and greet opportunity with local Police Sergeant; Mark Wilkie and Inspector Traynor.
17 November 2016  COMMUNITY RADIO – MAYOR & CEO SEGMENT
Together with the CEO, I attended the Mayor & CEO Segment on the local Community Radio, 91.1 Spirit FM, where we advise the listeners on outcomes of agenda items from the monthly Ordinary Council meetings as well as project updates relevant at that time. It is encouraging that positive comments are being received regarding this segment, which continues on a monthly basis at 8:30am, the Thursday following the monthly Council meeting.

14, 21, 28 November 2016  IN HOUSE MEETING
Attended regular weekly meeting with CEO; Judy Charlton.

21 November 2016  BUSINESS COMMUNITY MEETING
I attended the Narrandera Business Group meeting to discuss the 2016 Christmas Shopping Promotion and other issues to assist with strengthening our local economy.

21 November 2016  IN HOUSE MEETING
Met with Deputy General Manager Infrastructure (DGMI); Julian Geddes to discuss a range of issues.

23 November 2016  COMMITTEE MEETING
I attended the Murray Darling Association Region Nine Committee meeting together with Cr Hall and the CEO.

28 November 2016  IN HOUSE MEETING
Attended a meeting with Deputy General Manager of Corporate and Community Services(DGMCC); Martin Hiscox to discuss a range of issues.

28 November 2016  COMMITTEE MEETING
I attended the Australia Day Planning Committee meeting together with fellow members of this Committee including Cr Payne.
28 November 2016
COMMITTEE MEETING
Accompanied by DGMI; Julian Geddes, Manager of Works and Manager of Development and Environmental Services, I met with local business owner from Grants Sawmill.

29 November 2016
MEET AND GREET
Together with the CEO; Judy Charlton, Councillors; Clarke, Hall and Payne; I met with Member for Cootamundra; The Hon. Katrina Hodgkinson and Senior Electorate Officer; Francis Crowley for a round table discussion at the Council Chambers.

30 November 2016
PRESENTATION BY MEMBER FOR COOTAMUNDRA
Together with Councillors; Galvin and Payne, it was a privilege to attend a presentation at local business Hutchins Bros Engineering to see recipient Isaac Lipscombe receive the 2016 Bert Evans Scholarship due to his dedication and hard work. Member for Cootamundra; The Hon. Katrina Hodgkinson made the presentation on this occasion.

4 December 2016
FUNCTION
Accompanied by Cr Payne, I attended an opening of the Narrandera Arts Centre where two exhibitions were presented; a retrospective of local artist Joyce Spencer, a remarkable lady who at 88 years of age is still extremely enthusiastic about her work. Also, a second exhibition called Our Infinite Imprint, presented by the Friendship Circle, a group of people who have been working together. The exhibition is a great example of local talent in Narrandera and the district.
5 December 2016
Accompanied by Cr Hall and CEO, I attended a Food Bowl Inland Rail Alliance meeting in Shepparton. The Alliance members met with Damian Drum; Federal Member for Murray.

5 December 2016
COMMITTEE MEETING
Accompanied by CEO; Judy Charlton, Cr Galvin and Economic Development Officer; Michelle Sleep, I attended the Arts and Community Centre meeting together with fellow members of this Committee.

6 December 2016
COUNCILLORS BRIEFING SESSION
Attended a special Councillor’s Briefing Session held at the Council Chambers.

6 December 2016
SCHOOL PRESENTATION
I attended the Narrandera Public School Annual Awards Day. It was delight to see the children receive their awards and to recognise their achievements.

**************************
I would like to extend my gratitude and thanks to those Councillors who have attended various meetings throughout the month, either on my behalf, or as elected committee members.
I am grateful to you all, Thank you.

**************************
Till next time

NK/jb – CM/16-12

RECOMMENDED:
That the November/December Mayoral Report be received and that the contents throughout be noted.
SECTION 2

Notice of Motions
On 7 November 2016, I the undersigned, hereby submit the following Notice of Motion to the Narrandera Shire Council’s Ordinary Meeting of Council to be held on 14 December 2016.

**MOTION**

That Council investigate the design, cost and funding opportunities to erect a giant lizard approximately 8 metres high, on the Cadell Street side of Marie Bashir Park, as a tourist attraction.

Mayor Cr Neville Kschenka

**RECOMMENDATION**

That Council:

1. Investigate the quantifiable economic and tourism benefits of erecting a giant lizard approximately 8 metres high, on the Cadell St side of Marie Bashir Park and identify possible funding opportunities and report back to Council.

2. Note that once it has been established that there would be quantifiable economic and tourism benefits, foreshadow that the next stage would be for Council to plan for the design, construction cost, risk management, recurring maintenance costs and realistic funding opportunities.

3. Determine if the Chinese Moon Gate is still to proceed.

4. Review and update the Marie Bashir Park Master Plan through a community engagement process to ensure the Master Plan is current and can guide future development with the north east corner reserved for a tourist development.

**BACKGROUND**

The Narrandera Park Plan of Management was developed as a requirement of the Local Government Act. All land designated as community land requires a plan of management.

A plan of management identifies the current uses of the community land, how such land will be managed and how future use will be controlled in accordance with the Local Government Act.
The plan represents Council’s commitment to the community about how the land will be managed and includes facilities and buildings and future uses and works to be undertaken.

The Park’s strategy is contained within the Plan of Management.

The strategy’s objectives are:

1. Maximise the use of the park and general community use areas in line with the core objectives as stipulated in the Local Government Act.
2. Provide for a variety of recreation pursuits and increase the potential of use by a variety of groups.
3. Provide facilities of an acceptable design and safety standard in the park.
4. Link the park to a network of facilities.
5. Encourage exercise and enjoyment.
6. Attract visitors.
7. Foster equity and access for all (women, men, children, disabled, elderly etc) in the enjoyment and utilisation of the park facilities.
8. Consult with the community on recreation needs.

A giant lizard would appear to be compatible with the strategy objectives.

The first priority for works/projects outlined in the Plan of Management once it was adopted by Council was to develop a Park Master plan. This Master Plan was developed in consultation with staff, Councillors and the community as outlined in the Plan of Management, and dated 15 May 2009.

Many works have been implemented since 2009 including the following items which are not in the current Master Plan (amenities block, the exercise equipment, Wiradjuri Honour Wall).

The Chinese Moon Gate was also resolved by Council to be erected on the North East Corner of the Park. The gate was a sesquicentenary gift from sister city Urumqi. It has not been built yet as clarity regarding funding of the gate and the extensive surrounding landscaping has not been able to be achieved.

A performance stage was also in the Master Plan, and Council’s current budget has allocated funds for a concept plan. However, the consultation process has identified that there are community views on the location for the stage which are different from the location outlined in the Master Plan.

In addition, the park has been renamed Marie Bashir Park, as resolved by Council, and a new entrance and landscaped area on the south east corner created.

There is also a Council resolution to investigate and plan for a redevelopment of the Visitor Information Centre. This investigation has commenced. As this is a significant project requiring external funding, it would be imprudent to put this project at risk without a coherent approach.
The risk of any further development without a contemporary guiding Master Plan is that the Park may result in being developed in a disjointed and poorly conceived manner, preventing further integrated works and compromising funding opportunities.

It would be prudent to review the Master Plan to update it with the works already undertaken, determine if the Chinese Moon Gate project is to proceed and to guide any other future works including the performance stage and the potential giant lizard concept.

The suggested location of the giant lizard on Cadell Street may also conflict with the proposed Chinese Moon Gate.

Council would not want to include a giant structure in the Park if there are unmanageable risks. It would also be prudent to do an initial investigation of the economic and tourism benefits and the associated corporate risks (capital costs, maintenance, removal of graffiti, security, etc), and public liability risks of such a structure.

An 8 metre high structure is a significant building project. Grant funding would not be forthcoming for a giant lizard if it cannot be established through verifiable evidence that the lizard will provide significant economic and tourism benefits for the shire.

There are several actions that will be required if Council wishes to apply for funding for the structure. For example, Destination NSW, the peak tourism and marketing agency for NSW and the holder of the purse strings has one clear KPI, which is to increase the number of overnight stays. Hence it will be necessary to confirm the target group of the structure in terms of visitor activity and to identify if it will achieve this key economic objective of increasing overnight stays.

Other necessary questions to explore is how does this structure align with Destination NSW’s visitor attraction plan and Council’s destination marketing plan? Is it a priority in this NSW Plan or our Plan? Is such a structure what contemporary visitors are seeking as an attraction?

The giant structures that have worked well according to the initial investigation are usually part of an integrated attraction. For example Goulburn Big Merino Sheep is part of an attraction, an exhibition and gift shop that shows the wool story - the history of wool, how wool is shorn, wool spun into fibre to make clothes etc. and clothes are for sale. A standalone structure may result in travellers stopping at the park to look, taking a photo with the kids and then returning to the car to keep travelling.

There also needs to be care how such a giant structure would be integrated with our natural and tourism assets and marketing of such assets. For example, we do not have a Lizard Park or Lizard exhibition where such a structure may be suitable at the entrance, similar to the giant giraffes at the entrance of Altina Wildlife Park.

All this information will enable Council to do a cost benefit analysis. That is, assess whether the cost of a giant Lizard outweighs what the Shire would get back economically (not necessarily Council, but the shire’s economy in total). This would be required in order to access funding for its construction.

Consideration also needs to be made on whether such a structure takes away the aesthetic appeal of the park and gives the park a cluttered unplanned look. There will be a limit to how many things you can place in the park before it becomes cluttered and less
appealing. One objective of a park is to have a serene place to enjoy nature and its surround, enjoy the outdoors, picnic, recreational exercise. There are also some notable trees in the Park that we need to conserve. The need for a revised park Master Plan has now become an imperative.

Hence, staff are proposing an alternative notice of motion which is below.

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

This report aligns with the Narrandera Shire Community Strategic Plan:-

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<th>Key Direction</th>
<th>2.2 -</th>
<th>A thriving tourism sector</th>
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<tbody>
<tr>
<td>Objective</td>
<td>2.2.1 -</td>
<td>An improved image of Narrandera for tourists</td>
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<tr>
<td>Action</td>
<td>1 -</td>
<td>Will complement Council’s branding strategy, outlined in 1.1.1</td>
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<td>Action 1, develop a tourism marketing campaign to promote Narrandera Shire outside of the region as an attractive and exciting tourist destination</td>
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**ISSUES AND IMPLICATIONS**

- **Policy**
  - NA
- **Financial**
  - Grant funding would need to be sought for the project. Possible financial implications to be determined for costs of developing, implementing and continuing to maintain a tourist attraction, advertising, undertaking community consultation
- **Legal/Statutory**
  - NA
- **Community Engagement / Communication**
  - Community consultation by public exhibition will be required to amend the Marie Bashir Park Master Plan
- **Human Resources / Industrial Relations (if applicable)**
  - It is staff’s responsibility to investigate all aspects to fund, build and maintain the structure and provide Council with evidence based information to foster effective decision making and prioritisation of projects.
- **Risks**
  - There are significant risks if the project cannot demonstrate that it will boost tourism and overnight stays and that all public liability risks are addressed. The structure of the Giant Lizard will be required to comply with Building Regulations.

**CONCLUSION**

Proposed alternative Notice of Motion:

That Council:

1. Investigate the quantifiable economic and tourism benefits of erecting a giant lizard approximately 8 metres high, on the Cadell St side of Marie Bashir Park and identify possible funding opportunities and report back to Council.

2. Note that once it has been established that there would be quantifiable economic and tourism benefits, foreshadow that the next stage would be for Council to plan for the
design, construction cost, risk management, recurring maintenance costs and realistic funding opportunities.

3. Determine if the Chinese Moon Gate is still to proceed.

4. Review and update the Marie Bashir Park Master Plan through a community engagement process to ensure the Master Plan is current and can guide future development with the north east corner reserved for a tourist development.

ATTACHMENTS Nil

Mayor Cr Kschenka/vkm – CM/16-12

RECOMMENDATION

That Council:

1. Investigate the quantifiable economic and tourism benefits of erecting a giant lizard approximately 8 metres high, on the Cadell St side of Marie Bashir Park and identify possible funding opportunities and report back to Council.

2. Note that once it has been established that there would be quantifiable economic and tourism benefits, foreshadow that the next stage would be for Council to plan for the design, construction cost, risk management, recurring maintenance costs and realistic funding opportunities.

3. Determine if the Chinese Moon Gate is still to proceed.

4. Review and update the Marie Bashir Park Master Plan through a community engagement process to ensure the Master Plan is current and can guide future development with the north east corner reserved for a tourist development.
On 7 November 2016, I the undersigned, hereby submit the following Notice of Motion to the Narrandera Shire Council’s Ordinary Meeting of Council to be held on 14 December 2016.

**MOTION**

That council urgently forms an NBN Advocacy Committee consisting of 2 council employees, 2 community members and 2 councillors to urgently meet with NBN representatives to extend complimentary rollout of NBN to include Red Hill Industrial Estate, Narrandera Racecourse and Narrandera Airport.

Cr Wesley Hall

**RECOMMENDATION**

That council urgently forms an NBN Advocacy Committee consisting of 2 Council Employees, 2 Community Members and 2 Councillors to urgently meet with NBN representatives to extend complimentary rollout of NBN to include Red Hill Industrial Estate, Narrandera Racecourse and Narrandera Airport.

**BACKGROUND**

Not provided

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

This report aligns with the Narrandera Shire Community Strategic Plan:-

- **Key Direction** 5.2 - A strong relationship between government and community
- **Objective** 5.2.2 - A strong local and regional presence
- **Actions** 1 - Take a leadership role in matters of regional significance
  3 - Enhance relationships with national and state policy makers for community benefit
ISSUES AND IMPLICATIONS

- Policy
  NA
- Financial
  NA
- Legal/Statutory
  NA
- Community Engagement / Communication
  Advertisement calling for two (2) Community members on committee
- Human Resources / Industrial Relations (if applicable)
  Part of PA’s duties for distribution of committee meeting agendas and minutes to Councillors
- Risks
  NA

CONCLUSION
That Council forms an NBN Advocacy Committee consisting of two (2) Council Employees, two (2) Community Members and two (2) Councillors.

ATTACHMENTS
Nil

Cr Hall/vkm – CM/16-12

RECOMMENDATION
That Council urgently forms an NBN Advocacy Committee consisting of two (2) Council Employees, two (2) Community Members and two (2) Councillors to urgently meet with NBN representatives to extend complimentary rollout of NBN to include Red Hill Industrial Estate, Narrandera Racecourse and Narrandera Airport.
SECTION 3

Committee Reports
ITEM NO: 3.1
REPORT FROM: Executive Services
SUBJECT: STATUTORY AND SECTION 355 COMMITTEES – MINUTES AS INFORMATION THAT REQUIRE COUNCILS ENDORSEMENT

Submitted to Council’s Ordinary Meeting held on: 14 December 2016

PURPOSE
This report is submitted to Council providing a listing of Committees of Council Minutes that are presented for Information Only. Copies of the listed Committee Minutes will be tabled at the Council meeting with an electronic copy being provided to Councillors, as well as listed on Council’s web page for public viewing.

BACKGROUND
Each September Council reviews and adopts Section 355 Committees for the purpose of undertaking activities on Council’s behalf. These committees comprise largely of volunteer community members. Activities range from managing community halls, sportsgrounds, and museums through to environmental activities such as the Lake Talbot and Wetlands Environ.

The minutes of these committees are required, through their constitutions, to be submitted to Council for information and sometimes requiring Council’s endorsement for approval on expenditure of purchases.

RECOMMENDATION
That Council receive and note, for information, the Minutes of the following Committee Meetings:

<table>
<thead>
<tr>
<th>Committee Meeting</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1-1 Koala Regeneration - AGM</td>
<td>25 August 2016</td>
</tr>
<tr>
<td>3.1-3 Lake Talbot Enviors Advisory</td>
<td>2 November 2016</td>
</tr>
<tr>
<td>3.1-4 RAMROC Mayors and General Managers – AGM &amp; General</td>
<td>2 November 2016</td>
</tr>
</tbody>
</table>

PROPOSAL
It is proposed to recommend that Council receive and note for information, the Minutes of the following Committee Meetings:

<table>
<thead>
<tr>
<th>Committee Meeting</th>
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<td>3.1-4 RAMROC Mayors and General Managers – AGM &amp; General</td>
<td>2 November 2016</td>
</tr>
</tbody>
</table>
ATTACHMENTS
Committee Minutes provided Electronically to Councillors HUB,
Placed on Council’s Website and Hard Copy Provided for Public Viewing

VKM – CM/16-12

RECOMMENDATION
That Council receive and note, for information, the Minutes of the following Committee Meetings:

3.1-1 Koala Regeneration - AGM 25 August 2016
3.1-3 Lake Talbot Environments Advisory 2 November 2016
3.1-4 RAMROC Mayors and General Managers – AGM & General 2 November 2016
ITEM NO: 3.2
REPORT FROM: Executive Services
SUBJECT: MINUTES – AUSTRALIA DAY PLANNING COMMITTEE
MEETING DATE: 28 November 2016
MEETING VENUE: Narrandera Visitor Information Centre

Submitted to Ordinary Council Meeting held on: 14 December 2016

RECOMMENDATION
That Council receive and note the Minutes of the Australia Day Planning Committee Meeting of 28 November 2016 and adopt the following recommendation

RECOMMENDATION Item 5 – PM1:
That Council endorses the Committee’s recommendation that Council does not cover the cost of the meal for partners of the Australia Day Planning Committee members at the Australia Day Ambassador’s welcome dinner.

Committee Members:
Mayor Cr Kschenka (Chair), Cr Payne, Bob Manning, Helen McDermott, Beryl Brain, Stephen Targett, Anthony Gibson, Barbara Bryon, Graeme Davies, Ashleigh Harrison, Michelle Sleep

The Chairperson opened the meeting at 5.07pm and thanked committee members for attending.

Item 1 - PRESENT
Narrandera Shire Councillor Cr Kschenka (Chair)
Narrandera Shire Councillor Cr Payne
Representing Committee Beryl Brain
Representing Committee Graeme Davies
Representing Committee Helen McDermott
Representing Committee Stephen Targett
Representing Committee Anthony Gibson
Representing Narrandera Shire Council Ashleigh Harrison (Events Officer)
Representing Narrandera Shire Council Michelle Sleep (Economic Development Manager)

Observers Nil

Item 2 - APOLOGIES
Barbara Bryon, Bob Manning

Item 3 - DECLARATION OF PECUNIARY INTEREST
The Committee decided to sign the declarations of interest forms prior to the Award Nominations agenda item.
Item 4 - CONFIRMATION of COMMITTEE NOTES of Previous Meeting held 18
October 2016
Moved: Helen McDermott        Seconded: Graeme Davies        CARRIED

Item 5 - BUSINESS ARISING FROM PREVIOUS MINUTES

1. Australia Day Awards
   a. The Narrandera Shire Australia Day award nomination form was uploaded on to
      Council’s website and hard copies were placed on display at the Council Chambers,
      the Narrandera Visitor Information Centre, the Narrandera Library and the
      Narrandera Bakery.
   b. An electronic nomination form was also made available on Council’s website. Three
      people completed the online nomination form.
   c. Nomination forms were sent to Grong Grong General Store, Barellan Post Office and
      Binya Post Office to be placed on display.
   d. A media release and community announcement seeking Narrandera Shire Australia
      Day award nominations was disseminated to local media.
   e. An advertisement was also placed in the Narrandera Argus seeking nominations for
      the Narrandera Shire Australia Day awards.

2. Program of Events
   a. The Narrandera Lion’s Club will provide the Aussie Breakfast in the Park on Australia
   b. The emcee for the Official Narrandera Australia Day Ceremony has been confirmed.
   c. The Girls Brigade will once again do the flag raising as part of the official Narrandera
      Australia Day Ceremony, on Thursday 26 January 2017.

** At this point, time being 5.15pm, Committee member, Stephen Targett, joined the meeting

   d. Advice was sought on the suitability of having a photo presentation on a projector
      screen in the Marie Bashir Park during the Narrandera Australia Day Ceremony. A
      projector would not be suitable as the daylight reflecting on the screen would affect
      visibility. The Committee suggested that a TV screen may be more suitable.

3. Merchandise

Soroptimists International of Narrandera has kindly donated money towards the cost of the
wava flags. A thank you letter has been sent to the Soroptimists International of Narrandera thanking them for their contribution.

4. Ambassador Program

   a. A fruit basket will be donated for the Australia Day Ambassador.
   b. A local accommodation provider has kindly agreed to sponsor the accommodation for
      the Narrandera Shire Australia Day Ambassador’s visit around Australia Day 2017.

** At this point, time being 5.15pm, Committee member, Anthony Gibson, joined the meeting
c. Council’s Events Officer sought quotes from the venues suggested for the Australia Day Ambassador’s Welcome Dinner. These quotes were presented to the Committee and an agreed venue selected.

d. The Committee discussed the costs of the Australia Day Ambassador Dinner and recommended that Council does not cover the cost of the meal for partners of the Australia Day Committee members. Council will continue to cover the cost of the meals for the Australia Planning Committee members and the other invited guests.

**At this point, time being 5.35pm, Committee member, Cr Payne, joined the meeting**

RECOMMENDATION Item 5 - PM1

That Council endorses the Committee's recommendation that Council does not cover the cost of the meals for the partners of the Australia Day Planning Committee members at the Australia Day Ambassador's welcome dinner.

Moved: Anthony Gibson

Seconded: Beryl Brain

CARRIED

5. Program of Events

a. The locals who expressed interest in organising more activities in the Marie Bashir Park for Australia Day were contacted. Unfortunately, because of time and budget constraints no additional activities will occur this year. The locals expressed that they would require more time to plan. The Committee will factor this into the planning schedule for the 2018 Australia Day events.

b. The Narrandera Junior Rugby League Club will host the Yabby Races in the Marie Bashir Park on Australia Day, Thursday 26 January 2017. The Junior Rugby Club may also hold other activities such as passing a football through a target.

c. It was verbally confirmed that the Lake Talbot Swimming Complex will provide a DJ and coin toss, similar to previous years.


e. It was confirmed that Narrandera Shire local, Stewart James, will organise the Welcome to Country for the official Narrandera Australia Day Ceremony. Mr James will confirm who will give the welcome closer to Australia Day.

f. The Narrandera Australia Day Choir and the Narrandera Community Orchestra will provide the music at the official Narrandera Australia Day Ceremony on Thursday 26 January 2017.

g. The Committee decided they would make the budget an agenda item for their February debrief meeting to ensure that the budget would support the planned activities for Australia Day 2018.

h. The Narrandera schools with primary aged students were contacted to determine whether they would be interested in an Australia Day colouring competition or an Australia Day drawing competition. The Narrandera schools preferred to do a drawing competition. Drawing Competition forms were created and have been distributed to the Narrandera schools, and posted to Binya Public School, Barellan Central School and the Grong Grong General Store. The theme for the Drawing Competition is “Why I Love Australia”.

ITEM 6. DECLARATION OF PECUNIARY INTEREST
Where applicable, Committee members who declared an interest left the room whilst the relevant category was discussed.

ITEM 7. Selection of Award Recipients
** At this point, time being 6.16pm, Council’s Events Officer left the meeting.**
** At this point, time being 6.54pm, Council’s Events Officer re-joined the meeting.**

1. A confidential report outlining the award recipients for all categories will be submitted to Council for endorsement at the December 2016 Ordinary meeting.
2. The Committee asked to receive a copy of past recipients when they receive the Australia Day award nominations for consideration in future years. This will be factored into the Australia Day Planning Checklist.

GENERAL BUSINESS Nil

CORRESPONDENCE

ATTACHMENTS Nil

NEXT MEETING Monday 9 January 2016 – 5pm – Narrandera Visitor Information Centre

MEETING CLOSED 7pm

Approved by Chairperson

JC/MS/kd/ah – CM/16-12

RECOMMENDATION
That Council receive and note the Minutes of the Australia Day Planning Committee Meeting of 28 November 2016 and adopt the following recommendation:

RECOMMENDATION Item 5 – PM1
That Council endorses the Committee’s recommendation that Council does not cover the cost of the meal for partners of the Australia Day Planning Committee members at the Australia Day Ambassador’s welcome dinner.
ITEM NO: 3.3
REPORT FROM: Executive Services
SUBJECT: MINUTES - NARRANDERA ARTS AND COMMUNITY CENTRE COMMITTEE
MEETING DATE: 5 December 2016
MEETING VENUE: Council Chambers

Submitted to Ordinary Council Meeting held on: 14 December 2016

RECOMMENDATION
That Council receive and note the Minutes of the Arts and Community Centre Committee Meeting of 5 December 2016 and adopt the following recommendations:

RECOMMENDATION Item 8
That Council investigate the possibility of synergies between the functions of the Arts and Community Centre Committee and Railway Committee and explore the benefits.

RECOMMENDATION Item 9
That Council develop the Centre infrastructure to enrich and support future forms of artistic expression.

Committee Members:
Mayor Cr Kschenka, Cr Galvin, Sue Killham, Julie Briggs, Trent Light, Sue Foley, Michael Pieper, Derek Motion, Judy Charlton, Michelle Sleep

With the absence of the Mayor, Cr Galvin opened the meeting at 5.40pm and thanked Committee members for attending.

Item 1 - PRESENT
Narrandera Shire Councillor Cr Kschenka (Chair)
Narrandera Shire Councillor Cr Tammy Galvin
Representing Committee Sue Killham
Representing Committee Julie Briggs
Representing Committee Sue Foley
Representing Committee Derek Motion
Representing Narrandera Shire Council Judy Charlton (CEO)
Representing Narrandera Shire Council Michelle Sleep (Economic Development Manager)

Observers Nil

Item 2 - APOLOGIES
That the apology of Trent Light be accepted.

Moved: J Briggs Seconded: S Killham CARRIED

Item 3 - DECLARATION OF PECUNIARY INTEREST Nil
Item 4 - CONFIRMATION of MINUTES of Previous Meeting held 16 August 2016
Moved: J Briggs Seconded: S Killham CARRIED

Item 5 - BUSINESS ARISING FROM PREVIOUS MINUTES

1. Sale of Surplus Items
   The sale of surplus items on 17 September was successful with $1,636.36 funds received. There was discussion regarding the freezer that was not sold and the Committee’s desire to keep it for storage of ice.

   Action: Economic Development Manager to identify a suitable location in the kitchen for the freezer.

2. Donation Box
   A donation box has been generously given to the Arts and Community Centre by Cr Hall. The donation box requires an appropriate sign. A process also needs to be developed to ensure ongoing security of donated funds.

   Action: Economic Development Manager to arrange signage and a process for management of donated funds.

3. Application to NSW Government Regional Capital Funding
   Unfortunately the application to NSW Government Regional Capital Funding was not successful. Derek Motion and Julie Briggs were thanked by the Committee for their efforts in submitting an application.

ITEM 6. TRUSS REPAIR AND TRIP HAZARD
   The work on the roof truss has been completed. The Asset & Project Engineer has advised that the Building Maintenance Supervisor is of the view that more works may be required. The Asset & Project Engineer will investigate the scope of any further works and, if required, budget for the works in the 2017/18 budget. The proposed strips and the provided samples for installation on the carpet edge of the raised platforms were discussed, the Committee not supportive of the proposed strips. The cost of the edging was approximately $2,500. The remaining rollover funds are approximately $900. Additional funds that may be required to resolve the trip hazard will be sourced from the Arts and Community Centre Maintenance budget.

   Action: Economic Development Manager and Asset & Project Engineer to explore alternative solutions to eliminate the risks of the trip hazard and submit them to the next Committee meeting.

Cr Galvin left the meeting at 6.05pm and Sue Foley facilitated the meeting waiting arrival of Mayor to undertake Chair role.

ITEM 7. BOOKING AND EXHIBITIONS
   The future bookings for the Centre are promising with bookings for December 2016, January, March and April 2017. The Rotary Club have a booking for the 17 March 2017 to hold the Rotary Arts Exhibition. Need to confirm this with the Club as they may consider another date given that the John O’Brien Festival is not proceeding in 2017.
The Committee acknowledged and congratulated Derek Motion on the success of his application for $20,000 that will enable 8 artists to curate and hold exhibitions at the Arts and Community Centre over the next 2 years. Mr Motion advised that it is proposed to hold the exhibitions in April, June, September and December of each year.

At 6.15pm Mayor Cr Kschenka and the Chief Executive Officer entered the room. Mayor Kschenka resumed the role as Chair.

ITEM 8. DRAFT CONSTITUTION
The potential synergies and benefits of merging with the Railway Section 355 Committee were discussed; including the past history of this Committee and its relationships with those who lease parts of the building as part of a plan to encourage use of the building.

RECOMMENDATION ITEM 8
That Council investigate the possibility of synergies between the functions of the Arts and Community Centre Committee and Railway Committee and explore the benefits.

Moved: J Charlton  Seconded: J Briggs  CARRIED

ITEM 9. NARRANDERA ARTS AND COMMUNITY CENTRE GROWTH STRATEGY
The Economic Development Manager provided a brief overview of the strategy and its purpose in further developing and expanding the use of the Centre. There was discussion regarding what other forms of artistic expression could be held in the Centre. Request for a minor change to the document under the heading Development of the Centre to include a sentence “all forms of artistic practice”.

RECOMMENDATION ITEM 9
That Council develop the Centre infrastructure to enrich and support future forms of artistic expression.

Moved: J Charlton  Seconded: S Foley  CARRIED

ITEM 10. SPONSORSHIP PROSPECTUS
The concept of obtaining sponsorship and the various types of sponsorship packages that could be developed were discussed. Sponsorship packages would provide funds to further develop the Centre and the Committee agreed that developing a sponsorship prospectus is worth pursuing. For sponsors it was an opportunity to support the emerging art and cultural activities of the Shire as well as obtain marketing exposure of their business.

Action: Committee members to provide feedback on the draft Sponsorship to Julie Briggs.

Action: Julie Briggs to consider the feedback and provide a further draft of the Sponsorship Prospectus to the next meeting.

GENERAL BUSINESS  Nil
RECOMMENDATION
That Council receive and note the Minutes of the Arts and Community Centre Committee Meeting of 5 December 2016 and adopt the following recommendations:

RECOMMENDATION Item 8
That Council investigate the possibility of synergies between the functions of the Arts and Community Centre Committee and Railway Committee and explore the benefits.

RECOMMENDATION Item 9
That Council develop the Centre infrastructure to enrich and support future forms of artistic expression.
SECTION 4 – Reports

A Strong and Resilient Community and Sustainable Environment

The following reports pertain to Key Strategic Direction:

1. A Strong and Resilient Community and Sustainable Environment

Key Strategies Include:

1.1 A Positive and Supportive Community
1.2 A Community that Celebrates Together
1.3 A Community that is Engaged and Empowered
1.4 Respect and Protection of our Natural Environment
PURPOSE
The purpose of this report is to present to Council three design options for the Branding Strategy to support promotion of the Shire in economic development and tourism marketing campaigns.

SUMMARY
Successful destinations establish a clearly defined brand and image that is used consistently to promote the destination to attract appropriate visitor markets. The brand “Narrandera” is the way in which Narrandera is perceived by tourists and future visitors, potential investors and new businesses to the Shire.

*Sauce Communications* were engaged in 2015 to conduct a brand audit and marketing strategy to position Narrandera positively in the minds of residents, visitors and potential future investors. Council adopted the position statement “Surround Yourself” for the marketing campaign.

The logo is the visual representation of the “Narrandera” brand identity and is only one component of the overall branding strategy. Council staff have sought three logo concepts to accompany the “Surround Yourself” position statement and seeks endorsement of Logo Concept 1 as it reflects the friendly and positive image of Narrandera Shire.

RECOMMENDATION
That Council:
1. Note and receive the information contained within this Report.
2. Endorse Logo Option 1

BACKGROUND
*Sauce Communications* were engaged in 2015 to conduct a brand audit and marketing strategy to position Narrandera positively in the minds of residents, visitors and potential future investors. At the April 2016 Ordinary Meeting of Council, the following was resolved:

**CM/RES-3101:**
That Council:
1. Note and receive the information contained within this Report and the Brand Audit and Marketing Strategy Report.

2. Endorse Option 2 - the provision of the requested funds to undertake all the components as listed in the 2 stage marketing tactical plan and explore other options for resourcing implementation. *(Surround yourself branding was option 2).*
Branding
Successful destinations establish a clearly defined brand and image that is used consistently to promote the destination to attract appropriate visitor markets. The brand “Narrandera” is the way in which Narrandera is perceived by tourists and future visitors to the Shire. Branding is the mental or emotional association in a tourists or visitor’s mind. It is the collective impression of a destination resulting from words used to describe it and visual imagery used to represent it. Branding will be used to set Narrandera Shire apart from our competitors (neighbouring shires) and help connect with our key target markets to ensure that Narrandera is an attractive destination to visit, live work and do business in.

The logo is the visual representation of the “Narrandera” brand identity and is only one piece of the overall branding strategy. The new logo will capitalise and reflect on the positive key words provided by the community associated with Narrandera Shire to create marketing campaigns that communicates the positive stories of the Shire.

The target audience for the Branding Strategy are tourists and potential visitors to the Shire, potential investors, new businesses and new residents to the Shire.

Previous Narrandera logos
Listed below are the previous logos and position statements used for marketing Narrandera Shire to key target audiences. It is anticipated that the new logo will coincide with the brand refresh of Narrandera, as an attractive and progressive destination for tourism, business and new residents.

<table>
<thead>
<tr>
<th>Date</th>
<th>Position statement</th>
<th>Logo</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1989 to 2004</td>
<td>Treemendous Narrandera</td>
<td><img src="image" alt="Treemendous Narrandera Logo" /></td>
<td>Annual community celebration. The word “Treemendous” is Trade Marked.</td>
</tr>
<tr>
<td>2002 to 2007</td>
<td>Absolutely Positively Narrandera</td>
<td><img src="image" alt="Absolutely Positively Narrandera Logo" /></td>
<td>Based on the 1991 Absolutely Positively Wellington campaign.</td>
</tr>
<tr>
<td>2011 to July 2012</td>
<td>Get in Touch with Narrandera</td>
<td><img src="image" alt="Get in Touch with Narrandera Logo" /></td>
<td>Campaign aimed at short stay and day trips.</td>
</tr>
<tr>
<td>2012 to present</td>
<td>Heart of the Riverina</td>
<td><img src="image" alt="Heart of the Riverina Logo" /></td>
<td>Coolamon Shire also use the position statement, and hence it’s not unique to Narrandera.</td>
</tr>
</tbody>
</table>
New logo concepts for Narrandera

As part of the branding strategy, the information and key words gathered by Sauce Communications from the community, were given to the graphic designers to work with; friendly, beautiful, scenic, welcoming, relaxed, good sense of community, safe, affordable living, historic and cleanliness. The chosen logo concept should reflect these characteristics and appeal to the target markets at an emotional level.

A graphic design company was engaged and requested to design three options for an updated logo (incorporating the position statement “Surround Yourself”) and graphic element, and develop style guidelines for the use of the new logo and graphic element. The style guidelines are a set of standards for the new logo and design surrounding the logo (such as when it’ll be used, how it’ll be used, who will be given permission to use it). These will be used to establish and enforce style to improve communication to target markets. All of the logo concepts attached to this report offer the flexibility to use different colour for different target markets.

The new logo will be used as part of the branding strategy and represented in Visitor Economy marketing collateral such as the Narrandera Shire Tourism Guide, Narrandera Tourism website (narrandera.com.au), Narrandera Tourism Facebook page (facebook.com/Narrandera.Tourism), Narrandera Shire Town Maps, as well as Economic Development marketing collateral, such as Narrandera Shire Investment Guide and shire signage (town entrance and facilities), and resident attraction campaigns.

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

This report aligns with the Narrandera Shire Community Strategic Plan:-

Key Direction 1.2 - A strong and resilient community and sustainable environment
Objective 1.1.1 - A positive sense with community
Action 1 - Through engagement with the community, develop a Branding Strategy that reflects the characteristics, values and aspirations of the community. Utilise the brand as a consistent image for Narrandera shire and its communities.

ISSUES AND IMPLICATIONS

- **Policy**
  Nil
- **Financial**
  $47,500 has been allocated to implement all components of the branding strategy for the 2016-2017 financial year, including brand identity, website, marketing material, social media and image gallery. The cost for the logo design to date is $1,560.
- **Legal/Statutory**
  Nil
- **Community Engagement / Communication**
  Consultation was undertaken through stakeholder workshops by invitation (community, council management, local business and section 355 committees) to identify key themes for Narrandera Shire as part of the Branding Strategy.
- **Human Resources / Industrial Relations (if applicable)**
  Nil
• **Risks**
  Endorsement of the logo will reduce the risk of placing ad hoc advertising and promotion that is not targeted or measured, which may not deliver the desired level of return on investment or value for money for the Shire.

**OPTIONS**

Option 1
That council support and endorse the recommended, Logo Concept 1, that will provide a consistent and positive image for the Shire. The high visibility of the logo provides friendly and inviting energy, which will be well remembered by potential visitors, both pre and post travel. The design suggests a connection to community, inclusiveness and progression, whilst also providing a visual link Narrandera's Aboriginal heritage.

Option 2
That council support and endorse the Logo Concept 2 that will provide a strong Murrumbidgee river visual image for the town of Narrandera, but may not portray the entire Shire or reflect the villages not on the river.

Option 3
That council support and endorse Logo Concept 3 that will provide a modern image for the Shire. The two colours allow the image to look like they are meeting, like the two highways in Narrandera leading to a centrally located place. However, this could portray a split/ fractured image and use of the letter ‘d’ may be misread by tourists to read “Narrano era”.

Option 4
Do not proceed with the endorsement of any of three logo options as outlined in the report. This would potentially impact on achievement of strategies and actions of the Economic Development Strategy and continue the status quo of mixed messages and confusing portrayals of the Shire to potential new residents and new investors.

Additionally, should council not endorse a logo for the Branding Strategy, the missed opportunities to advertise and promote the shire could have long-term negative economic impacts (especially post the flooding events from September and October this year, and attempts to entice visitors and tourists to return to Narrandera Shire). Currently tourism marketing collateral have low stock levels and smaller print runs would be required in the interim until a logo was endorsed, resulting in a greater cost to Council. There would also be additional designs costs for new logo concepts for the Branding Strategy.

**CONCLUSION**

Logo concept 1 visually portrays Narrandera as positive, vibrant and welcoming destination. The design suggests a connection to community, inclusiveness and progression, whilst also providing a visual link Narrandera's Aboriginal heritage. This positive image will provide economic benefits through a consistent message and strategic approach to increase tourism and tourism yield, improved resident attraction and enhanced business investment.
ATTACHMENTS
1. Logo option 1
2. Logo option 2
3. Logo option 3

JC/MS/kd – CM/16-12 & 90/20/63 and CM/RES-3101

RECOMMENDATION
That Council:
1. Note and receive the information contained within this report.
2. Endorse Logo Option 1.
SECTION 5 – Reports

A Growing Economy

The following reports pertain to Key Strategic Direction:

2. A Growing Economy

Key Strategies Include:

2.1 A Strong and Resilient Local Economy
2.2 A Thriving Tourism Sector
2.3 A Profitable and Growing Business and Industry Community
2.4 A Skilled and Qualified Workforce
2.5 A Sustainable and Profitable Agricultural Sector
ITEM NO: 5.1
REPORT FROM: Corporate and Community Services
KEY DIRECTION: A Growing Economy
SUBJECT: GRANTS CAPACITY – COUNCIL & COMMUNITY

Submitted to Council’s Ordinary Meeting held on: 16 December 2016

PURPOSE
The purpose of this report is to respond to the following resolution adopted by Council on 11 October 2016 Minute 16/223

“That Council:
1. Requests a report on the options (with implications) for increasing the successful grant application capacity of the Council and that of the Narrandera Shire community.

2. Requests the report includes exploring the viability of appointing a full time Grants Officer to take advantage of every grant applicable to our Shire and if appointed, that the officer be made available to assist with grant applications for other appropriate non council organisations within the Narrandera Shire.

3. Resume subscription to the Our Community NSW EasyGrants Bulletin.”

SUMMARY
The report outlines four phases for the grants process and three options for levels of service.

To address all of the phases of the grant process including a strategic overview of emerging funding programs and stand in the place of the community group to deliver the program using council systems and resources it would be necessary to expand the staff structure to include a Grants Officer in the Professional band. The Officer would maintain a database of grants and work in the community to submit grant applications and successfully deliver grant projects.

Council could deliver Phases 1 & 2 and assist community groups to establish the governance framework for managing a successful grant through capacity building. This capacity building could be delivered by a Grants Officer at an Administrative band. The Officer would maintain a database of grants while assisting the community to apply for and deliver grant programs independently of council.

Should Council remain within the parameters of the resolution “to increase the successful grant application capacity of the council and that of the Narrandera Shire Community?” the engagement of a contract Grant Writer presents the most cost effective and potentially the highest cost benefit ratio of the options.

RECOMMENDATION
That Council:
1. Make provision of $10,000 in Council’s 2017-2018 draft budget and long term financial plan to engage a contract Grant Writer to service community groups within the Shire.
2. Review this arrangement prior to the 2018/2019 draft budget adoption.

3. Endorse the development of a policy addressing the criteria for access to council resources for grant writing projects and access to council resources for delivery of community projects.

**BACKGROUND**

Council is seeking options to optimise funding opportunities from external sources to enhance services and infrastructure within the Shire.

While Councils resolution is focused on grant applications it is essential that the application be seen in the context of the overall process of undertaking a grant project. The following diagram (1) sets out key elements in the process.

**A grant project has four phases**

1. Assemble and maintain a contemporary knowledge of funding sources along with council and community projects suitable for potential funding. Promote funding opportunities to the community. Identify opportunities to align eligible potential projects and funding. Determine if a project will require council funding or approval to proceed and if undertaken the longer term impact on council resources.

2. Respond to opportunities through research and analysis to prepare and submit a grant application. Promote the application with the funder and respond to enquiries from the funder to progress the application.

3. Execute the funding agreement and implement the project with satisfactory governance, probity and financial controls in place. Monitor the project’s progress against the agreed delivery program to ensure that project outputs will be achieved within the terms of the funding agreement. Utilise risk management and quality assurance processes to deliver programs within the agreement terms without council being at risk of noncompliance or reputational risk.

4. Acquit the grant to the funder with auditable documentation to confirm that funds were spent in accordance with the funding instrument and outputs from the project were delivered as specified in the contract. If the project has resulted in council operating new assets or ongoing higher community service expectations these impacts must be recognised in councils long term financial plan.
Diagram 1

**Phase 1**

**Align Service to Grant Conditions**
Assess theProponent’s Suitability for the Project

**Assemble Information for Grant Application**
- Costing & development of a project budget including any matching contributions (Which are often required)
- Outputs to satisfy key elements of the funder’s objectives
- For capital projects a design is required, as links to the Community Strategic Plan
- Formulate a statement of purpose & delivery plan
- Confirm the organisation’s capacity to deliver the work
- Plan ongoing delivery of service beyond grant funding

**Phase 2**

**Prepare & Submit a Grant Proposal**
- Once identified address outcomes sought by the funder
- Ensure that all essential criteria are addressed
- Utilise online or paper application processes
- Manage data collection to meet submission timelines

**Respond to Questions from the Funder**
- Requires knowledge of the grant criteria and how these are addressed in the application
- How a delivery plan will achieve the stated outcomes
- Responses must be prompt and verifiable

**Phase 3**

**Manage Grant Project/Service Delivery**
- Project management & specific technical skills may be required
- Resource the project – staff, contractors & materials
- Implement governance and financial controls to the project

**Phase 4**

**Acquit Grant / Outputs Achieved / Funds Utilised**
- Report on milestones and project implementation
- Verify outputs delivered as grant contract requires
- Produce auditable financial reports to acquit expenditure

**Manage Service & Expectations Beyond Grant**
- New assets will require future operating budgets
- Ongoing service expectations that require internal funding
- Funding expectations of an expansion of services

**INTERNAL COUNCIL SERVICES & AMENITIES**

**EXTERNAL COMMUNITY GROUPS SERVICES & ASPIRATIONS**

**GRANT OPPORTUNITIES FUNDERS**
An officer working in this role may engage with council staff, government and non-government organisations, community networks and agencies, service providers, cultural institutions, the arts, sporting, business and other groups to access, and where necessary to source and acquit grants funding.

Key tasks to be undertaken in the role may include:-

- Identifying available grants, funding opportunities, philanthropic trusts, sponsorships and other sources of funds for both council and community groups.
- Maintain a database of sources and resources for both the council and community groups.
- Networking with staff & community groups to ensure awareness of the guidance and support available, both internally and external to council.
- Identifying appropriate council and community projects which may be eligible for funding, advise potential internal and external benefactors and assist with applications.
- Prepare quality grant and funding submissions and assisting others with the process, including research and analysis to support funding applications.
- Participating in financial, accounting and budgeting processes as required.
- Obtaining council development consent, project approvals and funding through management, when necessary.
- Completing or assisting with agreement, compliance, monitoring and acquittal processes.
- Arrange appropriate execution of council grants and funding documentation and complete reporting requirements.
- Build capacity for council staff and local organisations to access funding for and deliver community based projects and initiatives
- Utilise risk management and quality assurance processes to evaluate capacity to deliver programs within the agreement terms without council being at risk of noncompliance or reputational risk.

In considering the options to be implemented Council must determine a position in regard to three central aspects of a strategy to optimise funding opportunities from external sources.

1. Where is the greater potential to increase the level of grants being secured. Grants generated from within council or grants being responded to by community groups.

2. The scope of the strategy across the phases of the grant process.

3. Is the service to be delivered by a staff member or contractor.

1. Potential to increase grants

Council internal grant applications
In the period 2012-2016 council generated $4.7m in non recurring grant revenue. This excludes annual funding for ongoing services such as Library, Fire Services, Noxious Weeds and Roads along with unrestricted grants such as the Financial Assistance Grant & Pensioner Rebate Subsidy. Attachment (1) is an extract from the end of term report listing grants received over that period.
While council does not employ a specific grant officer each of the divisions Executive, Corporate and Infrastructure contain one or more staff who are internally recognised as skilled in preparing grant submissions. These people act as reference points for staff when grant applications are being prepared. On occasions cross division teams develop a submission. This was the case with the recent Fixing Country Roads round where engineering and budgeting skills were required from infrastructure staff while staff from executive services made the argument that the proposed works would lead to efficiencies in the heavy transport industry utilising council’s road assets. The outcome was that council secured $942,000 to upgrade identified roads. A similar process has been followed in a submission to the yet to be determined Fixing Country Truckwash round. Should a grant opportunity arise and internal resources to write a submission are not available council has access to resources who are engaged on a casual basis for the specific purpose of developing a grant submission.

**Community grant applications**

Council does not have access to data around the level of success from community groups in seeking grants hence it is difficult to determine the extent to which grant funding to community groups could be increased. Should council resolve to resource community groups in the grant process it is essential that this baseline be established to enable reporting the effectiveness of any resourcing over time.

Internally council has a pool of staff with appropriate skills to prepare a grant submission. Additional grant writing resources can be accessed as required. Quite often the limiting factor in making a grant submission is not the writing of the grant but the researching of data, and formulating a budget and delivery plan to respond to the grant outputs. While a dedicated grant writing resource within council could increase the awareness of opportunities a large part of the development and delivery of a grant will continue to be the responsibility of the individual manager who’s service is delivering the grant program. A dedicated resource would enhance council’s internal capacity but potentially only provide a marginal gain in optimising grants secured by council. Discussions with councils similar to Narrandera Shire who have a specific grant writing officer indicates that the resource is largely directed at capacity building for community groups to educate these groups in writing grant applications.

2. **Resourcing all phases of a grant project**

Diagram (1) above sets out the four phases of a grant project. Council’s resolution deals with grant writing, the second phase of a project.

Prior to writing a grant application it is necessary to recognise a funding opportunity by aligning a grant and a delivery program that will satisfy the criteria of the funder and meet an existing need. Should council resource this first phase the desired outcome would be maintaining knowledge of funding sources along with council and community projects suitable for potential funding. This knowledge would provide a basis to align funding and a project. This phase also encompasses the feasibility of the proposal. Does the organisation have the capacity to take on the project, formulate a delivery program and project manage its delivery.

Should a grant application be successful then Phase 3 the proposed delivery plan must be undertaken. This would include executing the funding agreement and implementing the
project with satisfactory governance, probity and financial controls in place. The resources to undertake this are available internally at council but may be beyond the scope of some community groups. If council were to resource a community group to undertake a project it should be through building the capacity of that group with its own governance, probity and financial systems. The grants officer or other council staff would not assume the role of delivering the program for the community group. Options for council here are:-

- Resource only the first two phases leading to the submission of a grant application
- Resource the three phases with support to phase three being a role of capacity building of community groups to assist in the execution of delivery programs.

Discussion with councils indicate that some assist only as far as the submission of a proposal where others resource community groups capacity to deliver programs following a successful application. Going to this next service level would require additional project management resources to be employed by council.

Phase 4 of the project involves documenting the completion of the grant and confirming delivery of the outputs agreed with the funder. This process usually requires a grant acquittal providing evidence that the grant has been expended in accordance with the agreement and proof that the outputs contracted by the funder have been delivered. In some cases this acquittal is to be externally audited to ensure the validity of the acquittal. To successfully complete the acquittal and have it audited it is essential that the systems around governance, probity and financial controls are in places prior to commencing the delivery phase. Failure to have appropriate systems in place can lead to non compliance and reputation risk for council or a community group.

Phase 4 also needs a strategy to address service provision and funding following the completion of the grant. If the grant funded a new or extended level of service will this revert to pre grant status? If not how will service delivery be maintained in the absence of grant funds? If the grant has resulted in the construction of a new asset how will the ongoing maintenance and operation of the asset be funded? It is desirable that these questions be asked and resolved in Phase 2 prior to submitting a grant application.

Options for Council resourcing across the 4 Phases :-

**Phase 1**
Maintain knowledge of funding sources along with council and community projects suitable for potential funding to address the identification of funding opportunities. While council may subscribe to publications identifying grant opportunities dissemination of these must always be in accord with the publisher’s copyright. For example, these publications often prohibit reproduction, redistribution and posting to the council’s website with warnings that copyright will be rigorously enforced.

**Phase 2**
Provide a grant writing resource to prepare and submit grant applications. Much of the research and development of a delivery program would rest with the council service manager or the community group. Attachment (2) is the gateway document community groups in the Lockhart Shire must complete to apply to receive grant writing support to progress through Phase 2. This document is a starting point for Phase 2. For this to be sustainable the Grant Officer would need to lead community groups through the process to develop their capacity to develop delivery programs and submit applications.
Phase 3
This phase has three different service levels that could be chosen if a grant is successful.

1. Council may resolve not to provide resourcing beyond Phase 2 for community groups.

2. Resourcing for Community groups can be through capacity building where the council officer assists the community group to have systems in place to project manage and maintain probity in the project. Accountability for delivering the project rests with the community group.

3. Council stands in the place of the community group and delivers the program using council systems and resources. This is outside the role of a Grants Officer but depending upon the service level chosen will require additional project management staffing.

    A Professional Officer model could deliver Phase 1, Phase 2 & Phase 3 level 3.
    An Administrative Officer model could deliver Phase 1, Phase 2 & Phase 3 level 2.
    A contractor model could deliver service Phase 2.

Phase 4
The level of resourcing in the acquittal phase will be determined by the role taken by council in Phase 3. This could be no involvement, assistance through capacity building or full project management.

3. **Service delivery by council staff or contractor**
   Grants Officers employed by councils of a similar size to Narrandera are engaged as part time employees working between 18 and 21 hours a week. The positions are generally within the Administrative band of the Local Government Award, although one council employed an Officer in the Professional band.

   Staff in the administrative band are tasked with maintaining and publishing databases of potential grant sources and working with council and the community to identify opportunities to secure grant funding. These staff also provide frameworks around process and systems to work with community groups through workshops or direct assistance in capacity building to undertake grant projects.

   Staff in the professional band play a more strategic role with council in identifying potential emerging programs rather than specific community grants. If these staff become involved in the delivery stage it is in larger projects where they will utilise project management, financial and negotiation skills to deliver more complex outcomes.

   An alternative to employing a Grants Officer is to engage a Grant Writer on a contract basis. In this model the contractor is paid an hourly rate to develop and submit grant applications in conjunction with community groups. The arrangement can include a performance bonus as a percentage of successful grant applications. Both the hourly rate and any commission/bonus would be funded from council’s general revenue and not subsidised by the grant funds.

   Engaging a contract grant writer for smaller community grants provides the following:-
Grants are only released intermittently so resources can be aligned to peaks and troughs in the grant cycle.

Overcome staff hesitance to prioritise small grant applications which will consume a large part of their time and conflict with ongoing projects and responsibilities.

Providing a gateway process to gain approval to utilise a grant writer requires community groups to invest in preparation, buy into the process and only advance proposals that have a reasonable prospect of success.

The requirement to be prepared also enhances the capacity of community groups as they have a checklist of required documentation and an appreciation for the grant process. After completing the process once, groups are better placed to judge if they can devise and deliver a program prior to applying for engagement of the grant writer.

Community groups have a better appreciation for the scope of their project than council staff. They are experienced in their group’s activities and the capacity to deliver projects within the scope of their group.

Some community groups would value assistance in developing a grant proposal but be displeased by council imposing its systems over the delivery phase of the project.

A gateway process provides an opportunity for council to evaluate potential planning or approval issues, funding concerns, the groups financial co-contribution, the capacity of the group to deliver the program and any issues that arise at the conclusion of the grant such as ownership of assets or heightened service expectations.

This model requires the community group to take responsibility for delivering and acquitting the project. If at the gateway step, Council determined that a project was beyond the scope of the community group the project would not proceed or additional council resources would need to be approved and allocated to the delivery and acquittal phases.

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

This report aligns with the Narrandera Shire Community Strategic Plan:-

**Key Direction** 2.1 - A strong and resilient local economy
**Objective** 2.1.1 - An economy that is well prepared for the future
**Action** 2.1.1.6 Support opportunities for our businesses to participate in professional development that strengthens their long term sustainability and viability.

ISSUES AND IMPLICATIONS

**Policy**
Should Council resolve to proceed with a strategy to optimise receipt of grants to the Shire, policy will need to be developed around access to council resources for grant projects and council involvement in the delivery of projects for community groups.

**Financial**
No provision exists in the current budget or the Long Term Financial Plan to fund the provision of a grant writing officer in the staff structure.
Indicative employment cost for a position engaged for 21 hours a week are:
Professional Band  $55,000 per annum inclusive of on-costs.
Administrative Band $45,000 per annum inclusive of on-costs
To complete the evaluation of salaries requires the development of Position Descriptions and Competencies which are then evaluated in the Wyatt job evaluation system.
Contractor to write applications for smaller community grants – A neighbouring council budgets $10,000 per annum

- **Legal/Statutory**
  If council were to undertake the delivery and acquittal phases of grants for groups external to council it is essential that systems are in place to manage risk around noncompliance and reputational risk. This will require additional resources.

- **Community Engagement / Communication**
  Community consultation will be required to develop and publicise any new policy around council resourcing of community grant applications. If a contractor model is adopted the community will need to be made aware of the processes and preparation required to meet gateway assessment to access the grant writer.

- **Human Resources / Industrial Relations**
  Should Council resolve to include a Grant Officer in the staff structure an appropriate position description will be required and recruitment undertaken.

- **Risks**
  An inadequate gateway process may see council resources directed to grant applications with little prospect of success or that do not address objectives within the Community Strategic Plan.
  Projects undertaken without robust systems in place around governance, probity and financial controls may place council at risk of noncompliance and reputational loss.

**OPTIONS**

1. Expand the existing staff structure to include a Grants Officer to be engaged for 21 hours per week within the Professional band of the Local Government Award at an approximate cost of $55,000 per annum.

   An officer at this level would provide strategic input to access emerging grant programs along with an operational grant writing role. Additional project management skills may need to be sought where technical competency is required.

2. Expand the existing staff structure to include a Grants Officer to be engaged for 21 hours per week within the Administrative band of the Local Government Award at an approximate cost of $45,000 per annum. This would provide an operational grant writing role primarily aimed at capacity development. This role would not be involved in the management of program delivery.

3. Engage a Grant Writer on a contract basis with an initial budget provision of $10,000 per annum, with a review to be conducted after 12 months.

   The contractor would write the community grants for groups that meet the gateway criteria. The contractor would not assist with delivery of the project if the grant is successful.

**CONCLUSION**

The report outlines four phases for the grants process and three options for levels of service.
To address all of the phases of the grant process including a strategic overview of emerging funding programs and stand in the place of the community group to deliver the program using council systems and resources it would be necessary to expand the staff structure to include a Grants Officer in the Professional band. The Officer would maintain a database of grants and work in the community to submit grant applications and successfully deliver grant projects.

Council could deliver Phases 1 & 2 and assist community groups to establish the governance framework for managing a successful grant through capacity building. This capacity building could be delivered by a Grants Officer at an Administrative band. The Officer would maintain a database of grants while assisting the community to apply for and deliver grant programs independently of council.

Should Council remain within the parameters of the resolution “to increase the successful grant application capacity of the council and that of the Narrandera Shire Community?” the engagement of a contract Grant Writer presents the most cost effective and potentially the highest cost benefit ratio of the options.

**ATTACHMENTS**
1. Lockhart Community Grant Checklist which includes a gateway assessment process
2. Extract from Council’s End of Term report summarising grants received in the period 2012 – 2016

**Acknowledgements**
Lockhart Shire Council – Community Grants Summary Checklist  
Forbes Shire Council – Position description – Grants Officer  
Nambucca Shire Council - Position description – Grants Officer  
Morton Bay Regional Council – Role Description -Community Grants Officer  
Coonamble Shire Council - Position description – Grants Officer

JC/MH/li – CM/16-12

**RECOMMENDATION**
That Council:
1. Make provision of $10,000 in Council’s 2017-2018 draft budget and long term financial plan to engage a contract Grant Writer to service community groups within the Shire.
2. Review this arrangement prior to the 2018/2019 draft budget adoption.
3. Endorse the development of a policy addressing the criteria for access to council resources for grant writing projects and access to council resources for delivery of community projects.
Attachment 1 - Lockhart Community Grant Checklist which includes a gateway assessment process

Lockhart Shire
Community Grants Summary Checklist

Before a grant is applied for, a group/organisation must confirm that:

1. Minutes must name the project;
2. Minutes must detail purpose of the project, objectives, milestones and approximate timetable/deadlines;
3. Minutes must name persons responsible for roles within project and if they have delegated authority to act and make crucial decisions;
4. If Construction/demolition is involved Council must be approached to determine if a Development Application is required;
   If development application required:
   I. Discuss with Council what is required;
   II. Engage draughtsman to prepare plans;
   III. Seek builder to provide quote;
   IV. Plumbers and other trades quotes if builder will not be subcontracting;
   V. Lodge DA with Council;
   If Development Certificate is not required get this confirmed in writing from Council (as this is evidence that a DA is not required and will need to be lodged in some cases with the application for funding).

5. Obtain quotes for project as required;
6. Get permission from land owners (formal consent in writing is required – provide them with a project summary, plans and quotes so that they are fully aware of what is going on);
7. Prepare budget using information from quotes together with any other budgeted costs;
8. Determine in-kind value (cost of work that can be done by volunteers - number of volunteers, hours and cost of labour - $25.00 per hour and equipment costs that are donated);
9. Confirm organisation is to proceed with project (record in minutes; quotes, budget and recording of volunteers and their contribution);
10. Make contact with one or two people on Council so they are aware of your project – if you have to tell 10 people then prepare for the odd delay – though at times this may be necessary and may speed things along;
11. If the group is unincorporated and intends to remain so, you may need to seek out a sponsor, though this will not always be the case. Some grants require a sponsor with an ABN. This other is often referred to as a “partner”.
12. Investigate if you will need an ABN and if so register (allow three months).
13. You may also have to obtain a Tax file number (will be asked for when registering for an ABN).
14. Some grants will exclude all those without a charitable classification – you need to determine if you can apply for a category to become a charitable organisation (most local community groups are ineligible).
15. If you are already incorporated and have an ABN/Tax file number you are in a good position to proceed without delay.
16. Ensure you have audited financial statements for the last financial year.

The reason all the above has to be done is that at some time in the application you will be asked to confirm and more often than not, provide written evidence of consents, approvals, quotes, floor plans; elevations, schematics, budgets and audited financial statements.

Whoever is preparing the application and has access to a computer (PC, Mac, laptop) please open a dedicated file and all and any information can then be gathered in one place and the file shared with ease. Later this will make uploading from the application so much easier.

**Funding:**

17. Seek funding – ensuring that the funding body is the appropriate one to fund the project. Seek Council’s assistance if required;
18. Go on-line and retrieve the last Census statistics for your community and make reference to this in your application.
19. Read the conditions of the grant you are applying for; seek out frequently asked questions (FAQs). If possible print out the application and use it as a draft;
20. Ensure all answers to questions are concise – do not waffle or repeat yourself;
21. Make sure you answer questions being asked – do not put your whole project in the first answer;
22. Some questions appear similar – but there is a reason and you have to know what they are looking for - see the application’s terms and conditions as there may be appropriate directions and hints on how to answer;
23. If you are required to open an application on-line do so as early as possible and you can add information any time up until lodgement deadline – the deadline is usually 5pm on a specific day/date;
24. Get help from your organisation’s membership if there is limited time;
25. Upload files as required – make sure the file name is relevant – if not change it so that you and the assessor clearly understands the file name and its relevance;
26. If time is available, revisit the application after a two day break with fresh eyes or have someone else in the organisation review the information;
27. Submit early on the last day of the submission – not at the last minute as many others will leave it to the last minute and the page may crash – it has happened in the pass – if your area is prone to storms and blackouts then get the application in the day before, just in case. Hard luck stories do not usually open doors.
28. Always save a copy (usually a PDF)
29. Be patient! It is usually a wait of 4 to 8 months before you know the fate of your application.
NB: Letters of support:

Some funding bodies put a lot of faith in Letters of Support. Others do not see any value. If there is support of a financial nature, a promise of funds towards the project – include this letter (it does not have to be a partner for this arrangement to exist). If the letter is an offer of volunteers - attach it to the application but, ensure there is a quantifiable value to the in-kind offer in the letter; e.g. 10 volunteers over 8 hours @ $25.00 per hour = $2,000 in-kind.

If they seek Community support, but there are no contributions, then collect as many of these as you can and refer to the number you have to support the project – even though you may not have the opportunity to upload these in your application. If some of the letters are outstanding in their content, you may have the opportunity to quote from them. Mention the other groups or individual’s name and quote the comments.

Letters of Acknowledgement:

Is a letter from any other institution/group or organisation where you have lodged a request and although no decision has been made, the intent is that approval will be forthcoming. The content of the letter needs to acknowledgement that something has been lodged and that there is an expected date of approval of a request. e.g. Trade and Investment consent that development is to take place on Crown Land and will be approved with 6 weeks or similar. This is required as an indication that formal consent will arrive after the date of submission. This may also apply to DAs with Council. These letters may save a project if you are not completely ready.

NB Partnerships:

A project partner is usually defined as being a sponsor for the grant and the application is either going in their name or they have agreed that their group have lent their name, ABN or incorporated number to allow the application to proceed. A Partnership Agreement usually needs to be evidenced, so get this in writing – basic obligations between the parties are required. Both parties are to sign.

Timetable:

Rushed grants are the ones that are most likely to fail – so funding bodies are looking for those organisations that are ready to put a shovel into the ground – that are “Shovel Ready”.

Good planning will get you there. Be ready and if someone suggests a project, do the hard work first and be in a “shovel ready” position to apply for funding.
### 2012-2013

#### Operational
- Broken Bridge project $13,636
- Trainee Incentives $18,500
- Rural Fire Services $141,434
- Noxious Weeds $38,265
- Community Transport $390,170
- Links to Learning $96,010
- Seniors Week $1,000
- Youth Week $1,230
- Heritage $12,815
- Rural Floodplain Mapping $2,465
- Library Services $65,928
- Lake Talbot Waterway - Better Boating $26,090
- Narrandera Sports Stadium $3,990
- Child Restraint Checking $3,636
- Bike Week $1,366
- Fatality Free Friday $390
- Roads and Traffic $81,704
- Rates - pensioner subsidy $124,177
- Financial Assistance Grant $3,598,067
- Teloca House $1,232,161

#### Capital
- Community Transport Vehicles $65,106
- Barellan Netball Courts $25,000
- Narrandera Netball Courts $10,000
- Lake Talbot Waterway - Better Boating $99,388
- Disaster Funding - Roads $68,782
- Roads Flood Funding $2,034,270
- Roadways and PAMP $1,528,680
- Rural Addressing $7,527
- Sewer Re-use Scheme $99,789
2013-2014

Operational
Trainee Incentives $28,000
Rural Fire Services $141,487
Noxious Weeds $39,184
Community Transport $663,494
Links to Learning $98,266
Youth Week $1,230
Heritage $8,960
Library Services $44,993
Bike Week $321
Roads and Traffic $81,053
Rates - pensioner subsidy $122,631
Healthy Communities $185,685
Financial Assistance Grant $2,011,597
Teloca House $2,206,868

Capital
Barellan Netball Courts $74,969
Lake Talbot Waterway - Better Boating $43,918
Disaster Funding - Roads $68,782
Roads Flooding Funding $497,074
Roadways and PAMP $1,178,015
Mobility Scooter Education $1,000
Fight Driving Fatigue $3,032
Bike Paths $24,423
Sewer Re-use Scheme $68,772
2014-2015

Operational

Trainee Incentives $14,000
Rural Fire Services $108,034
Responsible Pet Owner Education $4,545
Noxious Weeds $16,258
Links to Learning $55,610
Domestic & Family Violence $1,728
Youth Week $1,719
Heritage $16,190
Library Services $23,773
Lake Talbot Waterway - Better Boating $100,377
Roads and Traffic $1,027,552
Financial Assistance Grant $3,045,357
Rates - pensioner subsidy $124,536

Capital

Narrandera Flood Risk Study $81,011
Bike Paths $27,485
Lake Talbot Waterway - Better Boating $54,783
Roadways and PAMP $754,629
Roads Flooding Funding $47,190
Regional Arts $16,000
Narrandera Arts & Community Centre $85,456
Lake Talbot Tourist Park Reserve Trust $49,999
Country Passenger Transport $40,000
Electronic Housing Code Grant $15,000
Development Application Tracking $10,000
Wiradjuri Wall Project $124,202
2015-2016

Operational

Trainee Incentives $7,500
Rural Fire Services $55,928
Noxious Weeds $40,864
Community Services $632,532
Financial Assistance Grant $4,185,719
Rates - pensioner subsidy $123,649
Youth week $1230
Flood Plain Management - Mapping $24,168
Barellan Floodplain Risk Management Study $9,693
Heritage $11,802
Library Services $28,646
Sporting $54,363
Development Contributions $72,800
Roads and Traffic $2,039,612
Bike Week $1,971
Festivals $3,410

Capital

Bike Paths $25,000
Roadways and PAMP $57,685
Cycle and Walking Trails $1,818
Narrandera Arts & Community Centre $154,543
Country Passenger Transport $957
ITEM NO: 5.2
REPORT FROM: Executive Services Department
KEY DIRECTION: A Growing Economy
SUBJECT: EVALUATION REPORT OF TASTE RIVERINA 2016 BANKET OF NARRANDERA SECRETS EVENT

Submitted to Council’s Ordinary Meeting held on: 14 December 2016

PURPOSE
The purpose of this report is to inform the Council of Narrandera Shire Council’s event – Banquet of Narrandera Secrets as part of the participation in the Taste Riverina 2016 Festival.

SUMMARY
Narrandera Shire Council participated in the Taste Riverina Festival 2016 by hosting the inaugural Banquet of Narrandera Secrets event on Saturday 15 October 2016 at the Narrandera Ex-Servicemen’s Club. The banquet was a success for the 70 people attending it showcased local produce from eight Narrandera Shire producers and provided a platform for local producers to tell their story. One event attendee wrote “it was a great night with wonderful food, conversation and information from the producers about their product and how their journey to produce it began.” The event raised a surplus of $725.

RECOMMENDATION
That Council:
1. Note the content of this report and the success of this event.
2. Thank all local producers for their contribution towards the Banquet of Narrandera Secrets event.
3. Thank chef Corey Hammond for his contribution towards the Banquet of Narrandera Secrets event.
4. Works with the community to encourage them to host this event again.
5. Explores hosting a different local food experience as part of the Taste Riverina Festival 2017 to showcase local producers.

BACKGROUND
At the July 2016 Ordinary Meeting of Council, the following was resolved:

CM/RES-3171:

That Council:
1. Support a Narrandera paddock to plate event and establish a $9,000 fund to hold the event to be recovered through the selling of tickets resulting in at the minimum a break-even financial result.
2. Approve surplus funds that may result from holding this event are used to assist in the kitting out the kitchen and/or place in a fund for use in ongoing maintenance needs of the Arts and Community Centre.

Taste Riverina
The Taste Riverina Festival is a month-long ‘menu of events’ during October each year, celebrating the year’s harvest, showcasing food, wine, beer and agricultural produce and experiences across the Riverina.

Coordinated by Riverina Regional Tourism, the Taste Riverina 2016 Festival had 70 events and was a collaboration of the region’s food producers and other industry champions to provide opportunities to celebrate, experience, understand and become advocates for locally-produced food. Marketing activities for the Festival outside the region focussed on Canberra and Albury-Wodonga markets.

There were only two organisation from Narrandera Shire that ran events as part of the Taste Riverina Festival 2016 program (a decrease from seven in 2015) - Glendale Citrus & Hazelnut Orchard (farm tours) and Narrandera Shire Council (Banquet of Narrandera Secrets).

Griffith City Council and Leeton Shire Council were the only other Riverina Councils to run events as part of the Taste Riverina Festival 2016.

Banquet of Narrandera Secrets
The Economic Development Team hosted the Banquet of Narrandera Secrets, a paddock to plate three course dinner for 70 people.

The dinner was held on Saturday 15 October at 7pm in the JB Driscoll Room at the Narrandera Ex-Servicemen’s Club.

There was a change of venue for the banquet from the Narrandera Arts and Community Centre to the Narrandera Ex-Servicemen’s Club because the kitchen is not primarily designed for large scale sit down food events.

The three course menu was the exclusive creation of local Narrandera Chef Corey Hammond and was also an opportunity to meet local producers, hear their stories and take the journey from paddock to plate.

The three course menu incorporated ingredients from eight Narrandera Shire producers, four of them spoke on the banquet about their journey from paddock to plate.

Budget
Council auspiced the event and tickets were priced at $75 (inc GST) each (excluding beverages) to recover the costs for the event.

Costs associated with Narrandera Shire Councils to run an event as part of Taste Riverina 2016:
- Graphic design, printing, advertising, registration of event and flyer and poster $650
- Hire of event equipment (tablecloths and data projector) $105
• Chef, wait staff and local produce $3,715
Total expenses $4,470

The Banquet of Narrandera Secrets event made a surplus of $725.

Feedback
Staff conducted a feedback survey for those attending the event, with the following results:
• 72 per cent rated the event as Very Good;
• 41 per cent stated that this was the first time they had tried the Narrandera shire produce on offer (Arcadia Saltbush Lamb and Urarah Fisheries Murray Cod fish being the main ingredients mentioned);
• 92 per cent had not attended another Taste Riverina 2016 event; and
• 92 per cent would recommend the Banquet of Narrandera Secrets to others.

Comments from attendees who completed the feedback survey:
• “the whole night was a great success. the speakers were excellent -- informative, entertaining, approachable. though i didn't enjoy the wines so much!”
• “it was a great night with wonderful food, conversation and information from the producers about their product and how their journey to produce it began.”
• “Really enjoyed the whole experience, speakers were interesting and the food was fantastic. THANKS!!!”
• “Well done to Corey and his team, to the producers WOW your product was well represented and thank you to the organisers - it was a very enjoyable night out!”
• “Great event”
• “Great event, well done to all involved and to the Chef for an interesting and tasy menu.”
• “Great food interesting speakers.”

RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES
This report aligns with the Narrandera Shire Community Strategic Plan:-

Key Direction 2.2 - A thriving tourism sector
Objective 2.2.3 - Partnerships to support our tourist industry
Action 1 - Continue to actively participate in the following groups/bodies:
- Riverina Regional Tourism
- Destination NSW
- RDA – Country Change
- Newell Highway Promotion committee

Key Direction 1.2 - A community that celebrates together
Objective 1.2.2 - An exciting annual calendar of events
Action 3 - Through a comprehensive review, explore opportunities to enhance the delivery of an annual signature event for the shire

Key Direction 2.5 - Sustainable and Profitable Agricultural Sector
Objective 2.5.2 - Increase our self-sufficiency through local food production
Action 1 - Support initiatives that promote our local produce within the Shire

ISSUES AND IMPLICATIONS
- Policy
  Nil
- Financial
  The event raised a surplus of $725
- Legal/Statutory
  N/A
- Community Engagement / Communication
  Narrandera Chef Cory Hammond was contracted to design and produce the three course menu. Eight local Narrandera Shire producers provided ingredients to the three course menu - King Bee Honey, Arcadia Saltbush Lamb, Uarah Fisheries, Whispering Pines Organics, Barellan Beer, Narrandera Fresh Orange Juice, Lazidaze Dressing by Jo and Perce, and Narrandera Gourmet Meats. Glendale Citrus and Hazelnut Orchard declined to participate in the event. Fruit and vegetables were sourced from Vinnies Fruitz.
- Human Resources / Industrial Relations (if applicable)
  The cost of human resources for the planning, delivering and post-event operations is estimated at 228 hours.
- Risks
  Nil

OPTIONS
Option 1
That council continues to auspice and host this signature event as part of the Taste Riverina Festival in 2017. There is the risk that tickets sales may not breakeven and the event runs at a loss to Council. There is also the risk of the event competing with other high end dining experiences across the region and won’t attract people from outside Narrandera to showcase the local produce to.
Estimate cost: Council to auspice $10,000 plus staff time

Option 2
That Council works with community to encourage them to host this event again, and explores to host a different local food experience as part of the Taste Riverina Festival 2017 to showcase local producers.
Estimated cost: $20,000 plus staff time

Option 3
The Council does not host an event as part of Taste Riverina Festival 2017.
CONCLUSION
It is crucial that Narrandera Shire continue to be part of the Taste Riverina Festival and take the opportunity to showcase local food products to a broader market that will encourage both locals and the Riverina community to purchase local Narrandera food products. This will contribute positively to our Shire’s economy.

ATTACHMENTS Nil

JC/MS/kd – CM/16-12 & CM/RES-3171

RECOMMENDATION
That Council:
1. Note the content of this report and the success of this event.
2. Thank all local producers for their contribution towards the Banquet of Narrandera Secrets event.
3. Thank chef Corey Hammond for his contribution towards the Banquet of Narrandera Secrets event.
4. Works with community to encourage them to host this event again.
5. Explores hosting a different local food experience as part of the Taste Riverina Festival 2017 to showcase local producers.
ITEM NO: 5.3
REPORT FROM: Executive Services
KEY DIRECTION: A Growing Economy
SUBJECT: Narrandera Shire Economic Development Strategy

Submitted to Council’s Ordinary Meeting held on: 14 December 2016

PURPOSE
The purpose of this report is to seek Council endorsement of the Draft Narrandera Shire Economic Development Strategy 2017-2020 and placement on public exhibition.

SUMMARY
The Narrandera Shire Economic Strategy developed through extensive consultation with stakeholders will provide a 3 year strategic framework to set the direction of and position the Shire to take every opportunity to create jobs and diversify and grow the Shire’s economy.

RECOMMENDATION

BACKGROUND
Narrandera Shire Council was awarded funding under the Murray Darling Basin Regional Economic Diversification Program Energise Enterprise of $25,000 to engage a consultant to facilitate the development of the Narrandera Shire Economic Development Strategy. Following a selection process Jenny Rand & Associates was engaged to facilitate the Strategy.

A key strategic direction of the Narrandera Shire Community Strategic Plan is a “growing economy that is strong and resilient.” The economic Development Strategy will guide the direction of Council in achieving this direction as well as focus Council’s work over the next three years to creation of jobs, facilitation of business growth and diversification and growth of the economy to improve the wealth and wellbeing of the community.

The Strategy will focus on 4 key strategic areas:

1. Our Shire is “open for business”
2. Enhancing our liveability
3. Economic growth and diversification
4. Planning for the economy of the future

This Strategy recognises the commitment of Council to position the Narrandera Shire as a place where people wish to live, work and invest with appropriate infrastructure to support and encourage investment. The Strategy communicates the Shire’s aspirations to work more strongly with the community and be a leader in the Region in business sustainability and growth.
Extensive consultation was held throughout the Shire with local businesses, industry, the community, bordering Shires and government organisations.

Some of the industries, organisation and agencies consulted

- Aquaculture – Silverwater Fishery and Uarah Fishery
- Agriculture – Grain Corp, Agri Australis, PIC Piggery, Selko Piggery
- Agribusiness – Manildra, Barrellan Beer, King Bee Honey
- Arts – CAD factory, Sandhill Artefacts
- Australian Rail Track Corporation
- Bordering Shire – Leeton, Griffith and Wagga Wagga
- DPI Fisheries
- Education, Health and Aged Care
- Industry Capability Network
- Manufacturing – Bio Ag, Hutchins, Grants Sawmilling
- Narrandera Business Group
- Narrandera Tourism Inc
- Port of Melbourne
- Riverina Regional Development Association
- Riverina Business Enterprise Centre
- Roads and Maritime Services
- Transport and Freight – Paterson’s Transport, Hayllar Transport
- Communities – Narrandera, Barellan and Grong Grong

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

This report aligns with the Narrandera Shire Community Strategic Plan:-

<table>
<thead>
<tr>
<th>Key Direction</th>
<th>2.1 -</th>
<th>A strong and resilient local economy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective</td>
<td>2.2.1 -</td>
<td>Establish an economy that is well prepared for the future</td>
</tr>
<tr>
<td>Action</td>
<td>1 -</td>
<td>Develop a Narrandera Shire Economic Development Strategy to better understand the needs and characteristics of the local economic environment and to plan for the responses to priorities. Consider in the strategy:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Future business and industry attraction opportunities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Opportunities for innovative practices and partnerships</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Gaps and limitations within the current economic community</td>
</tr>
</tbody>
</table>

**ISSUES AND IMPLICATIONS**

- **Policy**
  - Nil
- **Financial**
  - The costs or implementation of the Strategy will need to be budgeted each year in accordance with the allocated priority setting
- **Legal/Statutory**
  - Nil
• Community Engagement / Communication
Extensive community engagement with a mix of consultative strategies used to gather a good cross section of local business, industry, the community and government agencies and organisations. A media release was issued in August 2016 relating to consultation process that invited people to contact Council should they wish to attend a consultation session.

• Human Resources / Industrial Relations (if applicable)
Council staff resources will be required to lead and implement the action.

• Risks
There is a risk that the community expectations of the outcomes of the listed actions do not correspond with the allocated resources to achieve the actions. This risk is minimised by the prioritising of the actions, allocating priority by year, to enable foundation work to occur in the first year.
The risks that the initiatives are not owned by the community has been minimised by engaging with a broad range of stakeholders.
The risk that the actions do not deliver any flow on benefit to the local economy, business, industry and community is minimised though the monitoring of a set of economic related KPIs to measure performance.

OPTIONS
To continue without a framework to guide the direction and determine appropriate allocation of resources supports an adhoc reactive approach for growing our economy. This makes it more difficult to measure the results and outcomes of efforts made and often results in work being undertaken to pacify interest groups with no strong economic benefit for the Shire community.

Option 1
That Council adopt the Draft Narrandera Shire Economic Development Strategy 2017-2020 and enable it to be placed on public exhibition until the 27 January 2017. The Strategy will be returned to Council after this period with any community feedback for final adoption at the 21 February 2017 Council meeting.

Option 2

CONCLUSION
The Strategy is a blueprint for how Council will work with small business, industry, the community and all levels of government to drive diversified and sustainable economic development. Without such a document there are risks of a reactive rather than a planned, targeted proactive approach to achieving job creation and growth of the Shire economy.

ATTACHMENTS (Both as Separate Enclosures Due to Size)
RECOMMENDATION

JC/MS – CM/16-12 & 4551
SECTION 6 – Reports

Quality and Sustainable Infrastructure

The following reports pertain to Key Strategic Direction:

3. Quality and Sustainable Infrastructure

Key Strategies Include:

3.1 Infrastructure that Supports our Daily Life
3.2 Well Planned and Well Maintained Community Infrastructure
3.3 Infrastructure that Supports our Community Identity
3.4 Infrastructure that Encourages Growth
3.5 A Safe and Accessible Shire to Travel

No Reports for This Month
SECTION 6 – Reports

Quality and Sustainable Infrastructure

The following reports pertain to Key Strategic Direction:

3. Quality and Sustainable Infrastructure

Key Strategies Include:

3.1 Infrastructure that Supports our Daily Life
3.2 Well Planned and Well Maintained Community Infrastructure
3.3 Infrastructure that Supports our Community Identity
3.4 Infrastructure that Encourages Growth
3.5 A Safe and Accessible Shire to Travel
ITEM NO: 6.1
REPORT FROM: Infrastructure Services
KEY DIRECTION: Quality and Sustainable Infrastructure
SUBJECT: LAKE TALBOT TOURIST PARK GUARD RAILS

Submitted to Council’s Ordinary Meeting held on: 14 December 2016

PURPOSE
The purpose of this report is to request funds, for a non-budgeted safety project, installing guard rails at the drive through sites at the Lake Talbot Tourist Park.

SUMMARY
Council reconstructed the drive through sites at Lake Talbot Tourist Park at the end of 2015. Since becoming operational there has been a falls and trip risk identified relating to the retaining walls on the sites.

A solution of guard rails has been developed and as this is a safety issue, work has commenced to resolve the problem.

RECOMMENDATION
That Council transfer $9,000 from the Crown Reserve to install guard rails at Lake Talbot Tourist Park drive through sites.

BACKGROUND
The drive through sites, at Lake Talbot Tourist Park, were reconstructed at the end of 2015 as part of the adopted capital works program. The new design resulted in higher retaining walls than what was previously there.

During the design stage the retaining walls were assessed against the relevant Australian Standard and it was determined that the height of the retaining walls did not require guard rails.

However, since the site became operational the new Lessee has verbally reported that up to six (6) patrons have had an issue with the retaining walls between sites. Council has also received correspondence from a patron requesting this issue be resolved. Council staff agree that this area is a safety risk, particularly at night, and an immediate solution is required.

Council staff have designed guard rails to resolve this issue. The solution is estimated to cost $9,000. There are no funds in the 2016-17 budget for this work however Council staff assessed that the problem needed to be rectified immediately, due to safety concerns, and work has commenced.

RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES
This report aligns with the Narrandera Shire Community Strategic Plan:-
Key Direction 3.2 - Well planned and well maintained community infrastructure

Objective 3.2.1 - Open space and recreation infrastructure that is developed, managed and improved for long term sustainability and safety

Action 3.2.1.3.3 Plan for the long management and sustainability of the Lake Talbot Swimming Complex and Caravan Park.

Other relevant plans:-

Plan of Management for Lake Talbot Tourist Park Narrandera 2012

ISSUES AND IMPLICATIONS

- Policy
  N/A

- Financial
  The Crown Reserve fund had a June 30 2016 closing balance of $30,000. Adding the 2016-17 income to be received less the 2016-17 maintenance and capital costs there are $63,000 funds available in the Crown Reserve. This is sufficient for this project and will leave $54,000 in the Reserve.

- Legal/Statutory
  Nil

- Community Engagement / Communication
  Nil

- Human Resources / Industrial Relations (if applicable)
  N/A

- Risks
  If not rectified there is potential for serious injury and resulting claims against Council. There is also potential economic loss to the Lessee if the patrons are dissatisfied with the facilities at the Park and stop visiting the site and/or give negative reviews of the park publicly.

OPTIONS

1. The Lake Talbot Tourist Park occupies Crown Reserve 81121. The Crown Reserve Fund is used to fund work at the Tourist Park and these funds can only be spent on Reserve 81121. There is $63,000 available in the reserve fund. The option is to fund this project from the Crown Reserve. This would leave $54,000 in the Reserve.

2. The second option is to fund from the General Fund. Given that there are sufficient funds in the Crown Reserve and they are not allocated to other projects this option would put unnecessary pressure on Councils budget.

ATTACHMENTS: Nil

CONCLUSION

A safety issue has been identified and from a public and corporate risk perspective has a serious enough risk to warrant immediate action. Council has developed a solution to fix this safety issue. There are sufficient funds available, in the Crown Reserve, to fund the work.
RECOMMENDATION
That Council transfer $9,000 from the Crown Reserve for the guard rails at Lake Talbot Tourist Park drive through sites.
ITEM NO: 6.2
REPORT FROM: Infrastructure Services
KEY DIRECTION: Quality and Sustainable Infrastructure
SUBJECT: LAKE TALBOT POOL COMPLEX MASTER PLAN
Submitted to Council’s Ordinary Meeting held on: 14 December 2016

PURPOSE
The purpose of this report is to inform Council of the outcome of the draft Lake Talbot Pool Complex Master Plan (LTPCMP) completed by RMP & Associates and seek endorsement of the Community Engagement process.

SUMMARY
RMP & Associates have provided Council with a draft LTPCMP that includes a concept plan for a heated program pool and recommended improvements of the existing plant and facilities of the pool complex.

The proposed redevelopment is planned to be undertaken over 5 stages.

Table 1 – Redevelopment project stages

<table>
<thead>
<tr>
<th>STAGES</th>
<th>WORKS TO BE UNDERTAKEN</th>
</tr>
</thead>
</table>
| 1      | • New heated program pool facility  
|        | • Build new plant room to accommodate filtration / dosing equipment  
|        | • Install new filtration / dosing equipment for Island pool  
|        | • Refurbish open slide and covert exit to step out pool  
|        | • Pram ramp link to pool level  
|        | • Covert old plant room to back wash tank  
|        | • Remove boat shed  |
| 2      | • Construct water play facility  
|        | • Install new filtration / dosing equipment for water play  |
| 3      | • Construct new leisure family leisure pool to replace island pool  
|        | • New shade structure over water play and leisure pool  
|        | • Decommission Rampage pool and slide  
|        | • New balance tank for olympic pool and landscape between pools  
|        | • Solar heating for Leisure pool  
|        | • New shade structure and solar heating for olympic pool  |
| 4      | • Install new filtration / dosing equipment for olympic pool  
|        | • Connect pipework from new plant to pool  
|        | • Decommission old olympic pool filtration / dosing infrastructure  |
| 5      | • Provision of new flume water slide facility |

The draft Master Plan document would be the first stage of a community engagement process that would involve community and a stakeholders reference group (SRG).

Staff will be putting forward for consideration as part of the 2017/18 Capital Works programme urgent filtration / dosing plant upgrade works, that have been identified in stage 1 of the Master Plan.

**RECOMMENDATION**

That Council:

1. Receive and acknowledge the information contained in the draft Lake Talbot Pool Complex Master Plan report

2. Endorse the Lake Talbot Pool Complex Master Plan Community Engagement Plan

**BACKGROUND**

At Council’s Ordinary meeting held on the 17 May 2016, Council endorsed the following recommendation:

1. Proceed with developing a Master Plan of Lake Talbot Pool Complex that would provide options to determine the feasibility and costs associated in incorporating a heated pool at Lake Talbot pool complex and provide assessments of the existing infrastructure.

The adopted recommendation was based on a high level desktop indoor pool feasibility analyses report prepared by RMP & Associates: (Refer to Attachment 1 – Indoor Pool Feasibility Report April 2016)

RMP & Associates were engaged to prepare a draft Lake Talbot Pool Complex Master Plan that would set out the existing situation of the site and investigate the cost and risks associated with maintaining the status quo for the facility over the next 15 years. It would identify ways to reduce the cost of operation, potentially reduce the amount of water space and address the best way to stage the upgrade of the pool plant and water circulation to meet current NSW Health Department Guidelines.

The Master Plan would also consider options prepared by an architect for upgrades to the pool complex and the inclusion of an indoor heated program pool suitable for all year use by residents and visitors of all ages which is capable of providing revenue generation programs such as learn to swim, gentle exercise, aquarobics, school and special needs programs.

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

This report aligns with the Narrandera Shire Community Strategic Plan:-

<table>
<thead>
<tr>
<th>Key Direction</th>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2</td>
<td>3.2.1</td>
<td>Well planned and maintained community infrastructure</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Open space and recreational infrastructure that is developed, managed and improved for long term sustainability and safety</td>
</tr>
</tbody>
</table>
Action 2 - Review all recreational facilities in line with their current usage levels and potential future needs, to develop the Narrandera Shire Recreational Master Plan

ISSUES AND IMPLICATIONS

- **Policy**
  Nil
- **Financial**
  Nil
- **Legal/Statutory**
  Nil
- **Community Engagement / Communication**
  A Community Engagement process will be completed for this activity
- **Human Resources / Industrial Relations (if applicable)**
  Nil
- **Risks**
  There is a high Community expectation that Council will progress the Lake Talbot Pool Complex Master Plan. Well planned and executed Community/Stakeholder engagement is essential to the success of the project. To not adopt a strategic approach to community/stakeholder engagement would be high risk.

OPTIONS

**Community Engagement Plan**

The proposed project is to engage the community and stakeholders on the draft Lake Talbot Pool Complex Master Plan. Stakeholder and Community engagement is a major part of the successful development of the Master Plan.

A Community Engagement Plan has been prepared to:

- provide objective information to help stakeholders and community understand the issues, options and solutions
- work with stakeholders to ensure that their concerns and needs are understood and considered

The project has three (3) stages:

**Stage 1** - Create a stakeholders reference group (SRG) with key stakeholders as members. Provide opportunity for interested community to comment on draft Master Plan

**Stage 2** - Hold workshops with SRG to present the draft Master Plan and gather feedback. Contact key stakeholders to identify needs and opportunity for Master Plan staged options (if not part of the SRG). Use media to notify community that the Master Plan is on display and invite comment

**Stage 3** - Staff to review and evaluate stakeholder’s feedback, and provide recommendation to Council for the adoption of the Master Plan. The Master Plan will guide all future works at the Lake Talbot Pool Complex.
Council’s Manager of Projects and Assets has been appointed the project manager and designated Council staff will form the project team.

The proposed stakeholder engagement process is set to commence January 2017 and conclude by end of March 2017. Final Master Plan report is to be presented to Council’s Ordinary meeting in April 2017.

**Existing Plant Compliant Issues**
The draft Master Plan report also has indicated that the Island Pool (Pool 2) current filtration / dosing system is no longer fit for purpose for commercial small volume / shallow depth pools and is reliant upon the main filtration System to support its operation. The report indicates the condition of the treatment room, which is located underground, is hazardous and not compliant with current standards.

The solution which is identified in Stage 1 of the redevelopment program, recommends that a new filtration / dosing system be installed above ground and the old underground hut be converted into a backwash tank. These works would provide Council with a filtration / dosing system that meets current heath standards and eliminates all identified operational hazards and risks with the island pool system.

**CONCLUSION**

**Community Engagement Plan**
That Council endorse Community Engagement Plan that would involve a community and stakeholders reference group (SRG).

The benefit of having an adopted Master Plan would allow Council to proceed in developing a detailed design to provide shovel ready documentation that enables Council to apply for infrastructure funds as it becomes available.

**Existing Plant Compliant Issues**
Staff recommend that Council consider in the 2017/18 Capital Works budget the replacement of the filtration / dosing system for the Island pool identified in Stage 1 once any costs are determined.

**ATTACHMENTS**
1. Lake Talbot Pool Complex Architectural Sketches
   (2,3,4,5 Attached Separately Due to Large Size)
2. Indoor Pool Feasibility Report (RMP & Associates)
3. Draft Master Plan for Lake Talbot Pool Complex
5. Stakeholder / Community Engagement Plan
RECOMMENDATION

That Council:

1. Receive and acknowledge the information contained in the draft Lake Talbot Pool Complex Master Plan report

2. Endorse the Lake Talbot Pool Complex Master Plan Community Engagement Plan
ITEM NO: 6.3
REPORT FROM: Executive Services
KEY DIRECTION: Quality and Sustainable Infrastructure
SUBJECT: Narrandera Shire Signage Hierarchy and Signage Family

Submitted to Council’s Ordinary Meeting held on: 14 December 2016

PURPOSE
The purpose of this report is to seek Council endorsement of the Draft Narrandera Shire Signage Hierarchy and Signage Family.

SUMMARY
Signage is a powerful tool for communities that reinforces the brand of the Shire, creates a positive first impression for visitors, provides important information about the Shire and aids navigation and way-finding. The implementation of the new branding presents an opportunity to have consistent signage across the shire that is well positioned guided by a signage hierarchy and signage family. These documents will guide staff when replacing or implementing new signs and supports the Shire’s tourism and investment attraction objectives.

RECOMMENDATION
That Council endorse the Draft Narrandera Shire Signage Hierarchy and Signage Family that will be used to support the design and installation of signs in the Shire to guide people on their journey from the external approach of the shire through towns and villages to facilities, shopping precincts, services and attractions.

BACKGROUND
Many of the entrance signs in Narrandera Shire are now dated, have been erected in an ad hoc manner, and do not reflect current branding. Similarly signs that draw attention to sporting facilities, parks and playgrounds do not promote the image that aligns with Narrandera Shire’s vibrant and continually developing character.

The adoption of the new branding for the Shire provides an opportunity to now formulate a plan using the principles of good signage for future signage across the Shire.

Central to the plan is the adoption of a signage hierarchy and signage family. These both facilitate the development of well positioned and designed signage to reflect the values of the Shire and communicate a strong brand identity. Consistent and legible signage contributes to the streetscape and improves peoples understanding and experience of their environment. The signage hierarchy and family does not include advertising signage, Tourism “I” signage and RMS installed directional or brown tourist attraction signage.

A hierarchy sets out the systematic and sequential way to guide people on their journey into and around the Shire. It depicts where each type of sign in the Narrandera Shire signage family would fall. The signage family lists the range of sign types, the function of each type, and the location appropriate to each type. It will provide guidance to Council staff over the long term thus avoiding an ad hoc approach to installing new signs or replacing aged signs.

This hierarchy and family of signs would;
communicate the Narrandera Shire branding image, logo and graphic elements
support the Narrandera Shire Brand through quality materials and design
enhance accessibility of information and movement through the Shire and for all residents and visitors
provide guidance for staff when replacing or implementing new signage
prioritise a program of sign placement that best supports the Shire’s tourism and investment attraction objectives
guide the implementation of the entrance plan of the Shire

Roads and Maritime Services (RMS) is responsible for authorising, installing, maintaining and removing signs on state roads. This is generally the primary road network and includes all highways and other major classified roads for example Newell Highway, the Sturt Highway, Irrigation Way etc. Local Councils have the responsibility for installation of signs on the remainder of the public road network.

**Themes and Inspiration**
Narrandera Shire is in the process of re-branding with key terms and a graphic logo which will be embodied in all marketing and promotions to reflect: friendly, vibrant, fun, active, welcoming, enveloping, bushland and waterways, boutique shopping, culture and arts.

The signage selected materials should reflect the character of the Shire and be applied as a contemporary design solution. Materials such as rammed earth, steel, timber and coloured concrete are robust options that are in keeping with the character of the region and communicate a simple welcoming feel. The design of existing signage that is of high quality e.g. Narrandera Bike and Hike Trail signage, should also be considered in future signage designs within the hierarchy.

**Review of Existing Signage**
A review of existing signage has identified a real need to improve signage in the Narrandera Shire. Existing signage is inconsistent, lacks a coherent hierarchy, is dated and poorly maintained, redundant and generally inadequate for effectively guiding people around the Shire. Fragmented branding does not communicate a strong identity to visitors and does not reflect positively our vibrant Shire.

Refer to Attachment 1.

**RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES**
This report aligns with the Narrandera Shire Community Strategic Plan:-

<table>
<thead>
<tr>
<th>Key Direction</th>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>1.1.1</td>
<td>A positive and supportive community</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A positive sense of community</td>
</tr>
</tbody>
</table>
Action 1 - Through engagement with the community, develop a Branding Strategy that reflects the characteristics, values and aspirations of the community. Utilise this brand as a consistent image for the Narrandera Shire and its communities.

Key Direction 3.3 - Infrastructure that supports our community identity

Objective 3.3.1 - Consistent visual messages throughout the shire

Action 1 - Continue to progress the Narrandera Shire Signage Strategy to align Council’s signage throughout the shire in line with the branding strategy outlined in 1.1.1 Action 1.

ISSUES AND IMPLICATIONS

- **Policy**
  State Environmental Planning Policy no 64 – Advertising and Signage (SEP664).

- **Financial**
  An amount has been budgeted in 2017/18 of $30,000 for Shire gateway and town or village signage. Funds for additional signage have been included in the 10 year capital budget of $50,000 per year.

- **Legal/Statutory**
  Environmental Planning and Assessment Act 1979.

- **Community Engagement / Communication**
  Communication with Infrastructure Department staff and referenced the Tourist Signposting Guide by Destination NSW and Transport Roads & Maritime Services.

- **Human Resources / Industrial Relations (if applicable)**
  Nil.

- **Risks**
  There is a risk that selected signage type, style and location is not supported by RMS on the primary road network. This can be minimised by liaising with RMS regarding sign design and style and, if appropriate, following the Destination NSW and Transport RMS Tourist Signposting Guide.
  There is also a risk of having adhoc unbranded signage that does not reflect the Shire brand or the Shire positively is minimised with the signage hierarchy and family.

OPTIONS

The Narrandera Shire hierarchy and family, together with the branding style will guide the design of the actual signs. Signs are just one of the many tools used by people to navigate their way around and are a component of a broader wayfinding system which includes websites, printed maps, marketing material and vehicle GPS systems.

Option 1

That Council adopt the Draft Narrandera Shire Signage Hierarchy and Signage Family to guide the planning, design and installation of signage in the Narrandera Shire.

The Narrandera Shire Signage Family to comprise six sign types including:

1. **Shire entrance signs** to indicate entry into the Shire usually on major primary network roads

2. **Regional gateway welcome signs** to welcome motorists to the Riverina Region
3. **Town/ Village entry signs** to identify entry to towns and villages within Narrandera Shire which can be located on primary network or major roads

4. **Tourist attraction street signs** to identify a commercially operated attraction or establishment that caters primarily for tourists that is located off an arterial road or if in a built up town area on a side road

5. **Community facility and service entry signs** to identify entry to community facilities such as parks, reserves or the industrial estate

6. **Community facility information and interpretive signs** to provide interpretive information about facilities and services or other attributes e.g. wetlands ecology, history and heritage

7. **Walkway/cycleway signs** to identify walking and cycling routes within the Shire.

*These signs will need to work in combination with standard Roads and Maritime Services (RMS) Tourism Directional Signs and Tourism Attraction Signs, and also Council street signs and pictogram signs.*

**Option 2**
That Council does not support the Narrandera Shire Signage Hierarchy and Signage Family. This would further contribute to the delay in the placement of signage at the entrance to towns and villages of the shire.

**CONCLUSION**
The Narrandera Shire Signage Hierarchy and Signage Family is a blueprint for the design and installation of signs in the Shire to guide people on their journey from the external approach of the shire through towns and villages to all our Shire has to offer, shopping, facilities, recreational venues, community and service facilities and walking trails. Without such a document there are risks that ad hoc signage will remain and that visitors to the Shire find navigation difficult and receive a less positive image.

**ATTACHMENTS**

1. Existing shire signage
2. Draft Narrandera Shire Signage Hierarchy

JC/MS – CM/16-12 & 4692

**RECOMMENDATION**
That Council endorse the Draft Narrandera Shire Signage Hierarchy and Signage Family that will be used to support the design and installation of signs in the Shire to guide people on their journey from the external approach of the shire through towns and villages to facilities, shopping precincts, services and attractions.
Attachment 1 - Narrandera Shire Existing Signage

Shire Entrance Signs

These consist of white blades with black lettering supported by two galvanised posts.

There are 6 major entry points to the Shire.

- Burley Griffin Way - east of Yenda
- Burley Griffin Way - west of Ardlethan
- Newell Highway - south of Corobimilla
- Sturt Highway at Galore
- Sturt Highway at Euroley
- Irrigation Way

These signs can be welcome signs to the Shire similar to a gateway sign and be pictorial to promote tourism activities and attractions.

Gateway Regional Welcome Signs

Gateway signs are used to welcome visitors to a Region or farewell them on their departure.

An example of a RMS Gateway Regional sign promoting the Riverina MIA Region located on Sturt Highway.
Town Entry Signs

Town entry signs are used in Narrandera Shire at the entry to towns and villages. Existing signs lack a strong branding presence. There is also no clear hierarchy between town and village.

There are 3 major entry points and 2 secondary to Narrandera and potentially 2 to 4 entry points where town entry signs could be located for each of the villages.

Street Signs – way-finding signs

Street signs are used to identify road names throughout the Shire.

The majority of street signs are pole mounted steel blades with non-retro-reflective black text on a white background. Street signs have the Council corporate logo.

RMS Tourism Directional Signs – way finding signs

Directional signs guide visitors to the services and attractions available in the area. They may contain arrows, symbols and distance information to direct visitors to their destination.

Blue, white and yellow directional signs are used to direct visitors to the Visitor Information Centre, Caravan Parks, and Lake Talbot for example.

These can vary from the size pictured to steel blade “street sign” size.
RMS approved Tourism Attraction Signs

Roads and Maritime Services (RMS) in conjunction with Destination NSW have published guidelines on standard tourist signposting that can be used to identify key attractions in a tourist area. These signs have a brown background with a white font.

The guidelines around the use of these signs mean that only a few attractions meet the Guidelines. Examples are Yanco Weir and the Welcome sign shown here.

Tourism Attraction Signs – Brand Name

These signs can be used to identify a commercially operated attraction or establishment that caters primarily for tourists that is located off a regional road or if in a built up town area on a side road. These signs can be branded with the attraction name as a pole mounted steel blade. The Shire does not currently have these signs.
Community Facility Entry Signs

This type of sign, identifies sports fields, playgrounds, libraries and community service buildings. Narrandera does not have a coherent approach to signalling its public facilities.

Community Facility Information & Interpretive Signs

Community signs identify public facilities such as parks and reserves. They are also used to provide information about community services and initiatives such as events, and civic guides. Community facility signs are typically located in the public domain and have to date been installed on an ad-hoc basis utilising a variety of different materials and designs. Examples include signs for Narrandera Bike & Hike Trail, Narrandera Wetlands and the Wiradjuri Wall of Honour in Marie Bashir Park.
Cycleway/Walkway Signs

These are reassurance signs used on walks, rides or driving tours.

Pictograms

Council uses signs featuring pictograms to regulate activity in particular locations such as public parks, the swimming pools and boat ramps.

When used in combination with text they are a valuable way of helping people make sense of an unfamiliar environment.

These signs are corporate signs so are not included in the signage hierarchy re Narrandera Shire tourism branding.
The above diagram represents the general hierarchy within which each type of sign in the Narrandera Shire family signs would fall. The green fill signs blocks represent those in the Narrandera Shire family of signs that would carry Narrandera Shire tourism branding.

Example of a signage hierarchy
ITEM NO: 6.4  
REPORT FROM: Infrastructure Services  
KEY DIRECTION: Quality and Sustainable Infrastructure  
SUBJECT: NARRANDERA HERITAGE FUND 2016 - 2017

Submitted to Council’s Ordinary Meeting held on: 14 December 2016

PURPOSE
The purpose of this report is to advise Council that eleven (11) applications were received for project funding via the Narrandera Council Local Heritage Fund. The applications were reviewed by Council’s Heritage Advisor in accordance with the noted priorities in the fund guidelines.

SUMMARY
Council’s Heritage Advisor reviewed the eleven (11) applications received for the Narrandera Local Heritage Fund and recommended two (2) options:

1. Approval of funding for five (5) projects; OR.
2. Approval of funding for two (2) projects.

RECOMMENDATION
That Council adopts the recommendation from Council’s Heritage Advisor’s report dated 5 December 2016 to fund five (5) projects for the amount of $12,500 ($13,750 including GST) from the Narrandera Council Local Heritage Fund:

<table>
<thead>
<tr>
<th>Year</th>
<th>Building</th>
<th>Address</th>
<th>Work Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016/1</td>
<td>Old Billards Room/ Hairdresser Room</td>
<td>90 Yapunyah Street, Barellan</td>
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<td>64 Whitton Street, Narrandera</td>
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BACKGROUND
Council has jointly funded the Local Heritage Fund in conjunction with the NSW Heritage Office for several years. The Local Heritage Fund assists with physical improvement of heritage buildings on a co-contribution basis with applicants. Owners of significant heritage buildings/items in Narrandera Shire are eligible to apply for funding.

The Narrandera Shire Local Heritage Fund (LHF) has an amount committed of $12,500 (excluding GST) which comprises $7,500 - Narrandera Shire Council and $5,000 - NSW Office of Environment & Heritage, Heritage Branch.

Funded projects must be completed by 30 April 2017.

RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES
This report aligns with the Narrandera Shire Community Strategic Plan:-

Key Direction 3.2 - Well planned and well maintained community infrastructure
Objective 3.2.2 - Protection of historic buildings and landmarks
Action 1 - Continue to restore and protect historic buildings and landmarks throughout the community to ensure they remain a valuable asset

ISSUES AND IMPLICATIONS
- Policy
  N/A
- Financial
  Local Heritage Fund $12,500, including Council contribution $7,500
- Legal/Statutory
  N/A
- Community Engagement / Communication
  o Advertising within local press.
  o Letters to owners of Heritage Significant items as per the Narrandera LEP advising of this funding opportunity.
- Human Resources / Industrial Relations (if applicable)
  N/A
- Risks
  N/A

OPTIONS
1. That Council approves funding for five (5) projects.
2. That Council approves funding for two (2) projects.
3. That Council does not approve funding of any project.
CONCLUSION
There are currently 95 heritage buildings and items listed in the Narrandera Local Environmental Plan 2013. The Narrandera Heritage Fund provides an opportunity for Council to work with the Office of Environment and Heritage to support ongoing improvement to environmental heritage within the Shire. Approval of funding through the Narrandera Heritage Fund encourages property owners to investigate and plan for works that preserve the environmental heritage of their properties.

ATTACHMENTS
1. Local Heritage Fund 2016 - 2017 Heritage Advisor Report
2. Local Heritage Fund 2016 - 2017 Application Summary

JG/hr – CM/16-12 & ED/1989-28

RECOMMENDATION
That Council adopts the recommendation from Council’s Heritage Advisor’s report dated 5 December 2016 to fund five (5) projects for the amount of $12,500 ($13,750 including GST) from the Narrandera Council Local Heritage Fund:

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<td>Star Hotel, 64 Whitton Street, Narrandera</td>
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</tr>
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</table>
To: Narrandera Shire Council  
By: Noel Thomson – Heritage Advisor  
Date: 5 December 2016  
Subject: Narrandera Shire - Local Heritage Fund Applications 2016-2017

Funding is available for ‘listed’ heritage items in the Narrandera Local Environmental Plan, or a building supported by council’s heritage advisor as being of heritage significance. Further to receipt of applications to Narrandera Shire Local Heritage Fund, on review of the 11 applications received the following comments are provided;

OPTION 1 - FUNDING

- **2016/1 Roof replacement at main street Shop, 90 Yapunyah Street, Barellan**
  Discussions held with owner (Neil Findlay) regarding the proposed reroofing of the shop (former billiards parlour) of this main street heritage listed building in Barellan, with the works suiting the criteria of the fund.
  Recommendation for this replacement roofing of this main street building be undertaken as per heritage advisor recommendations with funding of $3,000 (excl GST) acceptable for this project.

- **2016/2 Repaint verandah at Mon Repos, 43 Douglas Street, Narrandera**
  Discussions held with owner (Elena Broncano) regarding the proposal for repainting the front verandah area at ‘Mon Repos’ for this important heritage listed building in Narrandera, this project suits the criteria of the fund.
  Recommendation is for the repainting of the verandah area, with funding of $1,000 (excl GST) acceptable for this important heritage project.

- **2016/3 Replacement of windows to former State Bank, 70 Yapunyah Street, Barellan**
  Meeting held on site with owner (Kellie Tarlington) regarding several projects and the proposal for replacement of windows at the former State Bank building in Barellan. On review of the submitted documentation for the works proposed for this important main street heritage listed building, this project suits the criteria of the fund.
  Recommendation in this instance is not to fund the works. In response to applicant explain that due to the number of applications funding could not be provided in this round – note that the project is worthy and that the applicant can resubmit in next year’s round.

- **2016/4 Renovation to John O’Brien House (presbytery) Audley Street, Narrandera**
  Discussions held with applicant (Father Rafter) regarding the proposed renovation of the heritage listed Presbytery for the priests’ quarters – which includes internal refurbishment, noting that the building will be accessible to the public the works suit the LHF criteria.
  Recommendation in this instance is not to fund the works. In response to applicant explain that due to the number of applications funding could not be provided in this round.
2016/5 Repair and repaint St John’s Uniting Church, Cnr Cadell & Douglas Sts, Narrandera

Previous discussions held with Church representatives regarding several projects at the heritage listed St John’s Uniting Church Narrandera and the proposed external repairs and repainting with the works suit the criteria of the fund.

Recommendation for this repainting of the Church building be undertaken as per heritage advisor recommendations with funding of $2,000 (excl GST) acceptable for this project.

2016/6 New verandah structure at former Royal Hotel, 134-138 Larmer Street, Narrandera

Discussions held with owner (Troy Lee) regarding the proposed reconstruction of new verandah to the heritage listed former Royal Hotel building, with the works suit the criteria of the fund.

Recommendation for this new verandah project be undertaken as per heritage advisor recommendations with funding of $2,500 (excl GST) acceptable for this important project on the highway entry to town.

2016/7 External façade repairs and repainting to Star Hotel, 64 Whitton Street, Narrandera

Discussions held with manager (Adam Hall) regarding the proposed façade upgrade, restoration works to the verandah and repainting of the Star Lodge Hotel, with the works at this important heritage listed building suit the criteria of the fund.

Recommendation for this restoration of the verandah and repainting of this Hotel building be undertaken as per heritage advisor recommendations with funding of $4,000 (excl GST) acceptable for this main street / highway project.

2016/8 External façade repainting to Antique Corner, 126 Larmer Street, Narrandera

Discussions held with owner (Audrey Lean) proposal for repainting the front facade of ‘Antique Corner’ for this important heritage listed building in Narrandera, this project suits the criteria of the fund.

Recommendation in this instance is not to fund the works. In response to applicant explain that due to the number of applications funding could not be provided in this round – note that the project is worthy and that the applicant can resubmit in next year’s round.

2016/9 Window refurbishment at EFTS Training Hall, Irrigation Way, Narrandera

The proposed restoration of windows at the EFTS Training Hall (Narrandera Aerodrome) even though not a listed heritage building does suit the criteria of the fund.

Recommendation in this instance is not to fund the works. In response to applicant explain that due to the number of applications funding could not be provided in this round – note that the project is worthy and that the applicant can resubmit in next year’s round.

2016/10 Upgrade bathroom to main street Shop, 50 East Street, Narrandera

The proposed restoration of the internal bathroom at the heritage listed (former bakery) of this main street shop building has merit. However, with the works being internal it still does suit the criteria of the fund, but is not a high priority.

Recommendation in this instance is not to fund the works. In response to applicant explain that due to the number of applications funding could not be provided in this round – note that the project is worthy and that the applicant can resubmit in next year’s round.
2016/11 Brickwork Repairs to ANZ Bank, 126 East Street, Narrandera

Discussions held with owner (Phil Sproston) regarding the proposal for repairs to the external area of brickwork and repointing of the facades of the ANZ Bank building. On review of the submitted documentation for the works proposed for this important main street heritage building, this project suits the criteria of the fund.

Recommendation in this instance is not to fund the works. In response to applicant explain that due to the number of applications funding could not be provided in this round – note that the project is worthy and that the applicant can resubmit in next year’s round.

Note: Recommendation is that if any applicant does not accept the funds offered then these funds are transferred to the number 1 ranked project – Star Lodge Hotel.

OPTION 2 – FUNDING

This is based on the Rankings after assessment of applications. Option 2 deems that the first two (2) ranked projects be funded with the remainder encouraged to resubmit in the next round / year.

2016/5 Repair & repaint St John’s Uniting Church, Cnr Cadell & Douglas Sts, Narrandera

Previous discussions held with Church representatives regarding several projects at the heritage listed St John’s Uniting Church Narrandera and the proposed external repairs and repainting with the works suiting the criteria of the fund and being ranked No. 2.

Recommendation for this repainting of the Church building be undertaken as per heritage advisor recommendations with funding of $2,500 (excl GST) acceptable for this project.

2016/7 External façade repairs & repainting to Star Hotel, 64 Whitton Street, Narrandera

Discussions held with Manager (Adam Hall) regarding the proposed façade upgrade, restoration works to the verandah and repainting of the Star Lodge Hotel, with the works at this important heritage listed building suiting the criteria of the fund and being ranked No. 1.

Recommendation for this restoration of the verandah and repainting of this Hotel building be undertaken as per heritage advisor recommendations with funding of $10,000 (excl GST) acceptable for this main street / highway project.

Trusting the foregoing advice is of assistance at this time.

NOEL THOMSON RAIA
HERITAGE ADVISOR - NARRANDERA SHIRE
## ATTACHMENT 2 – Local Heritage Fund 2016 – 2017 Application Summary

### Local Heritage Fund Applications 2016-2017: Option 1 Funding

<table>
<thead>
<tr>
<th>No</th>
<th>Applicant</th>
<th>Property</th>
<th>Address/Property</th>
<th>Heritage Listing</th>
<th>Proposed Works</th>
<th>Total Project Cost</th>
<th>Funding Recommended (excl GST)</th>
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<tbody>
<tr>
<td>2016/1</td>
<td>N Findlay</td>
<td>Old Billards Rooms/ Hairdresser</td>
<td>90 Yapunyah St, Barellan</td>
<td>Yes 1005</td>
<td>Replacement roofing</td>
<td>$16,009</td>
<td>$3,000</td>
</tr>
<tr>
<td>2016/2</td>
<td>E Broncano</td>
<td>Mon Repos</td>
<td>43 Douglas St, Narrandera</td>
<td>Yes 1060</td>
<td>Repainting front verandah</td>
<td>$2,530</td>
<td>$1,000</td>
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<tr>
<td>2016/3</td>
<td>K Tarlington</td>
<td>Former State Bank</td>
<td>70 Yapunyah St, Barellan</td>
<td>Yes 1004</td>
<td>Replacement windows</td>
<td>$11,707</td>
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<tr>
<td>2016/4</td>
<td>B Rafter</td>
<td>John O’Brien House/ Presbytery</td>
<td>60 Audley St, Narrandera</td>
<td>Yes 1034</td>
<td>Internal refurbishment</td>
<td>$50,000</td>
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<tr>
<td>2016/5</td>
<td>D Elmer</td>
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<td>2016/6</td>
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<td>Former Royal Hotel</td>
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<td>Reconstruction of verandah</td>
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<td>2016/7</td>
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<td>Star Hotel</td>
<td>64 Whitton St, Narrandera</td>
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<td>$4,000</td>
</tr>
<tr>
<td>2016/8</td>
<td>A Lean</td>
<td>Antique Corner</td>
<td>126 Larmer St, Narrandera</td>
<td>Yes 1025</td>
<td>Repainting front façade</td>
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<tr>
<td>2016/9</td>
<td>R Manning</td>
<td>EFTS Training Hall</td>
<td>Irrigation Way, Narrandera</td>
<td>No</td>
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<td>$200</td>
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<td>2016/10</td>
<td>Kurrajong Waratah</td>
<td>Former Bakery</td>
<td>50 East St, Narrandera</td>
<td>Yes 1048</td>
<td>Restoration of internal bathroom</td>
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## Local Heritage Fund Applications 2016-2017: Option 2 Funding

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<td>2016/11</td>
<td>P Sprostan</td>
<td>ANZ Bank</td>
<td>126 East St, Narrandera</td>
<td>Yes 1026</td>
<td>Repairs to external brickwork; repointing façade</td>
<td>$2,640 $12,500</td>
</tr>
</tbody>
</table>
SECTION 7 – Reports

Efficient and Responsive Service

The following reports pertain to Key Strategic Direction:

4. Efficient and Responsive Service

Key Strategies Include:

4.1 High Quality Health Services
4.2 Education for All Children and Young People
4.3 Accessible Effective and Utilised Services and Programs for Our Community
4.4 A Safe and Well Protected Community

No Reports for This Month
SECTION 8 – Reports

Trusted and Effective Government

The following reports pertain to Key Strategic Direction:

5. Trusted and Effective Government

Key Strategies Include:

5.1 A Community that is Passionate and Engaged in its Future
5.2 A Strong Relationship between Government and Community
5.3 Productive and Beneficial Relationships
ITEM NO: 8.1
REPORT FROM: Corporate and Community Services
KEY DIRECTION: Trusted and effective Government
SUBJECT: ADOPTION OF POLICY ES80 – COMPLAINTS MANAGEMENT

Submitted to Council’s Ordinary Meeting held on: 14 December 2016

PURPOSE
The purpose of this report is to bring to Council submissions received during the exhibition of amended policy ES80 Complaints Management. The draft has been on public exhibition with one submission received. Council may now adopt the policy following consideration of the submission received during the exhibition period.

SUMMARY
Council at its September meeting resolved to adopt for exhibition the amended Policy ES80 Complaints Management. One submission has been received during the submission period.

“Submission is made that this policy appears to be reasonable with the exception that the reliance on the Unreasonable Complainant Conduct Policy ES 320 Reference 6.1 is flawed.”

The submission appears to raise concern not with ES80 Complaints Management but related policy ES320 Unreasonable Complainant Conduct.

RECOMMENDATION
That Council adopt the Policy ES80 as exhibited, update the Policy Register and upload to Council’s Website.

BACKGROUND
Draft Policy ES80 has been adopted by Council for public exhibition. The exhibition period has closed with one submission being received.

“Submission is made that this policy appears to be reasonable with the exception that the reliance on the Unreasonable Complainant Conduct Policy ES 320 Reference 6.1 is flawed.”

The submission appears to raise concern not with ES80 Complaints Management but related policy ES320 Unreasonable Complainant Conduct.

Policy ES320 is one of fourteen (14) policies listed in section 6.1 of ES80 as being policies related to ES80. Policy ES320 was reviewed earlier in 2016 and adopted by Council at its March meeting following consideration of submissions.

RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES
This report aligns with the Narrandera Shire Community Strategic Plan:-
Key Direction 5.2 - A strong relationship between Government and Community.
Objective 5.2.1 - Open, transparent and informed decision making.

Action 5.2.1.3 Seek to ensure that all appropriate information is presented as part of the decision making process.

ISSUES AND IMPLICATIONS

- **Policy**
  Customer Service Charter (CS110)
  Complaints Management Policy (ES80)

- **Financial**
  Nil

- **Legal/Statutory**
  Nil

- **Community Engagement / Communication**
  Community consultation has been through a 28 day exhibition period seeking submissions on the proposed policy. Following adoption the revised policy will be updated to the policy register and posted to Council’s website.

- **Human Resources / Industrial Relations (if applicable)**
  Once adopted staff will require training and empowerment to implement the policy.

- **Risks**
  The existing Complaints Management Policy (ES80) does not utilise the framework proposed in AS/NZS 10002:2014. This is addressed in the revised policy. Customers and the Ombudsman would be aware that the existing policy is not consistent with the above standard or the Ombudsman’s Complaint Management Framework. This would not reflect well on Council should there be an external review of a complaint and Council’s complaint management process.

OPTIONS

- After consideration Council adopt the draft policy as exhibited.
- After consideration Council amend the draft policy and adopt the amended policy.

CONCLUSION

After consideration Council adopt the draft policy as exhibited.

ATTACHMENTS

1. Policy – “Complaints Management” Revised policy ES80 as exhibited

MH/iji – CM/16-12

RECOMMENDATION

That Council adopt the Policy ES80 as exhibited, update the Policy Register and upload to Council’s Website.
1. Introduction

1.1 Purpose
This policy is intended to ensure that council handle complaints fairly, efficiently and effectively. Council’s complaint management system is intended to:
- enable us to respond to issues raised by people making complaints in a timely and cost-effective way
- boost public confidence in our administrative process, and
- provide information that can be used by us to deliver quality improvements in our services, staff and complaint handling.

This policy provides guidance on the key principles and concepts of our complaint management system to our staff and people who wish to make a complaint.

1.2 Scope
This policy applies to all staff receiving or managing complaints from the public made to or about us, regarding our services, staff and complaint handling. Staff grievances, code of conduct complaints and public interest disclosures are dealt with through separate mechanisms.

1.3 Organisational commitment
Council expects staff at all levels to be committed to fair, effective and efficient complaint handling. The following table outlines the nature of the commitment expected from staff and the way that commitment should be implemented.
<table>
<thead>
<tr>
<th>Who</th>
<th>Commitment</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td>C.E.O.</td>
<td>Promote a culture that values complaints and their effective resolution</td>
<td>Report publicly on council’s complaint handling. Provide adequate support and direction to key staff responsible for handling complaints. Regularly review reports about complaint trends and issues arising from complaints. Encourage all staff to be alert to complaints and assist those responsible for handling complaints resolve them promptly. Encourage staff to make recommendations for system improvements. Recognise and reward good complaint handling by staff. Support recommendations for service, staff and complaint handling improvements arising from the analysis of complaint data.</td>
</tr>
<tr>
<td>Governance &amp; Engagement Manager</td>
<td>Establish and manage our complaint management system.</td>
<td>Provide regular reports to CEO on issues arising from complaint handling work. Ensure recommendations arising out of complaint data analysis are canvassed with CEO and implemented where appropriate. Recruit, train and empower staff to resolve complaints promptly and in accordance with council’s policies and procedures. Encourage staff managing complaints to provide suggestions on ways to improve the organisation’s complaint management system. Encourage all staff to be alert to complaints and assist those responsible for handling complaints resolve them promptly. Recognise and reward good complaint handling by staff.</td>
</tr>
<tr>
<td>Customer Service Staff</td>
<td>Demonstrate exemplary complaint handling practices</td>
<td>Treat all people with respect, including people who make complaints. Assist people make a complaint, if needed. Comply with this policy and its associated procedures. Keep informed about best practice in complaint handling. Provide feedback to management on issues arising from complaints. Provide suggestions to management on ways to improve the organisation’s complaints management system. Implement changes arising from individual complaints and from the analysis of complaint data as directed by management.</td>
</tr>
</tbody>
</table>
All staff

Understand and comply with council’s complaint handling practices.

Treat all people with respect, including people who make complaints.

Be aware of council’s complaint handling policies and procedures.

Assist people who wish to make complaints access the council’s complaints process.

Be alert to complaints and assist staff handling complaints resolve matters promptly.

Provide feedback to management on issues arising from complaints.

Implement changes arising from individual complaints and from the analysis and evaluation of complaint data as directed by management.

2. Terms and Definitions

Complaint

Expression of dissatisfaction made to or about council, it’s services, staff or the handling of a complaint where a response or resolution is explicitly or implicitly expected or legally required. Dissatisfaction with Councils procurement process or maintaining competitive neutrality.

A complaint covered by this Policy can be distinguished from:

- staff grievances [see our grievance policy]
- public interest disclosures made by our staff [see our internal reporting policy]
- code of conduct complaints [see our code of conduct]
- responses to requests for feedback about the standard of our service provision [see the definition of ‘feedback’ below]
- reports of problems or wrongdoing merely intended to bring a problem to our notice with no expectation of a response [see definition of ‘feedback’]
- service requests [see definition of ‘service request’ below], and
- requests for information [see our access to information policy].
- Child protection [see our child protection policy]

Complaint management system

All policies, procedures, practices, staff, hardware and software used by council in the management of complaints.

Dispute

An unresolved complaint escalated either within or outside of council.
Feedback
Opinions, comments and expressions of interest or concern, made directly or indirectly, explicitly or implicitly, to or about us, about council’s services or complaint handling where a response is not explicitly or implicitly expected or legally required.

Service request
- requests for approval
- requests for action
- routine inquiries about the council’s business
- requests for the provision of services and assistance
- reports of failure to comply with laws regulated by the council
- requests for explanation of policies, procedures and decisions.

Grievance
A clear, formal written statement by an individual staff member about another staff member or a work related problem.

Policy
A statement of instruction that sets out how we should fulfill our vision, mission and goals.

Procedure
A statement or instruction that sets out how our policies will be implemented and by whom.

Public interest disclosure
A report about wrong doing made by a public official in New South Wales that meets the requirements of the Public Interest Disclosures Act 1994.
3. Guiding principles

3.1 Facilitate complaints

People focus
We are committed to seeking and receiving feedback and complaints about our services, systems, practices, procedures and complaint handling. Concerns raised in feedback or complaints will be dealt with within a reasonable time frame.

People making complaints will be:
- provided with information about our complaint handling process
- provided with multiple and accessible ways to make complaints
- listened to, treated with respect by staff and actively involved in the complaint process where possible and appropriate, and
- provided with reasons for our decision/s and any options for redress or review.

No detriment to people making complaints
We will take all reasonable steps to ensure that people making complaints are not adversely affected because a complaint has been made by them or on their behalf.

Anonymous complaints
We accept anonymous complaints and will carry out an investigation of the issues raised where there is enough information provided.

Accessibility
We will ensure that information about how and where complaints may be made to or about Council is well publicised. We will ensure that systems to manage complaints are easily understood and accessible to everyone, particularly people who may require assistance. If a person prefers or needs another person or organisation to assist or represent them in the making and/or resolution of their complaint, we will communicate with them through their representative if this is their wish. Anyone may represent a person wishing to make a complaint with their consent (e.g. advocate, family member, legal or community representative, member of Parliament, another organisation).
No charge
Complaining to us is free.

3.2 Respond to complaints

Early resolution
Where possible, complaints will be resolved at first contact with council.

Responsiveness
We will promptly acknowledge receipt of complaints. We will assess and prioritise complaints in accordance with the urgency and/or seriousness of the issues raised. If a matter concerns an immediate risk to safety or security the response will be immediate and will be escalated appropriately. We are committed to managing people’s expectations, and will inform them as soon as possible, of the following:

- the complaints process
- the expected time frames for our actions
- the progress of the complaint and reasons for any delay
- their likely involvement in the process, and
- the possible or likely outcome of their complaint.

We will advise people as soon as possible when we are unable to deal with any part of their complaint and provide advice about where such issues and/or complaints may be directed (if known and appropriate). We will also advise people as soon as possible when we are unable to meet our time frames for responding to their complaint and the reason for our delay.

Objectivity and fairness
We will address each complaint with integrity and in an equitable, objective and unbiased manner. We will ensure that the person handling a complaint is different from any staff member whose conduct or service is being complained about. Conflicts of interests, whether actual or perceived, will be managed responsibly. In particular, internal reviews of how a complaint was managed will be conducted by a person other than the original decision maker.

Responding flexibly
Our staff are empowered to resolve complaints promptly and with as little formality as possible. We will adopt flexible approaches to service delivery and problem solving to enhance accessibility for people making complaints and/or their representatives. We will assess each complaint on its merits and involve people making complaints and/or their representative in the process as far as possible.
Confidentiality
We will protect the identity of people making complaints where this is practical and appropriate.
Personal information that identifies individuals will only be disclosed or used by council as permitted under the relevant privacy laws, secrecy provisions and any relevant confidentiality obligations.

3.3 Manage the parties to a complaint

Complaints involving multiple agencies
Where a complaint involves multiple organisations, we will work with the other organisation/s where possible, to ensure that communication with the person making a complaint and/or their representative is clear and coordinated.
Subject to privacy and confidentiality considerations, communication and information sharing between the parties will also be organised to facilitate a timely response to the complaint.
Where a complaint involves multiple areas within our organisation, responsibility for communicating with the person making the complaint and/or their representative will also be coordinated.
Where our services are contracted out, we expect contracted service providers to have an accessible and comprehensive complaint management system. We take complaints not only about the actions of our staff but also the actions of service providers.

Complaints involving multiple parties
When similar complaints are made by related parties we will try to arrange to communicate with a single representative of the group.

Empowerment of staff
All staff managing complaints are empowered to implement our complaint management system as relevant to their role and responsibilities.
Staff are encouraged to provide feedback on the effectiveness and efficiency of all aspects of our complaint management system.

Managing unreasonable conduct by people making complaints
We are committed to being accessible and responsive to all people who approach us with feedback or complaints. At the same time our success depends on:
- our ability to do our work and perform our functions in the most effective and efficient way possible
- the health, safety and security of our staff, and
- our ability to allocate our resources fairly across all the complaints we receive.

When people behave unreasonably in their dealings with us, their conduct can significantly affect the progress and efficiency of our work. As a result, we will take proactive and decisive action to manage any conduct that negatively and unreasonably affects us and will support our staff to do the same in accordance with this policy.
For further information on managing unreasonable conduct by people making complaints please see council’s policy (ES320) Unreasonable Complainant Conduct.
4. Complaint management system

4.1 Introduction
When responding to complaints, staff should act in accordance with our complaint handling procedures as well as any other internal documents providing guidance on the management of complaints. Staff should also consider any relevant legislation and/or regulations when responding to complaints and feedback. The five key stages in our complaint management system are set out below.

4.2 Receipt of complaints
Unless the complaint has been resolved at the outset, we will record the complaint and its supporting information. We will also assign a unique identifier to the complaint file. The record of the complaint will document:

- the contact information of the person making a complaint
- issues raised by the person making a complaint and the outcome/s they want
- any other relevant and
- any additional support the person making a complaint requires.

How to lodge a Complaint

In Writing – Post
Narrandera Shire Council
141 East Street
Narrandera NSW 2700

Fax 02 69591884

Email
council@narrandera.nsw.gov.au

In Person
Visit Council’s Chambers at 141 East Street between 8.15am and 4.30pm, Monday to Friday.

By Telephone
Call Council’s Customer Service on 02 6959 5510 between 8.15am and 4.30pm, Monday to Friday.

Website
Via Council’s website – www.narrandera.nsw.gov.au
4.3 Acknowledgement of complaints

We will acknowledge receipt of each complaint promptly and preferably within five (5) working days.
Consideration will be given to the most appropriate medium (e.g. email, letter) for communicating with the person making a complaint.

4.4 Initial assessment and addressing of complaints

Initial assessment

After acknowledging receipt of the complaint, we will confirm whether the issue/s raised in the complaint is/are within our control. We will also consider the outcome/s sought by the person making a complaint and, where there is more than one issue raised, determine whether each issue needs to be separately addressed.

When determining how a complaint will be managed, we will consider:
- How serious, complicated or urgent the complaint is
- Whether the complaint raises concerns about people’s health and safety
- How the person making the complaint is being affected
- The risks involved if resolution of the complaint is delayed, and
- Whether a resolution requires the involvement of other organisations.

Addressing complaints

After assessing the complaint, we will consider how to manage it. To manage a complaint we may:
- Give the person making a complaint information or an explanation
- Gather information from the person or area that the complaint is about, or
- Investigate the claims made in the complaint.

We will keep the person making the complaint up to date on our progress, particularly if there are any delays. We will also communicate the outcome of the complaint using the most appropriate medium. Which actions we decide to take will be tailored to each case and take into account any statutory requirements.

4.5 Providing reasons for decisions

Following consideration of the complaint and any investigation into the issues raised, we will contact the person making the complaint and advise them:
- the outcome of the complaint and any action we took
- the reason/s for our decision
- the remedy or resolution/s that we have proposed or put in place, and
- any options for review that may be available to the complainant, such as an internal review, external review or appeal.

If in the course of investigation, we make any adverse findings about a particular individual, we will consider any applicable privacy obligations under the Privacy and Personal Information Protection Act 1998 and any applicable exemptions in or made pursuant to that Act, before sharing our findings with the person making the complaint.
4.6 Closing the complaint, record keeping, redress and review

We will keep comprehensive records about:

- How we managed the complaint
- The outcome/s of the complaint (including whether it or any aspect of it was substantiated, any recommendations made to address problems identified and any decisions made on those recommendations, and
- Any outstanding actions that need to be followed up.

We will ensure that outcomes are properly implemented, monitored and reported to the complaint handling manager and/or senior management.

4.7 Alternative avenues for dealing with complaints

We will inform people who make complaints to or about us about any internal or external review options available to them including the Ombudsman & Office of Local Government.

4.8 The three levels of complaint handling

![Diagram of three levels of complaint handling]

We aim to resolve complaints at the first level, the frontline. Wherever possible staff will be adequately equipped to respond to complaints, including being given appropriate authority, training and supervision.

Where this is not possible, we may decide to escalate the complaint to a more senior officer within council. This second level of complaint handling will provide for the following internal mechanisms:

- assessment and possible investigation of the complaint and decision/s already made, and/or
- facilitated resolution (where a person not connected with the complaint reviews the matter and attempts to find an outcome acceptable to the relevant parties).

Where a person making a complaint is dissatisfied with the outcome of council’s review of their complaint, they may seek an external review of our decision by the Ombudsman or Office of Local Government.
5. Accountability and learning

5.1 Analysis and evaluation of complaints
We will ensure that complaints are recorded in a systematic way so that information can be easily retrieved for reporting and analysis.

Regular reports will be run on:
- the number of complaints received
- the outcome of complaints
- issues arising from complaints
- systemic issues identified, and
- the number of requests we receive for internal and/or external review of our complaint handling.

Regular analysis of these reports will be undertaken to monitor trends, measure the quality of our customer service and make improvements.
Both reports and their analysis will be provided to council’s CEO and senior management for review.

5.2 Monitoring of the complaint management system
We will continually monitor our complaint management system to:
- ensure its effectiveness in responding to and resolving complaints, and
- identify and correct deficiencies in the operation of the system.

Monitoring may include the use of audits, complaint satisfaction surveys and online listening tools and alerts.

5.3 Continuous improvement
We are committed to improving the effectiveness and efficiency of our complaint management system. To this end, we will:
- support the making and appropriate resolution of complaints
- implement best practices in complaint handling
- recognise and reward exemplary complaint handling by staff
- regularly review the complaints management system and complaint data, and
- implement appropriate system changes arising out of our analysis of complaints data and continual monitoring of the system.
6. Related legislation/guidelines/Narrandera policies and associated procedures

6.1 Related Council Policies:
- Privacy Management Plan,
- Code of Conduct,
- Disciplinary Policy,
- Grievance Policy,
- Performance Management,
- Fraud Detection and Management,
- Procurement Policy,
- Contractor Management
- Internal Investigation Procedures,
- Child Protection Policy,
- Customer Service Charter,
- Internal Reporting Policy and Procedure
- Unreasonable Complainant Conduct
- Complaint Management Procedure

6.2 Related Agencies & Resources
Office of the (NSW) Ombudsman
Telephone 02 9286 1000
Fax 02 9283 2911
Toll free 1800 451 524
Email nswombo@ombo.nsw.gov.au
Web www.ombo.nsw.gov.au

Independent Commission Against Corruption (ICAC)
Telephone 02 8281 5999
Fax 02 9264 5364
Toll free 1800 463 909
Email icac@icac.nsw.gov.au
Web www.icac.nsw.gov.au

Office of Local Government
Telephone 02 9289 4000
Fax 02 9289 4099
Email dlg@dlg.nsw.gov.au
Web www.dlg.nsw.gov.au

For complaints relating to Children’s Services please send information to the following:

Director
Central Licensing and Regulatory Support
Department of Community Services
Acknowledgements

The development of this policy has been informed by the following:

- Australian and New Zealand Standard Guidelines for complaint handling in organizations AS/NZS 10002:2014
- NSW Ombudsman Effective complaint handling guidelines, 2nd Edition, December 2010
- Victorian Ombudsman Councils and complaints - a good practice guide, February 2015
- Joint publication of the NSW Ombudsman and Department of Local Government Complaints Management in Councils Practice note no. 9, revised July 2009
- Ombudsman Western Australia Guidelines on complaint handling, November 2010
- Commonwealth Ombudsman Better Practice Guide to Complaint handling 1, April 2009
- NESTA Grumbles Gripes and Grievances The Role of Complaints in Transforming Public Services, April 2013
- Scottish Public Services Ombudsman SPSO Statement of Complaint handling Principles, 2011
- The British and Irish Ombudsman Association Guide to Principles of good complaint handling, 2007
- NSW Ombudsman Managing Unreasonable Complaint Conduct – a Model Policy and Procedure 2012
- NSW Ombudsman Complaint Management Framework 2015

Variation and Review

Council will review this Policy as deemed necessary and if required by any changes to Policy or legislative requirements. The Policy will be internally reviewed as required and where amendment is proposed, will be referred to Council for review.

Policy History

Adopted by ELT 14 July 2014
Adopted 18 April 2006
Reviewed 20 March 2007
Amended 21 August 2007
Amended 17 February 2009
Reviewed by Council 19 August 2014
Adopted by Council 14 October 2014
Adopted by ELT 01 August 2016
Reviewed by Council 27 September 2016
Adopted by Council

Signed: Chief Executive Officer Date: ...........................................
ITEM NO: 8.2
REPORT FROM: Executive Services
KEY DIRECTION: Trusted and Effective Government
SUBJECT: ADOPTION OF POLICY ES70 PAYMENT OF EXPENSES AND PROVISION OF FACILITIES TO MAYOR AND COUNCILLORS

Submitted to Ordinary Council Meeting held on: 14 December 2016

PURPOSE
This report seeks Council’s adoption of the reviewed and exhibited “Payment of Expenses and Provision of Facilities for Mayor and Councillors” as attached.

BACKGROUND
The Local Government Act sets out the annual review and adoption processes that must be followed with the Payment of Expenses and Provision of Facilities to Mayor and Councillors Policy which is summarised as follows:

1. Council must review a Councillor Expenses and Facilities Policy at least once per Council Term
2. Council must give public notice of the intention to adopt a policy and allow 28 days for public submissions (s53(1)) and consider submissions made (s253(2))
3. Council must publicly exhibit the draft Councillor Expenses and Facilities Policy before adopting the policy, even if the policy is not amended or the amendments are not substantial.

The reviewed policy was submitted to Council’s Ordinary Meeting of 11 October 2016 to be endorsed for placement on 28 day public exhibition. A report was to be returned to Council detailing submissions received and for adoption of the policy.

The policy was placed on Public Exhibition from Tuesday 25 October to Tuesday 22 November 2016. It was advised in the Narrandera Argus, Narrandera Independent, announced on the Community Radio and listed on the Council website’s exhibition page.

RECOMMENDATION
That Council:
1. Note that no public feedback was received from the 28 day public exhibition of the Expenses and Provision of Facilities to Mayor and Councillors policy.
2. Endorse the reviewed Payment of Expenses and Provision of Facilities to Mayor and Councillors Policy, with amendments as outlined within the report by strikethrough and bold.
This report aligns with the Narrandera Shire Community Strategic Plan:-

**Key Direction 5.2 - A strong relationship between government and community**

**Objective 5.2.1 - Open, transparent and informed decision making**

**Action 3 - Seek to ensure that all appropriate information is presented as part of decision making processes.**

**ISSUES AND IMPLICATIONS**

- **Policy**
  Payment of Expenses and Provision of Facilities for Mayor and Councillors Policy

- **Financial**
  There is provision within the budget that covers for Councillor Expenses

- **Legal/Statutory**
  Sections 252 and 253 of the LGA and Clause 403 of the Local Government General Regulation

- **Community Engagement / Communication**
  The policy was placed on Public Exhibition from Tuesday 25 October to Tuesday 22 November 2016. It was advised in the Narrandera Argus, Narrandera Independent, announced on the Community Radio and listed on the Council website’s exhibition page

- **Human Resources / Industrial Relations (if applicable)**
  N/A

- **Risks**
  Council is required to review at least once per Council term its Payment of Expenses and Provision of Facilities for Mayor and Councillors Policy and place the policy on public exhibition before adopting. Council would be in breach of legislation if this annual policy review process did not occur.

**OPTIONS AND PROPOSAL**

This policy has been regularly and extensively reviewed on an annual basis, and it has been proposed to put forward some minor changes to the Policy. The Policy, as is, meets with the Office of Local Government’s requirement for Council to have supporting approval mechanisms covering expenses and facilities, setting financial limits and implementing a process of checks and balances.

Amendments to the policy, as exhibited, are shown with a strikethrough where matters are no longer relevant and in **bold** where detail has been included.

The policy was publically advertised and no public feedback was received.

It is now proposed that Council adopt the policy with the inclusion of the changes, and forward a copy of the policy to the Office of Local Government in compliance with legislative requirements.

**ATTACHMENTS**

1. Payment of Expenses and Provision of Facilities for Mayor and Councillors Policy
RECOMMENDATION
That Council:
1. Note that no public feedback was received from the 28 day public exhibition of the Expenses and Provision of Facilities to Mayor and Councillors policy.
2. Endorse the reviewed payment of Expenses and Provision of Facilities to Mayor and Councillors Policy, with amendments as outlined within the report by strikethrough and bold.
PAYMENT OF EXPENSES AND PROVISION OF FACILITIES TO MAYOR AND COUNCILLORS

ES70
Payment of Expenses and Provision of Facilities to Mayor and Councillors

Policy No: ES70
Policy Title: Payment of Expenses and Provision of Facilities to Mayor and Councillors
Section Responsible: Executive Services
Minute No: TBA
MagiQ File No: F1861
Next Review Date: During Council Term 2020 – 2024

Purpose
The purposes of the policy are:

- To ensure that there is accountability and transparency in the reimbursement of expenses incurred or to be incurred by Councillors,
- To ensure that the facilities provided to assist Councillors to carry out their civic duties are reasonable;
- To provide appropriate and reasonable facilities to enable the Mayor, Deputy Mayor and Councillors to fulfil their civic responsibilities and obligations;
- To provide clear guidelines on what types of expenses Councillors are entitled to claim payment for or reimbursement from the Council;
- To ensure that no Councillor suffers financial hardship in meeting his/her legitimate civic responsibilities and obligations; and
- To meet the statutory requirements of sections 252 and 253 of the Local Government Act 1993 and section 403 of the Local Government (General) Regulation 2005.

Scope
- The policy applies to the Mayor and Councillors. It also applies to Administrators of Council where appropriate.
Legislative Provisions

PART 1 - Policy and Legislative Framework
Clause 217 of the Local Government (General) Regulation 2005 requires Councils to include in their annual report details about the payment of expenses and facilities to Councillors:

- The council's policy on the provision of facilities for, and the payment of expenses to, mayors and councillors
- The total amount of money expended during the year on providing those facilities and paying those expenses
- Additional information as required by the Local Government (General) Regulation 2005.

Provisions under the Local Government Act 1993. Sections 252(5) and 253 of the Local Government Act 1993 require Councils to make and submit their expenses and provision of facilities policies annually to the Department of Local Government by 30 November each year. Council must give Public Notice of its intention to adopt or amend the policy allowing at least 28 days for the making and consideration of public submissions. Before adopting or amending the policy, Council must consider any submissions and make any appropriate changes to the draft policy or amendment.

Section 252 of the Local Government Act 1993 requires Councils to adopt or amend a policy annually for the payment of expenses and the provision of facilities to Mayors, Deputy Mayors and other Councillors. Mayors and Councillors can only be reimbursed for expenses and provided with facilities in accordance with this policy.

Section 252 also makes provision for a Council to reduce the amount payable to Mayors and Councillors (under sections 248-251 of the Local Government Act 1993) by the amount representing any private benefit of a facility provided by the Council to them. It also requires that the policy be made under the provisions of this Act, the Local Government (General) Regulation and any relevant guidelines issued under section 23A of the Act.

Section 253 specifies actions that Council must undertake before a policy concerning expenses and facilities can be adopted or amended. Section 254 requires that a part of a Council or Committee meeting which considers the adopting or amending of such a policy must not be closed to the public.

The Government Information Public Access Act 2009 and Regulation 2010 provides that the public is able to inspect during office hours at the Council, and at no charge, the current version of the Council's expenses and facilities policy. The public are also entitled to a copy of the policy either free of charge or on payment of a reasonable copying charge.
Section 23A For the purpose of the LGA, the Director General may from time to time prepare adopt or vary guidelines relating to the exercise by a Council of any of its functions. A Council must take into consideration any relevant guidelines issued under this section before exercising any of its functions.

Other Government Policy Provisions
- DLG Guidelines for payment of expenses and provision of facilities in NSW – October 2009
- Model Code of Conduct
- DLG Circular to councils”- 05/08 ‘Legal Assistance for Councillors and Council Employees’
- ICAC publications – “No excuse for Misuse”
- Local Government Act, 1993

Approval Arrangements
For Councillors wishing to attend a function other than those specifically covered by this policy and for which expenses will be claimed, approval should be obtained where possible at a full Council meeting. Where this is not possible, approval is to be provided jointly by the Mayor and Chief Executive Officer in the statutory role as General Manager and reported to the next Council meeting.

If the Mayor requires approval to travel and it is not possible to place the matter before a Council meeting, the approval is to be provided by the Deputy Mayor and the Chief Executive Officer in the statutory role as General Manager and reported to the next meeting.

No travel outside of Australia is to be approved other than by Council resolution.

PART 2 - Payment of Expenses

General Provisions

Claiming of Expenses
All claims for expenses are to be in writing and submitted within two months of the expense being occurred. Claims are to be supported by the submission of appropriate receipts and tax invoices. No payment of general expense allowances will be made.
Private Benefit
No private benefit, other than incidental, will accrue to Councillors from expenses paid or facilities provided. Councillors should not generally use Council equipment for their own personal benefit. However, it is acknowledged that incidental use of Council equipment for private benefit may occur. Such incidental use will not be subject to repayment. As a guide an amount of $20 is considered to be incidental use in this regard.

Where more substantial use of Council equipment occurs Council will seek reimbursement at a rate determined by the:

(i) Mayor/Deputy Mayor and the Chief Executive Officer in the statutory role as General Manager; or
(ii) the Council, depending upon the circumstances.

Dispute Process
Any dispute over the payment or reconciliation of expenses to a Councillor is to be addressed in writing to the Chief Executive Officer in the statutory role as General Manager outlining reasons. If available, the disputed claim should be supported with relevant documentation. The Chief Executive Officer in the statutory role as General Manager is to review the matter within 14 days and provide a written response detailing his/her resolution to the dispute.

Allowances and Expenses
Where the business of Councillors requires Councillors to travel from Narrandera and/or obtain overnight accommodation, the actual cost of those expenses and other reasonable incidental expenses shall be met or reimbursed by the Council.

Councillors shall meet any additional costs associated with the attendance of their partners unless such attendance is specifically covered elsewhere in this policy.

Where a Councillor incurs sustenance expenses that arise from attending to business which has been approved in accordance with this policy, but does not involve an overnight stay and/or absence from the Shire, reimbursement of actual costs incurred will be paid provided that there is adequate substantiation of the expenditure.

Relationship between Annual Fees and Expenses
It is noted that Councillor annual fees do not fall within the scope of this policy.

Council has resolved that:
Having regard to the Local Government Remuneration Tribunal’s determination of a fee range for Councillors and the Mayor, Council shall always pay the maximum fees
as determined by the Tribunal for the category of Council into which Council has been classified by the Tribunal

Councillors are to be paid monthly in arrears in accordance with the provisions of the Local Government Act 1993.

**Administrator**
This policy applies in the event of any Administrator appointed to administer Council.

**Reimbursement and reconciliation of expenses**
Councillors are to provide receipts to support all claims for reimbursement or substantiate payments from advances or in the event that a receipt is not provided a signed certification confirming the details of the expense will be required.

**Payment in advance**
Where it is likely that a Councillor will incur expenses as a result of attending to business outside the Council area, and where it is not possible for those expenses to be pre-paid or charged directly to the Council, the Councillor is entitled to claim a sustenance allowance in accordance with Council limits per overnight stay to be drawn in advance.

Such an allowance is not authority to incur unsubstantiated expenses to that amount. Any expenses paid from the sustenance allowance shall be fully substantiated and the unexpended balance of the sustenance allowance repaid to Council. The pre-payment of the allowance is not to be regarded as a general expenses allowance.

**Staff Expenses**
The method of expenses adopted for Councillors shall also apply to Senior Staff where representing Council or at functions authorised by the Council.

**Establishment of Monetary Limits and Standards**

**Accommodation**
Accommodation is to be reasonable and appropriate to the occasion. As a guide the limit on accommodation in capital cities is $300 $350 per night and in other centres $180 per night. Where the accommodation is provided at the facility where the event is being staged (as is the case for the Local Government NSW Conference), the policy provides for accommodation to be provided at that location even if cost of the accommodation exceeds the nominated limit.
Sustenance

Reasonable sustenance expenses paid by Councillors who attend authorised Council business shall be paid reimbursed to Councillors and Senior Staff on the basis of reasonable expenses as defined above in part 2 of this document presentation of receipts.

At Councillor Workshops sustenance will be provided at Council’s cost.

Council will pay for Councillors’ sustenance at civic events when sustenance is provided for all guests.

After each Council meeting Councillors may attend a fellowship dinner where Councillors will pay for their own meal and drinks.

Council will pay for the annual Christmas dinner for each Councillor and their guest and the End of Council term dinner for each Councillor and their guest.

Childcare

Childcare expenses of up to $40 per hour and a maximum of $1000 per financial year will be paid to allow Councillors to perform official civic duties. The care is not to be provided by someone who normally lives at the Councillor’s residence.

Spouse and partner expenses

Council shall meet the cost of the attendance of spouse/partners at the conference dinner at the annual conference of the Local Government NSW. Any additional costs associated with travelling, accommodation and/or participation in partners’ programs shall be the responsibility of the Councillor.

Council shall meet the costs of spouse/partners accompanying Councillors to functions in the local area where the Councillor is attending the function as a representative of Council.

Council shall meet the costs of a spouse/partner accompanying the Mayor, or a Councillor representing the Mayor, to functions where the Mayor or Councillor is attending the function as a representative of Council.

In situations where spouse/partners accompany Councillors at seminars, conferences and the like, all additional costs arising from the spouse/partner’s attendance are the responsibility of the Councillor.

Incidental Expenses

Council will reimburse Councillors incidental expenses associated with an approved attendance at conferences, seminars or training courses. Incidental expenses could
include but are not limited to telephone, facsimile, refreshments, internet, Wi-Fi, laundry, dry cleaning, taxi fees, parking fees and meals not included in the registration fees. Any incidental expenses would be subject to a daily limit of $120 and justified through a claim form and reconciliation.

Specific Expenses for Mayors and Councillors

Attendance at Seminars and Conferences

A. Local Government NSW Annual Conference
Council shall be represented at the annual conference of the Association by the Mayor, Deputy Mayor, Chief Executive Officer and their spouses/partners. Costs for spouses/partners are to cover registration and dinner only.

Additionally, Council shall provide a once only opportunity for a Councillor/s (to a maximum of two Councillors only for each annual Conference to attend the annual conference during the four year term of the Council.

In addition to the delegates nominated above a Councillor not seeking re-election at the next general election and entitled to receive a Local Government NSW Association long service certificate shall be entitled to attend a conference in the final year of a term of Council to partake in the presentation of such certificate.

B. RAMROC Conferences
It shall be the policy of Council for those Councillors wishing to attend these meetings be enable to do so.

C. Other Conferences and Seminars
Attendance at other conferences and seminars shall require the specific approval of Council as provided for elsewhere in this policy.

After returning from the conference, Councillors or a member of Council staff accompanying the Councillor/s, should provide a written report to Council on the aspects of the conference relevant to Council business and/or the local community. No written report is required for the Annual Conferences of the Local Government NSW.

Council shall pay conference registration fees charged by the conference organisers including the costs of related official lunches and dinners, and associated tours where they are relevant to the business and interests of the council.
Training and Educational Expenses
Council understands the importance for elected officials, as community leaders, to be kept up to date with requirements and will meet all reasonable expenses associated with training that relates directly to a Councillor’s duties and obligations as an elected member.

Travel Arrangements and Expenses

Form of Travel
The Mayor and the Chief Executive Officer are empowered to determine the mode of travel having regard to availability, economy, time and safety factors when travel is required outside the Council’s area.

Travel by air within Australia to be economy class, unless otherwise specified by Council. Councillors are prohibited from seeking any private benefit which includes frequent flyer points.

When travelling by vehicle outside of the Narrandera Local Government Area for authorised Council business, a suitable Council vehicle will be provided. If a Council vehicle is not available or it is not feasible to use a Council vehicle, Councillors will be paid the prescribed kilometre rate in the Local Government (State) Award for using their own vehicle. Should a Councillor decide to use their own vehicle when a Council provided vehicle is available, they will be reimbursed on the basis of fuel costs only on presentation of receipts.

The driver of the personal vehicle or Council vehicle, while attending Council business, will be personally responsible for any incurred traffic or parking fines.

Wherever possible, every effort is to be made to minimise travel costs through the use of Council vehicles and sharing with other Councillors and staff where appropriate.

Reimbursement for use of

Typically, a Councillor’s private vehicle is likely to be used available if the distance travelled for each individual trip is greater than ten kilometres for each of the following individual trips:

- travel to/from Council and Council Committee meetings
- travel to/from authorised inspections
- travel to/from Council authorised workshops, courses, seminars or conferences that are held within the area of Narrandera Shire Council.
Reimbursement will not be paid for any travel expense incurred through attending to civic needs except as provided by this policy.

Council staff shall under normal circumstances make arrangements and bookings for travel and accommodation needs.

**Gifts and Benefits**
Councillors are to refer to Council’s Gifts and Benefits Policy ES40 for guidance with any gifts given or received noting that any such gift is to be of a token value.

**Care and Other Related Expenses**

**Child and Other Care**
Reasonable expenses of a Carer will be reimbursed for childcare and care of frail aged and/or disabled individuals who reside at the Councillor’s household and for whom the Councillor is the primary Carer while the Councillor is attending Council and Committee meetings, or while representing the Council in an official capacity.

**Insurance Expenses and Obligations**
The Mayor and Councillors will be covered by Council’s insurance policies in the course of their official duties as elected local representatives. Such coverage will include the following:

- Public Liability (for matters arising out of Councillors’ performance of their civic duties and/or exercise of their council functions)
- Professional indemnity (for matters arising out of Councillor’s performance of their civic duties and/or exercise of their control functions)
- Personal Injury while on Council business. Note that Councillors are not covered by Workers’ Compensation payments and arrangements
- Travel Insurance for approved intrastate, interstate or overseas travel.

All insurances are subject to the limitations with the insurance policy coverage.

**Legal Expenses and Obligations**
Council shall indemnify or reimburse the reasonable legal expenses of a hearing into a Councillor’s conduct by an appropriate investigative or review body in the following actions:

a. A Councillor defending an action arising from the performance in good faith of a function under the Local Government Act (section 731); or
b. A Councillor defending an action in defamation provided the statements complained of were made in good faith in the course of exercising a function under the Act; or

c. A Councillor for proceedings before the Council's Conduct Review Committee/Reviewer, Office of the NSW Ombudsman, Independent Commission Against Corruption, Division of Local Government, Department of Premier and Cabinet, NSW Police Force, Director of Public Prosecutions Local Government Pecuniary Interest and Disciplinary Tribunal or an investigative body provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the Tribunal or investigative body makes a finding substantially favourable to the Councillor.

Council will not meet the costs of an action in defamation taken by a Councillor or council employee as plaintiff in any circumstances. Council will not meet the costs of a Councillor or council employee seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation.

PART 3 - Provision of Facilities

General Provisions

Provision of Facilities Generally
Council facilities and equipment shall only be used by Councillors in the performance of the functions of a Councillor and in the manner prescribed and authorised by Council. Under no circumstances are Council resources/facilities to be used for political purposes.

Provision of Equipment and Facilities for Councillors

Use of Equipment and Facilities
Councillors may have access to Council telephones during hours when the Council Administrative Office is open.

Councillors may send and receive messages using Council facsimile machines or email during hours when the Council administrative office is open.

Except in an emergency, Councillor's use of Council’s telephone shall relate to the business of Council only.

Council will provide Councillors with a name-badge and business cards and photocopy paper for printing of Council matters such as business papers and reports.
Council will also provide Councillors with an IPad for the distribution of Council and Committee business papers and for the use by Councillors at Council and Committee meetings. **No paper based reports are provided.**

The Council IPads will also be used for a communication link and dissemination of Council information via email.

**Council shall supply appropriate meals, refreshments and/or beverages (including alcohol) associated with Council and Committee meetings and functions.**

**Participation, Equity and Access**
Narrandera Shire Council encourages all members of the community to be involved in Local Government affairs and in particular those members who seek to stand for Council and who have disabilities. Council has installed a Lift from the ground floor to the first floor of the Council Chambers. Additionally, Council provides a microphone and sound system during Council meetings to support people with hearing impairment. Council commits to allowing the provision of transport or other reasonable facilities to assist people with disabilities who have an interest to be involved and partake in civic duties as a representative Councillor.

**Acquisition and Return of Equipment and Facilities by Councillors**
Councillors are to return to the Chief Executive Officer any Council owned and provided equipment after the completion of their term of office, extended leave of absence or at the cessation of their civic duties. Such equipment to be returned within 24 hours of cessation.

**Provision of Additional Equipment and Facilities for Mayor**
Appropriate secretarial support will be provided for undertaking the duties of Mayor.

A fully furnished Mayoral Office with provision of a land line telephone for Council business will be provided.

Ceremonial Mayoral Chains will be provided.

Appropriate stationery of pens, paper, diary and other appropriate stationery items are to be provided to assist the Mayor in the performance of the day to day duties.

Appropriate refreshments and beverages (including alcohol) will be provided as required to the Mayor for hospitality purposes.

Council shall, if required, provide and maintain a facsimile machine for the use of the Mayor at his/her place of residence.

Council shall provide a mobile telephone for Council use only by the Mayor.
monthly maximum expense of $150. Any amount above this amount will require 
endorsement by the full Council.

Related Legislation/ Guidelines/ Narrandera Policies and Associated Procedures

- Delegations of Authority.
- Code of Conduct
- Councillors Gift Register – all gifts with a total value greater than $50 must be 
  reported to Executive Services for inclusion in the Councillors Gift Register. For 
  further information refer to Gifts Benefits and Hospitality Policy ES40. Trim 
  number ED/45-20.
- Gifts Benefits and Hospitality Policy
Payment of Expenses and Provision of Facilities to Mayor and Councillors

Policy History
MANEX 14 July 2014
ELT 3 August 2015

Council
Adopted 29 April 1997
Reviewed 4 September 2000
Reviewed 16 September 2003
Reviewed 22 June 2004
Reviewed 18 January 2005
Reviewed 21 November 2006
Reviewed 19 June 2007
Reviewed 20 May 2008
Amended 11 November 2008
Amended 16 February 2010
Reviewed 15 March 2011
Reviewed 11 October 2011
Adopted 15 November 2011
Reviewed 25 September 2012
Adopted 20 November 2012
Reviewed 16 July 2013
Adopted 17 September 2013
Reviewed 14 July 2014
Adopted 14 October 2014
Reviewed 3 August 2015
Reviewed 20 October 2015
Reviewed 27 September 2016
Adopted tba

Signed Chief Executive Officer in statutory role of General Manager

Date: 19 October 2015
ITEM NO: 8.3
REPORT FROM: Corporate and Community Services
KEY DIRECTION: Trusted and Effective Government
SUBJECT: UPDATE ON COMMUNITY STRATEGIC PLAN REVIEW

Submitted to Council’s Ordinary Meeting held on: 14 December 2016

PURPOSE
The purpose of this report is to update Council on progress in reviewing the Community Strategic Plan 2012-2030.

SUMMARY
The Community Strategic Plan is the overarching document of Council and it is therefore important that the responses received during the consultation process be acknowledged and considered as a collective and where possible incorporated into the final document.

RECOMMENDATION
That Council note the progress and the collective responses so far in the review of the Community Strategic Plan 2012-2030.

BACKGROUND
Section 402 (1) of the Local Government Act, 1993 requires Council to have an endorsed Community Strategic Plan (CSP) covering a period of at least 10 years; the current CSP was adopted by Council 26 June 2012 for the period 2012-2030. Section 402 of the Act requires Council review the CSP before June 30 following the election; that is the current CSP must be reviewed by 30 June 2017.

To date the following consultation has occurred:

- Approximately 1,000 hard copy survey forms were distributed throughout the Shire including the communities of Barellan, Binya, Grong Grong and Narrandera; within this number a large percentage of survey forms were dedicated ‘Youth Speak’ surveys for high school and primary school children.

- The surveys were also available online from Council’s website using Survey Monkey.

- Three workshops were held 7 November 2016 with members of the community who completed the general community survey and who wanted to be more involved were held 7 November 2016.

- A workshop inclusive of key stakeholders such as health and allied health services, NSW Police, education, youth representative, financial services and community organisations was held 16 November 2016.
Representatives of the Narrandera High School student population took part in a group discussion with a member of the review team where many ideas and suggestions were made by the students.

Arrangements are also moving forward to hold a series of consultation sessions with the Indigenous Community; also with Council staff who will be managing many of the strategies and actions. Further consultation with Councillors is proposed to be at the February 2017 meeting where the DRAFT Community Strategic Plan will be presented prior to public exhibition.

Referring back to the survey, at the date of finalising this report 173 survey responses were received from the general community; 58 responses were received from high school aged children and 119 received from primary school aged children from the ‘Youth Speak’ survey.

From the information so far from the general community survey a number of themes, opportunities and concerns have evolved:

**Themes**

- Grow our population
- Support industry and development ‘think outside’ box
- Secure a satisfactory level of important services such as health, education and emergency services
- Foster a healthy community attitude
- Strongly promote our natural assets and look for innovative tourism opportunities
- Flood proof communities
- Affordable housing options
- Preserve our trees
- A Council that communicates and listens
- Improve town and village entrances
- Retain our youth
- Lobby Federal and State Governments to decentralise to smaller regional areas

**Opportunities**

- Eco-tourism and the development of an Aboriginal heritage and education tourism program
- Actively pursue ‘boutique’ industries and businesses
- Strengthen the Lake Talbot area to encourage all year use through a diverse range of activities and services.
- Target forums and associations that cater for prevalent groups such as grey nomads, transport vehicle operators and the aged/retired

**Concerns**

- Reduction of services on offer at the Narrandera Hospital such as maternity
- Maintaining courses at the Local NSW TAFE campus
- Management of the Narrandera street trees
- Impact that flooding has on business and the community
- Access to affordable housing options for independent living for the aged
• Access to important face to face services such as for mental health and drug rehabilitation.

Similarly from the targeted key stakeholder workshop a number of service and community issues as well as opportunities evolved:

Service Issues

• Rapidly ageing and retiring workforce in the health sector
• Changing face of reported crime such as domestic violence, drug & alcohol and fraud
• Affordable housing and access to emergency housing
• Mental health support
• Community need to be better informed of services available
• Decrease in face to face banking services
• Creating local employment opportunities
• Access issues during times of flood
• Promotion of dental services in addition to general medical services
• Suicide prevention

Community Issues

• Social cohesion – encouraging resilience and inclusiveness
• Attraction of new businesses and industry
• WELLNESS – not only health related but also creating motivation within the community
• Opportunities for youth for social interaction, employment, training and to feel part of the community.

Opportunities

• Improve the internet speed and promote internet connectivity
• Public spaces that provide Wi-Fi internet access
• Effective consultation with the Indigenous community
• More community events
• Establish a community hub that connects clients face to face with service providers
• Foster and maintain a positive and individual community identity
• Identify ways for local employers to identify skill sets and training pathways
• Promote volunteering as a pathway to future employment
• Improve Council’s website to provide a community profile that is easily accessed
• Dispel negative beliefs – Narrandera Shire is a safe place to live, work and visit
• Council needs to provide a shop front to make Council services more accessible and friendly – the Council Chamber is too authoritative, imposing and commanding to some sectors of the community
• Focus Shire promotion toward ageing demographics to entice the move from major population centres.
From the ‘Youth Speak’ survey a number of themes also evolved. When asked what is your favourite thing to do there were varying response with swimming rated at 29%, bike riding at 18% then sporting activities such as football, fishing and skating.

The question about what is the best thing about living in Narrandera Shire saw highly rated comments such as quiet and peaceful also having family and friends in town. Other children rated close to Wagga, the food, the festivals and activities as positive attributes as well.

When asked is there anything you don’t like about living in your community there were a number of responses with the recent floods and lack of shops being mentioned, similarly littering, robberies and dangerous animals such as snakes.
RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES

This report aligns with the Narrandera Shire Community Strategic Plan:-

Key Direction  5.2 - A strong relationship between government and community
Objective  5.2.1 - Open, transparent and informed decision making
Action  3 - Seek to ensure that all appropriate information is presented as part of decision making processes.

ISSUES AND IMPLICATIONS

- **Policy**
  The Community Strategic Plan is Councils overarching document

- **Financial**
  The Community Strategic Plan has the potential for significant impact on the financial resources of Council

- **Legal/Statutory**
  Local Government Act, 1993

- **Community Engagement / Communication**
  At the date of finalising this report extensive community and stakeholder consultation has been undertaken

- **Human Resources / Industrial Relations (if applicable)**
  Part of the integrated planning cycle includes workforce management planning, however there are no recommendations within this report that relate to this topic

- **Risks**
  It is not possible to include every individual comment from the consultation so far within the document, however the very best of attempts have been made to summarise all comments into themes, opportunities and concerns.

OPTIONS

This report provides an overview of the outcomes so far in the review of the Community Strategic Plan 2012-2030; the draft review is intended to be presented to Council in February 2017 prior to public exhibition.

It is pleasing to see that many of the issues raised are being addressed by Council, e.g. Tree Service Review Action Plan, Positive Ageing Strategy, Branding and Signage Strategies, Economic Development Strategy and the Council Communications Plan which came out of the Community Survey findings.

CONCLUSION

The Community Strategic Plan is the overarching document of Council and it is important that the responses as a collective from the community are considered and where possible incorporated in to the final document.

ATTACHMENTS  Nil

MH/cjt – CM/16-12 & 10/5/181
RECOMMENDATION
That Council note the progress and the collective responses so far in the review of the Community Strategic Plan 2012-2030.
ITEM NO: 8.4
REPORT FROM: Corporate and Community Services
KEY DIRECTION: Trusted and Effective Government
SUBJECT: NOTIFICATION OF ABORIGINAL LAND CLAIMS

Submitted to Council’s Ordinary Meeting held on: 14 December 2016

PURPOSE
The purpose of this report is to advise Council of seven Aboriginal Land Claims lodged upon lands within the Narrandera Shire Local Government Area.

SUMMARY
The Aboriginal Land Claim Investigation Unit of NSW Department of Industry recently advised that seven Claims upon lands within the Shire had been lodged. This report provides additional information such as apparent usage, area and location of the lands.

RECOMMENDATION
That Council acknowledge the seven Aboriginal Land Claims lodged in accordance with the *Aboriginal Land Rights Act, 1983* on lands within the Narrandera Local Government Area.

BACKGROUND
Council has received notification from the Aboriginal Land Claim Investigation Unit of NSW Department of Industry that seven Claims upon lands within the Narrandera Local Government Area had been lodged in accordance with the *Aboriginal Land Rights Act, 1983*.

The notification, schedule and location of the lands subject to Claim are included as Attachments 1, 2 & 3.

At the time of finalising this report, the investigation of the claims by the Aboriginal Land Claim Investigation Unit has not yet commenced.

Below are details of the claims:

<table>
<thead>
<tr>
<th>Claim Number</th>
<th>Land Claimed</th>
<th>Address</th>
<th>Apparent Usage</th>
<th>Approximate Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>41157</td>
<td>Lot 87 DP 751677</td>
<td>Bulloak Tank Road, Grong Grong</td>
<td>Appears to be vacant land held under permit by an adjoining land owner</td>
<td>17 HA</td>
</tr>
<tr>
<td>41158</td>
<td>Lot 7301 DP 1159109</td>
<td>Adjacent to Canola Way, Berrembed Street, Grong Grong</td>
<td>Appears to be vacant land</td>
<td>2 HA</td>
</tr>
</tbody>
</table>
### RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES

This report aligns with the Narrandera Shire Community Strategic Plan:-

**Key Direction** 5.2 - A strong relationship between government and community

**Objective** 5.2.1 - Open, transparent and informed decision making

**Action** 3 - Seek to ensure that all appropriate information is presented as part of decision making processes.

### ISSUES AND IMPLICATIONS

- **Policy**
  N/A

- **Financial**
  An ordinary rate is levied on one parcel of land subject to Claim, therefore should the Claim be successful the ordinary rate amount levied on that particular parcel of land estimated to be $150 will need to be borne by other property owners within the same rating category or sub-category

- **Legal/Statutory**
  Aboriginal Land Rights Act, 1983

- **Community Engagement / Communication**
  By the presentation of this report in an open forum of Council

- **Human Resources / Industrial Relations (if applicable)**
  N/A

- **Risks**
  Potential loss of land for general community use also potential loss of tenure for persons who may hold a current licence for agricultural purposes

### OPTIONS

The notification from the Aboriginal Claim Investigation Unit is for advice only at this point in time.
CONCLUSION
There is no apparent Council infrastructure located on any of the lands, nor is there a proposal for Council to use any of the lands for any essential public purpose or for future residential purpose.

ATTACHMENTS
1. Notification from Department of Industry
2. Legal description of land under Claim
3. Locality maps of individual Claims

MH/cjt – CM/16-12 & 10/60/1 & 10/60/1-31

RECOMMENDATION
That Council acknowledge the seven Aboriginal Land Claims lodged in accordance with the *Aboriginal Land Rights Act, 1983* on lands within the Narrandera Local Government Area.
Narrandera Shire Council
141 East Street
NARRANDERA NSW 2700

Date: 15 September 2016

Dear Sir/Madam,

Advice only

The Aboriginal Land Claim Investigation Unit (ALCIU) as the responsible authority for the investigation of Aboriginal Land Claims has been notified by the Office of the Registrar Aboriginal Land Rights Act of the following Aboriginal Land Claims within the Narrandera Local Government Area.

See attached list.

Investigation of these claims has not commenced and a time period for when they will be investigated cannot be given at this time.

This letter is only to advise Council of the lodgement of the claim, which may or may not affect land managed by Council or land which Council has identified for future projects.

Please be aware lodging of an Aboriginal Land Claim creates an interest in the land. Prior to any future dealings in this land, consultation should be undertaken with Crowns Lands.

Aboriginal Land Claims are investigated against criteria set out in Section 36 of the Aboriginal Land Rights Act 1983. Regardless of when an investigation is conducted the key date for the investigation is the date the claim was lodged.

If Council has any information clearly identifying the subject land as being lawfully used and occupied, needed for an essential public purpose, or needed for residential lands please provide this information to the ALCIU at your earliest convenience. In due course Council may be formally requested to provide information on this matter.

If you have any queries concerning this matter, please contact the Aboriginal Land Claim Investigation Unit on 02 6883 3396 or email alc@crownland.nsw.gov.au.

Regards,

Manager
Aboriginal Land Claim Investigation Unit
Department of Industry - Lands

Aboriginal Land Claim Investigation Unit
45 Wingewarra Street Dubbo NSW 2830 PO Box 2185 Dangar NSW 2309 Ph: 02 6883 3396 Fax: 02 6884 2067
Email: alc@crownland.nsw.gov.au
## SCHEDULE 'Y'

<table>
<thead>
<tr>
<th>Claim No</th>
<th>Land Council</th>
<th>Land Claimed</th>
<th>Lodged</th>
<th>Lga</th>
<th>Suburb</th>
</tr>
</thead>
<tbody>
<tr>
<td>41157</td>
<td>New South Wales</td>
<td>Lot 87 DP 751677;</td>
<td>30/08/2016</td>
<td>NARRANDERA</td>
<td>GRONG GRONG</td>
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<tr>
<td>41158</td>
<td>New South Wales</td>
<td>Lot 7301 DP 1159109;</td>
<td>30/08/2016</td>
<td>NARRANDERA</td>
<td>GRONG GRONG</td>
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<tr>
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<td>GRONG GRONG</td>
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<td>GRONG GRONG</td>
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<td>NARRANDERA</td>
<td>GRONG GRONG</td>
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<td>41162</td>
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<td>30/08/2016</td>
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<td>GRONG GRONG</td>
</tr>
<tr>
<td>41163</td>
<td>New South Wales</td>
<td>Lot 7006 DP 1025010;</td>
<td>30/08/2016</td>
<td>NARRANDERA</td>
<td>GRONG GRONG</td>
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</tbody>
</table>
Attachment 3 – Locality maps of individual Claims

Claim 41157

Claim 41158
ITEM NO: 8.5
REPORT FROM: Executive Services
KEY DIRECTION: Trusted and Effective Government
SUBJECT: 2017 MEETING DATES AND ENDORSEMENT TO CONFERENCES

Submitted to Ordinary Council Meeting held on: 14 December 2016

PURPOSE
This report provides Council with a listing of dates for 2017 Ordinary and Statutory Council Meetings. With the view to reduce multiple reports being submitted to Council throughout the year, this report further seeks Council’s resolutions to change the date of the December Council meeting and endorsement for delegate attendance to specific Annual Conferences, Annual General Meetings (AGMs), Forums and/or Seminars relevant to Committees of which Councillors are delegates on behalf of Council.

BACKGROUND

1. **2017 Council Meeting Dates**
   Each year a listing of the monthly Council meetings is placed on Councils website for public display. Provided for information are the current dates for 2017 meetings which are set for the third (3rd) Tuesday of the month being: 17 January, 21 February, 21 March, 18 April, 16 May, 20 June, 18 July, 15 August, 19 September (Statutory and Ordinary), 17 October, 21 November, 19 December 2017.

2. **2017 ALGA National Assembly**
   Council has resolved in the past: That Narrandera Shire Council attends future Australian Local Government Association (ALGA) Conferences with the representatives being the Mayor and General Manager and one other Councillor.

   The ALGA National Assembly is held Sunday 18 to Wednesday 21 June 2017 at the Canberra National Convention Centre ACT. Endorsement is sought for:

   1. The Mayor of the Day, Chief Executive Officer and one (1) Councillor to attend.
   2. Nominations for the one (1) Councillor shall be considered at Council Meeting at the time of receiving conference registration material.
   3. Conference expenses be drawn from the ALGA – Assembly of Local Government fund 4000-0042-0007 as allocated in yearly budgets.
   4. After returning from the conference, as stated within Policy ES70 - Payment of Expenses and Provision of Facilities to Mayor and Councillors; Councillors or a member of Council staff accompanying the Councillor/s, should provide a written report to Council on the aspects of the conference relevant to Council business and/or the local community.
3. 2017 LGNSW Annual Conference
The conference is listed on the LGNSW website as Monday 4 December to Wednesday 6 December 2017 at the Four Points by Sheraton in Sydney.

Policy ES70 - Payment of Expenses and Provision of Facilities to Mayor and Councillors states that „Council shall be represented at the annual conference of the Association by the Mayor, Deputy Mayor, General Manager and their spouses/partners. Costs for spouses/partners to cover registration and dinner only. Additionally, Council shall provide a once only opportunity for a Councillor/s (to a maximum of two Councillors only for each annual Conference to attend the annual conference during the four year term of the Council. Endorsement is sought for:

1. The Mayor and Deputy Mayor of the Day, Chief Executive Officer and two (2) Councillors who have not attended a LGNSW Annual Conference in the past, to attend.
2. Nominations for the two (2) Councillors shall be considered at a Council Meeting at the time of receiving conference registration material.
3. Conference expenses be drawn from the Annual Shires Conference fund 4000-0002-0002 as allocated in yearly budgets.

4. Mayor's Weekend Seminar
Council has resolved in the past: That Council: 1. Endorse attendance by Mayor Cr Jenny Clarke to the Inaugural Mayor’s Weekend Seminar in Sydney on Saturday & Sunday 29-30 November 2014; 2. Endorse all seminar costs to be drawn from the Members Education Expenses fund (4000-0036-0000) as allocated in the 2014/2015 budget; 3. Endorse the listing of the Mayor’s Weekend Seminar as a yearly seminar for attendance by the Mayor of the Day; and 4. Provide the opportunity to the Deputy Mayor of the Day should the Mayor of the Day be unable to attend the Seminar.

Although the date is not yet released for the 2017 Mayors Weekend Seminar, endorsement is sought for:

1. The Mayor of the Day to attend the 2017 Mayor’s Weekend Seminar.
2. Seminar expenses be drawn from the Members Education fund as allocated in yearly budgets.

5. December Ordinary Council Meeting
Taking into account Council's Christmas Closure period, standard practice is to bring the December Ordinary meeting forward by one (1) week. To also align with local Schools Annual Award Presentation functions at which Council sponsors a yearly award, the date is changed from the 3rd Tuesday to the 2nd Wednesday in December. This provides a more suitable timeframe for staff to complete tasks following the December meeting prior to closure and also provides opportunity for Councillors to attend local School presentation functions. Council has provision to amend the meeting dates as stated within its Code of Meeting Practice Part 2 Number 5 Point (3): The Council may, by resolution, vary the time, date and place of ordinary meetings for flexibility on given circumstances......
6. **Other Conferences and Seminars Not Listed in Policy ES70**

Some committees, to which Councillors are delegates, hold Annual General Meetings (AGMs), Annual Conferences, Forums and/or Seminars in various locations throughout mostly NSW and Victoria. These may include:

- The Murray Darling Association (Region 9)
- Annual NSW Public Libraries - State and Regional Committees
- Newell Highway Task Force
- RAMROC.

Council’s Payment of Expenses and Provision of Facilities to Mayor and Councillors Policy (ES70) Part 2 “D” Other Conferences and Seminars, states that… “*Attendance at other conferences and seminars shall require the specific approval of Council as provided for elsewhere in this policy*”...

Endorsement is sought for Council Delegates to attend Annual General Meetings (AGMs), Annual Conferences, Forums and/or Seminars relative to specific Committees to which they are the elected delegate. After returning from the conference, as stated within Policy ES70; Councillors or a member of Council staff accompanying the Councillor/s, should provide a written report to Council on the aspects of the conference relevant to Council business and/or the local community.

**RECOMMENDATION**

That Council:

1. Receive and Note the 2017 Ordinary and Statutory Council meetings dates as outlined within this report to be listed on Council’s website for public display.

2. Endorse attendance by the Mayor of the Day, the Chief Executive Officer and one (1) Councillor, to be determined at a later date, to attend the 2017 ALGA National Assembly from Sunday 18 to Wednesday 21 June 2017 at Canberra with nomination for the one (1) Councillor to be considered at a Council Meeting at the time of receiving conference registration material.

3. Endorse attendance by the Mayor and Deputy Mayor of the Day, Chief Executive Officer and two (2) Councillors who have not attended a LGNSW Annual Conference in the past, to attend, with nominations for the two (2) Councillors shall be considered at a Council Meeting at the time of receiving conference registration material.

4. Endorse attendance by the Mayor of the Day to the 2017 Mayors Weekend Seminar.

5. Endorse the Change of Date for December Ordinary Council meeting from Tuesday 19 to Wednesday 13 December 2017 with the meeting to commence at the usual start time of 5pm with the change to be publicly advertised through the media and Council's webpage.

6. Endorse attendance by Councillors in their role as Committee Delegate to Meetings, Annual Conferences and Forums for the following committees:

- The Murray Darling Association (Region 9)
- Annual NSW Public Libraries - State and Regional Committees
- Newell Highway Task Force
- RAMROC.
RELEVANCE TO COMMUNITY STRATEGIC PLAN AND OTHER STRATEGIES / MASTERPLANS / STUDIES

Example - This report aligns with the Narrandera Shire Community Strategic Plan:

Key Direction 5.2 - A strong relationship between government and community
Objective 5.2.1 - Open, transparent and informed decision making
Action 3 - Seek to ensure that all appropriate information is presented as part of decision making processes.

ISSUES AND IMPLICATIONS

- **Policy**
  - Narrandera Shire Council Code of Meeting Practice
  - ES70 - Payment of Expenses and Provision of Facilities to Mayor and Councillors Policy

- **Financial**
  Council provides funding in its yearly budget for the attendance of delegates to the Local Government NSW Annual Conference and the ALGA National Assembly together with funds available for specific Committees expenses.

- **Legal/Statutory**
  Local Government Act, 1993

- **Community Engagement / Communication**
  Public Notices of Council’s Ordinary and Statutory meeting dates will be placed in local media outlets and on Council’s Web site.

- **Human Resources / Industrial Relations**
  CEO’s PA on part of duties for arranging bookings to conferences including accommodation and travel arrangements

- **Risks**
  Councillors miss out on latest information and valuable networking.

OPTIONS AND PROPOSAL

It is proposed that Council:

1. Receive and Note the 2017 Ordinary and Statutory Council meetings dates as outlined within this report to be listed on Council’s website for public display.

2. Endorse attendance by the Mayor of the Day, the Chief Executive Officer and one (1) Councillor, to be determined at a later date, to attend the 2017 ALGA National Assembly from Sunday 18 to Wednesday 21 June 2017 at Canberra with nomination for the one (1) Councillor to be considered at a Council Meeting at the time of receiving conference registration material.

3. Endorse attendance by the Mayor and Deputy Mayor of the Day, Chief Executive Officer and two (2) Councillors who have not attended a LGNSW Annual Conference in the past, to attend with nominations for the two (2) Councillors shall be considered at a Council Meeting at the time of receiving conference registration material.

4. Endorse attendance by the Mayor of the Day to the 2017 Mayors Weekend Seminar.
5. Endorse the Change the Date of December Ordinary Council meeting from Tuesday 19 to Wednesday 13 December 2017 with the meeting to commence at the usual start time of 5pm with the change to be publicly advertised through the media and Council’s webpage.

6. Endorse attendance by Councillors in their role as Committee Delegate to Annual General Meetings (AGMs), Annual Conferences, Forums and/or Seminars for the following committees:
   - The Murray Darling Association (Region 9)
   - Annual NSW Public Libraries - State and Regional Committees
   - Newell Highway Task Force
   - RAMROC.

**ATTACHMENTS**  Nil

JC/VKM – CM/15-12

**RECOMMENDATION**

1. Receive and Note the 2017 Ordinary and Statutory Council meetings dates as outlined within this report to be listed on Council’s website for public display.

2. Endorse attendance by the Mayor of the Day, the Chief Executive Officer and one (1) Councillor, to be determined at a later date, to attend the 2017 ALGA National Assembly from Sunday 18 to Wednesday 21 June 2017 at Canberra with nomination for the one (1) Councillor to be considered at a Council Meeting at the time of receiving conference registration material.

3. Endorse attendance by the Mayor and Deputy Mayor of the Day, Chief Executive Officer and two (2) Councillors who have not attended a LGNSW Annual Conference in the past, to attend, with nominations for the two (2) Councillors shall be considered at a Council Meeting at the time of receiving conference registration material.

4. Endorse attendance by the Mayor of the Day to the 2017 Mayors Weekend Seminar.

5. Endorse the Change of Date for December Ordinary Council meeting from Tuesday 19 to Wednesday 13 December 2017 with the meeting to commence at the usual start time of 5pm with the change to be publicly advertised through the media and Council’s webpage.

6. Endorse attendance by Councillors in their role as Committee Delegate to Meetings, Annual Conferences and Forums for the following committees:
   - The Murray Darling Association (Region 9)
   - Annual NSW Public Libraries - State and Regional Committees
   - Newell Highway Task Force
   - RAMROC.
ITEM NO: 8.6  
REPORT FROM: Corporate and Community Services  
KEY DIRECTION: Trusted and Effective Government  
SUBJECT: COUNCILLOR TRAINING PLANS AND BUDGETS  

Submitted to Council’s Ordinary Meeting held on: 14 December 2016

PURPOSE
The purpose of this report is to seek Council’s approval for the Councillor training decision making process noting the budget allocation.

SUMMARY
The Office of Local Government has advised that a new Councillor Professional Development Framework and associated Regulations will be released in 2017. This is part of the review of the Local Government Act. The exact timing for the release of the framework and regulations is not clear.

In the meantime, the new Council needs to attend appropriate training and professional development. The budget is limited. Requests are being lodged by Councillors for attendance at conferences and professional development opportunities. Hence an interim framework is required to facilitate an equitable access to professional development opportunities.

RECOMMENDATION
That Council:

1. Note the remaining total budget for 2016/2017 for Councillor education and conferences is approximately $22K (course, conference, travel, accommodation, incidentals) given funds are needed for taskforce costs for the remainder of 2017,

2. Approve the following process for the rest of 2016/2017 until the new Councillor Professional Development Framework is available:
   a. Book an in house course for all Councillors to be scheduled in the first half of 2016 – Chairing and Meeting Procedure (approx. $5,000 or $2,500 if other Councils agree to attend to offset costs).
   b. Book the Mayor into a dedicated Mayoral weekend noting the special professional development needs of the Mayor
   c. Each Councillor to identify their two priority development needs and lodge with the Chief Executive Officer by 10th January 2017 so that planning can occur
   d. Each Councillor has approximately $2,000 available for the remainder of 2016/2017 for their individual professional development, noting this is to cover the course/conference, travel, accommodation and incidentals
   e. Where there is significant commonality, an in-house course will be organised
   f. If a Councillor wishes to attend a course which exceeds this amount, then the Councillor can request to bring forward their allocation from future years and forgo attending individual training / conferences in the forthcoming year/s or pay for the excess costs themselves.
3. Determine the Councillor professional development and conference budget for consideration in the draft 2017/2018 operational budget.

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

This report aligns with the Narrandera Shire Community Strategic Plan:-
Key Direction 5.2 - A strong relationship between government and community
Objective 5.2.1 - Open, transparent and informed decision making
Action 3 - Seek to ensure that all appropriate information is presented as part of decision making processes.

ISSUES AND IMPLICATIONS

- Policy
The Payment of Expenses and Provision of Facilities for Mayor and Councillors Policy includes the following statements associated with conferences and training. It is noted that attendance at Conferences, other than the LGNSW and RAMROC conferences requires the specific approval of Council.

Attendance at Seminars and Conferences

A. Local Government NSW Annual Conference
Council shall be represented at the annual conference of the Association by the Mayor, Deputy Mayor, Chief Executive Officer and their spouses/partners. Costs for spouses/partners are to cover registration and dinner only.

Additionally, Council shall provide a once only opportunity for a Councillor/s (to a maximum of two Councillors only for each annual Conference to attend the annual conference during the four year term of the Council.

In addition to the delegates nominated above a Councillor not seeking re-election at the next general election and entitled to receive a Local Government NSW Association long service certificate shall be entitled to attend a conference in the final year of a term of Council to partake in the presentation of such certificate.

B. RAMROC Conferences
It shall be the policy of Council for those Councillors wishing to attend these meetings be enable to do so.

C. Other Conferences and Seminars
Attendance at other conferences and seminars shall require the specific approval of Council as provided for elsewhere in this policy.

After returning from the conference, Councillors or a member of Council staff accompanying the Councillor/s, should provide a written report to Council on the aspects of the conference relevant to Council business and/or the local community. No written report is required for the Annual Conferences of the Local Government NSW.
Council shall pay conference registration fees charged by the conference organisers including the costs of related official lunches and dinners, and associated tours where they are relevant to the business and interests of the council.

**Training and Educational Expenses**
Council understands the importance for elected officials, as community leaders, to be kept up to date with requirements and will meet all reasonable expenses associated with training that relates directly to a Councillor's duties and obligations as an elected member.

- **Financial**
The current 2016/2017 budget for Councillors’ education expenses is $15K (GL 111-2004-0) with approximately $12,000 unspent at this stage (pending reimbursement from Leeton Shire for the Induction Training).

The current 2016/2017 budget for Councillors’ expenses related to conferences, advocacy meetings, taskforce meetings and attending various forums is $27K with approximately $18K unspent at this stage. Approximately $2500 of this $18K is already committed pending the Tourism Conference as per the November 2016 Council resolution. Funds will also need to be available for attendance at other taskforce and advocacy meetings and member association meetings during the rest of the year. The funds spent so far covered the LGNSW Conference (4 Councillors attended) and for the Murray Darling Association Conference (association delegate Councillor attended) due to Council’s membership of these associations.

The above budgets need to cover conference/training registration fees plus any travel, accommodation and incidental expenses.

**Legal/Statutory**
Local Government Act 1993

Section 232 of the Local Government Act is concerned with The role of a councillor, noting S232(1) (g)

1. The role of a councillor is as follows:
   - (a) to be an active and contributing member of the governing body,
   - (b) to make considered and well informed decisions as a member of the governing body,
   - (c) to participate in the development of the integrated planning and reporting framework,
   - (d) to represent the collective interests of residents, ratepayers and the local community,
   - (e) to facilitate communication between the local community and the governing body,
   - (f) to uphold and represent accurately the policies and decisions of the governing body,
   - (g) to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

2. A Councillor is accountable to the local community for the performance of the council.
The Office of Local Government has advised that a new Councillor Professional Development Framework and associated Regulations will be released in 2017. The exact timing is not clear.

- **Community Engagement / Communication**
  The Payment of Expenses and Provision of Facilities for Mayor and Councillors Policy, which caters for Councillor education and conference attendance, is placed on public exhibition before adoption by Council.

- **Risks**
  Without a framework, given the limited budget, there may be inequity regarding all councillors having access to the required professional development.

### ISSUES
The LGNSW Association provides a range of training targeted for Councillors. This training can be attended through a public session or a tailored session held in-house at a Council.

During the previous Council’s term, Narrandera Shire Council arranged for LGNSW to conduct training for the Councillors in-house here in Narrandera for Financial Management, Planning and Development Assessment and Code of Conduct Refresher. Leeton Shire Council also participated in some of this training, offsetting some of the cost.

Immediately after the new Council was declared, a one day Induction Program was conducted in Narrandera for Narrandera and Leeton Shire Councillors. One of NSC’s Councillors was unable to attend this day and attended another session at a later date.

The LGNSW Councillor Training Program called *Advancing Local Leadership* includes the courses in the table below. The writer has included some examples of costs (1 day, 2 days, 5 days). The costs noted below do not include travel, accommodation and incidental expenses. A hotel room can be from $250 to $350 per night, flights can range from $170 to $470 one way depending on ticket conditions and timing of booking etc. Sustenance costs will depend on the time the Councillor is away.

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Mayors' Weekend Seminar</td>
<td>2 days $1320 per participant</td>
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<tr>
<td>Business Excellence in Local Government</td>
<td>Financial Issues in Local Government</td>
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<tr>
<td>Business Planning</td>
<td>Know your Planning</td>
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<tr>
<td>Chairing and Meetings Procedures</td>
<td>Lobbying for Success</td>
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<tr>
<td>Code of Conduct for Councillors</td>
<td>Community Leadership</td>
</tr>
<tr>
<td>Community and Stakeholder Engagement</td>
<td>Optimising Council Processes*</td>
</tr>
<tr>
<td>Councillor Weekend Seminar</td>
<td>Systems Thinking*</td>
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<tr>
<td>Media Skills</td>
<td>Asset Management</td>
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**Narrandera Shire Council Ordinary Meeting Wednesday 14 December 2016**
Other organisations also conduct training such as University of Technology Sydney (UTS) through their Centre for Local Government. Courses include Social Planning and Local Government Principles and Practices. These are usually held in Sydney over several days and can range from $2000 to $4000 per course. UTS also provide post graduate courses leading to a university qualification for those who meet all the academic assessment requirements.

In the near future Council will be reviewing the Code of Meeting Practice and management was intending to recommend that LGNSW be engaged to come to Narrandera to run the Chairing and Meetings Procedure Course in-house as there are several new Councillors. Surrounding Councils could be invited to offset the cost.

As well as the cost of the trainer and their expenses for in-house courses, Council also needs to budget for catering and venue hire.

Accommodation and travel would also need to be factored into the cost of attending courses in Sydney or elsewhere in the state.

The courses are advertised in the Weekly LGNSW Newsletter which is provided to Councillors in the weekly mail.

The Mayor has special needs that also need to be catered for including the Mayor’s annual weekend and media training.

Conferences are generally available for Councillors to stay up to date with contemporary knowledge about topics impacting on local government, to network with other Councillors and to meet State and Federal Ministers and other key stakeholders. The intention is that they bring back to Council (via their Council report) the learnings and what could be considered for Narrandera Shire Council strategy and policy.

Training courses are to increase the effectiveness of an individual Councillor’s role. Conference attendance may also contribute to this learning depending on the format of the conference.

<table>
<thead>
<tr>
<th>Leadership for Success</th>
<th>Good Governance</th>
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<tbody>
<tr>
<td>Understanding Sustainability</td>
<td>Writing Skills</td>
</tr>
<tr>
<td>Managing Time and Stress</td>
<td>Preventing Bullying and Harassment for Councillors</td>
</tr>
<tr>
<td>Long Term Strategic and Financial Planning</td>
<td>Lobbying for Success</td>
</tr>
<tr>
<td>Handling difficult people for Councillors</td>
<td>Good governance</td>
</tr>
<tr>
<td>Dynamic Presentation Skills</td>
<td>Local Government Act</td>
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<td>Handling difficult people for Councillors</td>
<td>Good governance</td>
</tr>
<tr>
<td>Dynamic Presentation Skills</td>
<td>Local Government Act</td>
</tr>
</tbody>
</table>
OPTIONS
Until the OLG Councillor Professional Development Framework is assented, the options for organising equitable access to Councillor professional development include the following.

1. The Mayor and / or Council to assess each request as it comes in from each Councillor

The risk here is that some Councillors may use all the available budget earlier in the financial year and there is not enough funds left for others who may have wanted to attend training later in the year.

This option also does not allow for Council to decide to conduct a course in-house that all Councillors are encouraged to attend for the benefit of everyone, especially when there is new legislation.

2. Allocate each Councillor an annual budget limit, within the constraints of the global Councillor education / conference budgets, and allocate an amount for an in-house course for a priority topic each year that all Councillors are encouraged to attend.

For example this year, the in-house course, in addition to the Induction, could be Chairing and Meeting Procedure following the review of the Code of Meeting Practice.

If a Councillor wishes to attend an extended 5 day course such as the Executive Certificate for Elected Members, then their training allocation could cover two or more years’ worth of training budget and they do not attend an individual training course in the following year/s.

Each Councillor would need to decide on their annual training priority early in each financial year so that the training can be organised by staff. Also, if many Councillors identify the same priorities then staff can organise an in-house course here in Narrandera and save all the travel costs.

3. The Council determine as a group what the collective training priorities are each financial year and staff organise several in-house training courses to be conducted in Narrandera.

This may be the most economical approach as the cost per person is considerably lower than an individual berth at a public training session which would also involve travel. However, an individual’s most pressing training need may not be addressed as the collective view did not see course as a priority. Councillors may have different training needs depending on their local government experience and other professional skills they already have.

Once the Councillor Professional Development Framework has been released, Council will need to review any decision it takes now, to ensure compliance with the new framework. It would also be timely at that stage to consider the strategic question of whether all Councillors are encouraged to attend the 5 day executive certificate course and the appropriate budget to be allocated.
CONCLUSION
Councillors must be given the opportunity to gain the skills they need to be effective and to have an ongoing program of professional development. As with all Council programs there is a limited budget. There is also four years for the current term so the training can be scheduled over the four years. The OLG will be releasing a new Councillor Professional Development Framework and legal regulations in 2017 whereby Council will need to review its Councillor Training Plans again. An interim arrangement needs to be put in place in order to address professional development requests equitably.

ATTACHMENTS Nil

CEO CM/16-12-23

RECOMMENDATION
That Council:
1. Note the remaining total budget for 2016/2017 for Councillor education and conferences is approximately $22K (course, conference, travel, accommodation, incidentals) given funds are needed for taskforce costs for the remainder of 2017,

2. Approve the following process for the rest of 2016/2017 until the new Councillor Professional Development Framework is available:
   a. Book an in house course for all Councillors to be scheduled in the first half of 2016 – Chairing and Meeting Procedure (approx. $5,000 or $2,500 if other Councils agree to attend to offset costs).
   b. Book the Mayor into a dedicated Mayoral weekend noting the special professional development needs of the Mayor
   c. Each Councillor to identify their two priority development needs and lodge with the Chief Executive Officer by 10th January 2017 so that planning can occur
   d. Each Councillor has approximately $2,000 available for the remainder of 2016/2017 for their individual professional development, noting this is to cover the course/conference, travel, accommodation and incidentals
   e. Where there is significant commonality, an in-house course will be organised
   f. If a Councillor wishes to attend a course which exceeds this amount, then the Councillor can request to bring forward their allocation from future years and forgo attending individual training / conferences in the forthcoming year/s or pay for the excess costs themselves.

3. Determine the Councillor professional development and conference budget for consideration in the draft 2017/2018 operational budget.
SECTION 9 – Reports

Statutory - Compulsory - Other

The following reports pertain to governance and strategic matters including reports required to meet legislation and some statutory requirements.
Development Applications

The following reports pertain to Development Applications:

Relevant matters for consideration:
General under Section 79C of the
Environmental Planning & Assessment Act (EP&A)

“In determining a development application, a consent authority is to take into consideration such of the following matters as are of relevance to the development, the subject of the development application:

a) The provision of:
   i.) any environmental planning instrument, and
   ii) any draft environment planning instrument that is or has been placed on public exhibition and details of which have been notified to the consent authority, and
   iii) any Development Control Plan, and
   iv) the Regulations (to the extent that they prescribe matters for the purposes of this paragraph), that apply to the land to which the development application relates,

b) The likely impacts of that development, including environmental impacts on both the natural and built environments, and social and economic impacts in the locality,

c) The suitability of the site for the development,

d) Any submissions made in accordance with this Act or the Regulations,

e) The public interest.”
ITEM NO: 9.1.1
REPORT FROM: Infrastructure Services
KEY DIRECTION: Statutory and Compulsory Reporting - Development Services
SUBJECT: NOVEMBER DEVELOPMENT SERVICES ACTIVITIES

Submitted to Council’s Ordinary Meeting held on: 14 December 2016

PURPOSE:
To inform Council of Development Applications and other development services provided during November 2016 as at 30 November 2016

RECOMMENDATION:

BACKGROUND:

Development Applications
A summary of Development Applications processed during November is detailed in the following table:

<table>
<thead>
<tr>
<th>Stage Reached</th>
<th>Number</th>
</tr>
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<tbody>
<tr>
<td>Lodged</td>
<td>7</td>
</tr>
<tr>
<td>Stop-the-Clock / Under Referral / Awaiting Information</td>
<td>8</td>
</tr>
<tr>
<td>Under Assessment</td>
<td>6</td>
</tr>
<tr>
<td>Determined</td>
<td>6</td>
</tr>
</tbody>
</table>

The value of Development Applications approved by Council during November 2016 is detailed in the following table:

<table>
<thead>
<tr>
<th>Development Type</th>
<th>2016/2017</th>
<th>2016/2017</th>
</tr>
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<tbody>
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<td>November</td>
<td>Year to Date</td>
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<tr>
<td></td>
<td>Number</td>
<td>Value $</td>
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<tr>
<td>Residential</td>
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</tr>
<tr>
<td>Industrial</td>
<td>1</td>
<td>$11,000</td>
</tr>
<tr>
<td>Commercial</td>
<td>2</td>
<td>$152,200</td>
</tr>
<tr>
<td>Rural Residential</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Subdivisions</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>$150,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>6</td>
<td>$339,500</td>
</tr>
</tbody>
</table>

Narrandera Shire Council Ordinary Meeting Wednesday 14 December 2016
The following Development Applications were determined during November 2016.

<table>
<thead>
<tr>
<th>No</th>
<th>Lot</th>
<th>Sec</th>
<th>DP</th>
<th>Address</th>
<th>Development Type</th>
<th>Class</th>
<th>Type</th>
<th>ACTIVE Business Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>DA 8-16/17</td>
<td>1</td>
<td>-</td>
<td>DP300745</td>
<td>34 Victoria Avenue Narrandera</td>
<td>Subdivision</td>
<td>-</td>
<td>L</td>
<td>53</td>
</tr>
<tr>
<td>DA 9-16/17</td>
<td>8</td>
<td>-</td>
<td>DP17355</td>
<td>13 Douglas Street Narrandera</td>
<td>Change of use</td>
<td>6</td>
<td>L</td>
<td>30</td>
</tr>
<tr>
<td>DA 11-16/17</td>
<td>1</td>
<td>-</td>
<td>DP177780</td>
<td>27 Midgeon Street Narrandera</td>
<td>Patio addition</td>
<td>10a</td>
<td>L</td>
<td>24</td>
</tr>
<tr>
<td>DA 12-16/17</td>
<td>1</td>
<td>-</td>
<td>DP597800</td>
<td>8 Audley Street Narrandera</td>
<td>Demolition</td>
<td>1a</td>
<td>L</td>
<td>14</td>
</tr>
<tr>
<td>DA 14-16/17</td>
<td>2</td>
<td>-</td>
<td>DP1107557</td>
<td>2-32 Victoria Avenue Narrandera</td>
<td>Coaches’ boxes (Other)</td>
<td>9b</td>
<td>L</td>
<td>4</td>
</tr>
<tr>
<td>DA 18-16/17</td>
<td>18</td>
<td>-</td>
<td>DP754540</td>
<td>34 Wareena Road Sandigo</td>
<td>Mobile phone tower</td>
<td>10b</td>
<td>L</td>
<td>12</td>
</tr>
</tbody>
</table>

**Type explanation**

**Local**
Merit based assessment where development consent is required. Target determination time of 40 business days.

**Integrated**
Merit based assessment where approval from other authorities, such as RMS, RFS, DPI, is required in addition to development consent. The referral process extends the target determination time to 60 business days.

**Complying**
Fast track approval process without the need for a full development application, if specific criteria are met. Target 10 to 20 business days.

**Modification**
Revision of previously approved application. No target determination time.

**Comparison determination times**

<table>
<thead>
<tr>
<th>Year</th>
<th>NSW State average</th>
<th>Narrandera Shire Council average</th>
<th>2014/15</th>
<th>43 days</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015/16</td>
<td>Narrandera Shire Council average</td>
<td>35 days</td>
<td>71 days</td>
<td></td>
</tr>
</tbody>
</table>
This graph details the comparative number of development applications determined by month since 2014/15.

![NUMBER OF APPLICATIONS DETERMINED](image)

This graph details the comparative value of development applications determined by month since 2014/15.

![VALUE OF APPLICATIONS DETERMINED](image)

Certificates Issued
A summary of other development services activities undertaken November 2016 is detailed in the following table:

<table>
<thead>
<tr>
<th>Certificate Type</th>
<th>Number Issued</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction Certificates</td>
<td>3</td>
</tr>
<tr>
<td>Building Certificates</td>
<td>-</td>
</tr>
<tr>
<td>Subdivision Certificates</td>
<td>4</td>
</tr>
<tr>
<td>Occupation Certificates</td>
<td>4</td>
</tr>
<tr>
<td>Compliance Certificates</td>
<td>-</td>
</tr>
<tr>
<td>Section 149 Certificates</td>
<td>27</td>
</tr>
<tr>
<td>Swimming Pool Compliance Certificates</td>
<td>-</td>
</tr>
<tr>
<td>On-Site Septic Management System Certificates</td>
<td>-</td>
</tr>
</tbody>
</table>
Loose Fill Asbestos Property Investigation
A total of 63 property searches were completed during November 2016 in response to requests for information from NSW Fair Trading Loose Fill Asbestos Implementation Taskforce.

ATTACHMENTS: Nil

JG/hr – CM/16-12
9.2

Financial / Audit

The following reports pertain to councils financial and audit functions:
ITEM NO: \hspace{1cm} 9.2.1
REPORT FROM: \hspace{1cm} Corporate and Community Services
KEY DIRECTION: \hspace{1cm} Statutory and Compulsory Reporting - Financial / Audit
SUBJECT: \hspace{1cm} NOVEMBER STATEMENT OF RATES AND RECEIPTS

Submitted to Ordinary Council Meeting held on: \hspace{1cm} 14 December 2016

PURPOSE
The purpose of this report is to present the Statement of Rates and Receipts as at 30 November 2016.

SUMMARY
The Statement of Rates and Receipts are required to be submitted for Council's information each month under Statutory and Compulsory Reporting.

RECOMMENDATION
That Council receive and note the information contained in the Statement of Rates and Receipts report as at 30 November 2016.

BACKGROUND

RATES & CHARGES
Arrears as at 01.07.2016 \hspace{1cm} 643,122.37
16/17 Rate levies & supplementary levies (excl. postponed amounts) \hspace{1cm} 7,290,367.21
\hspace{1cm} 7,933,489.58
Less Pensioner rebates \hspace{1cm} 218,940.37
NET BALANCE \hspace{1cm} 7,714,549.21
Less receipts to 30.11.2016 \hspace{1cm} 3,872,578.32
\hspace{1cm} 3,841,970.89

Actual % Rate Collection to Net Balance as at 30.11.2016 \hspace{1cm} = \hspace{1cm} 50.20%
Comparative % Collection to Net Balance as at 30.11.2015 \hspace{1cm} = \hspace{1cm} 44.70%
Anticipated % Collection Rate as at 30.06.2017 \hspace{1cm} = \hspace{1cm} 94.00%

WATER CONSUMPTION / SEWER USAGE CHARGES
Arrears as at 01.07.2016 \hspace{1cm} 250,498.59
16/17 Water / Sewer usage charges, supplementary levies & interest \hspace{1cm} 344,744.36
NET BALANCE \hspace{1cm} 595,242.95
Less receipts to 30.11.2016 \hspace{1cm} 375,996.63
\hspace{1cm} 219,246.32

MH/RB/Iw - CM/16-12
RECOMMENDATION
That Council receive and note the information contained in the Statement of Rates and Receipts report as at 30 November 2016.
ITEM NO: 9.2.2
REPORT FROM: Corporate and Community Services
KEY DIRECTION: Statutory and Compulsory Reporting – Financial / Audit
SUBJECT: NOVEMBER STATEMENT OF BANK BALANCES

Submitted to Ordinary Council Meeting held on: 14 December 2016

SUMMARY
Statement of bank balances as at 30 November 2016.

RECOMMENDATION
That Council receive and note the information contained in the Statement of Bank Balances report as at 30 November 2016.

BACKGROUND

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Cashbook Balance</td>
<td>892,877.38</td>
</tr>
<tr>
<td>Plus Receipt</td>
<td>3,567,656.34</td>
</tr>
<tr>
<td>Less Payments</td>
<td>1,768,133.23</td>
</tr>
<tr>
<td>Current Cashbook Balance</td>
<td>2,692,400.49</td>
</tr>
</tbody>
</table>

Statement Summary

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Statement Balance</td>
<td>901,251.97</td>
</tr>
<tr>
<td>Plus Receipts</td>
<td>3,324,579.97</td>
</tr>
<tr>
<td>Less Payments</td>
<td>1,779,964.22</td>
</tr>
<tr>
<td>Current Statement Balance</td>
<td>2,445,867.72</td>
</tr>
<tr>
<td>Plus Unpresented Receipts</td>
<td>250,257.33</td>
</tr>
<tr>
<td>Less Unpresented Payments</td>
<td>3,724.56</td>
</tr>
<tr>
<td>Reconciliation Balance</td>
<td>2,692,400.49</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fund</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL FUND</td>
<td>2,279,472.28</td>
</tr>
<tr>
<td>WATER FUND</td>
<td>219,862.60</td>
</tr>
<tr>
<td>SEWER FUND</td>
<td>193,065.09</td>
</tr>
<tr>
<td>GL BALANCE</td>
<td>2,692,400.49</td>
</tr>
</tbody>
</table>

Unpaid Creditors 7,891.88
Overdraft Limit arranged with Bank 01/01/1989 350,000.00

RELEVANCE TO COMMUNITY STRATEGIC PLAN
That Council receive and note the information contained in the Statement of Bank Balances report as at 30 November 2016.

ATTACHMENTS Nil

MH/RB/ki – CM/16-12

RECOMMENDATION
That Council receive and note the information contained in the Statement of Bank Balances report as at 30 November 2016.
ITEM NO: 9.2.3

REPORT FROM: Corporate and Community Services

KEY DIRECTION: Statutory and Compulsory Reporting – Financial / Audit

SUBJECT: NOVEMBER STATEMENT OF INVESTMENTS

Submitted to Ordinary Council Meeting held on: 14 December 2016

PURPOSE
The purpose of the Statement of Investments is to enable Council to track the progress of its investments.

SUMMARY

<table>
<thead>
<tr>
<th>Fund Balance</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL</td>
<td>13,197,824.34</td>
</tr>
<tr>
<td>WATER</td>
<td>8,329,659.18</td>
</tr>
<tr>
<td>SEWERAGE</td>
<td>997,325.60</td>
</tr>
<tr>
<td>TRUST</td>
<td>91,795.52</td>
</tr>
<tr>
<td></td>
<td>22,616,604.64</td>
</tr>
</tbody>
</table>

RECOMMENDATION:
That Council receive and note the information contained in the Statement of Investments report as at 30 November 2016.

BACKGROUND

<table>
<thead>
<tr>
<th>Council Funds</th>
<th>Amount</th>
<th>%</th>
<th>Yield</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banking Authority</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Investments A to BBB-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bendigo Bank</td>
<td>1,000,000.00</td>
<td>4.44%</td>
<td>2.90%</td>
<td>1/12/2016</td>
</tr>
<tr>
<td>Bendigo Bank</td>
<td>1,000,000.00</td>
<td>4.44%</td>
<td>2.60%</td>
<td>26/02/2017</td>
</tr>
<tr>
<td>Bendigo Bank</td>
<td>1,000,000.00</td>
<td>4.44%</td>
<td>2.90%</td>
<td>11/09/2017</td>
</tr>
<tr>
<td>Bendigo Bank</td>
<td>1,000,000.00</td>
<td>4.44%</td>
<td>2.80%</td>
<td>14/11/2017</td>
</tr>
<tr>
<td>Elders Rural Bank</td>
<td>1,000,000.00</td>
<td>4.44%</td>
<td>2.90%</td>
<td>18/02/2017</td>
</tr>
<tr>
<td>Elders Rural Bank</td>
<td>1,000,000.00</td>
<td>4.44%</td>
<td>2.90%</td>
<td>18/04/2017</td>
</tr>
<tr>
<td></td>
<td>6,000,000.00</td>
<td>26.64%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Investments AAA to AA-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NAB Cashmaximiser</td>
<td>2,024,809.12</td>
<td>8.99%</td>
<td></td>
<td>30/06/2017</td>
</tr>
<tr>
<td>NAB</td>
<td>1,000,000.00</td>
<td>4.44%</td>
<td>2.97%</td>
<td>9/12/2016</td>
</tr>
<tr>
<td>NAB</td>
<td>1,000,000.00</td>
<td>4.44%</td>
<td>2.99%</td>
<td>14/12/2016</td>
</tr>
<tr>
<td>NAB</td>
<td>1,000,000.00</td>
<td>4.44%</td>
<td>2.93%</td>
<td>20/02/2017</td>
</tr>
<tr>
<td>NAB</td>
<td>500,000.00</td>
<td>2.22%</td>
<td>2.80%</td>
<td>10/01/2017</td>
</tr>
<tr>
<td>NAB</td>
<td>1,000,000.00</td>
<td>4.44%</td>
<td>2.67%</td>
<td>1/09/2017</td>
</tr>
<tr>
<td>NAB</td>
<td>1,000,000.00</td>
<td>4.44%</td>
<td>2.64%</td>
<td>9/09/2017</td>
</tr>
<tr>
<td>NAB</td>
<td>1,000,000.00</td>
<td>4.44%</td>
<td>2.81%</td>
<td>1/11/2017</td>
</tr>
<tr>
<td>NAB</td>
<td>1,000,000.00</td>
<td>4.44%</td>
<td>2.78%</td>
<td>30/08/2017</td>
</tr>
<tr>
<td>Banking Authority</td>
<td>Amount</td>
<td>%</td>
<td>Yield</td>
<td>Due Date</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>---------</td>
<td>------</td>
<td>--------</td>
<td>--------------</td>
</tr>
<tr>
<td><strong>Direct Investments AAA to AA-</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Australia Bank (Art Trust)</td>
<td>62,329.70</td>
<td>67.90%</td>
<td>2.80%</td>
<td>22/11/2017</td>
</tr>
<tr>
<td>Bendigo Bank (Tourist Trust)</td>
<td>29,465.82</td>
<td>32.10%</td>
<td>2.62%</td>
<td>21/03/2017</td>
</tr>
<tr>
<td><strong>Trust Funds</strong></td>
<td>91,795.52</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Monthly Investment Performance**

<table>
<thead>
<tr>
<th>Period Ending</th>
<th>Investments</th>
<th>Weighted Average</th>
<th>BBSW 30day rate</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>October</td>
<td>24,162,193.06</td>
<td>3.05%</td>
<td>2.04%</td>
<td>1.01%</td>
</tr>
<tr>
<td>November</td>
<td>23,812,193.06</td>
<td>3.00%</td>
<td>2.05%</td>
<td>0.95%</td>
</tr>
<tr>
<td>December</td>
<td>24,318,336.70</td>
<td>2.91%</td>
<td>2.07%</td>
<td>0.84%</td>
</tr>
<tr>
<td>January</td>
<td>24,318,336.70</td>
<td>2.91%</td>
<td>2.05%</td>
<td>0.86%</td>
</tr>
<tr>
<td>February</td>
<td>23,820,906.33</td>
<td>2.90%</td>
<td>2.08%</td>
<td>0.82%</td>
</tr>
<tr>
<td>March</td>
<td>23,322,220.50</td>
<td>2.90%</td>
<td>2.09%</td>
<td>0.81%</td>
</tr>
<tr>
<td>April</td>
<td>22,572,483.86</td>
<td>2.91%</td>
<td>2.08%</td>
<td>0.83%</td>
</tr>
<tr>
<td>May</td>
<td>22,522,506.09</td>
<td>2.97%</td>
<td>1.86%</td>
<td>1.11%</td>
</tr>
<tr>
<td>June</td>
<td>22,522,523.84</td>
<td>2.97%</td>
<td>1.85%</td>
<td>1.12%</td>
</tr>
<tr>
<td>July</td>
<td>20,522,540.83</td>
<td>2.83%</td>
<td>1.85%</td>
<td>0.98%</td>
</tr>
<tr>
<td>August</td>
<td>21,522,711.76</td>
<td>2.77%</td>
<td>1.64%</td>
<td>1.13%</td>
</tr>
<tr>
<td>September</td>
<td>22,523,760.44</td>
<td>2.46%</td>
<td>1.62%</td>
<td>0.84%</td>
</tr>
<tr>
<td>October</td>
<td>22,523,760.44</td>
<td>2.49%</td>
<td>1.62%</td>
<td>0.87%</td>
</tr>
<tr>
<td>November</td>
<td>22,524,809.12</td>
<td>2.46%</td>
<td>1.62%</td>
<td>0.84%</td>
</tr>
</tbody>
</table>
RELEVANCE TO COMMUNITY STRATEGIC PLAN
The investments listed above have been made in accordance with the Local Government Act, the Regulations and Council’s Investment Policy.

STATUTORY IMPLICATIONS
- **Policy**
  N/A
- **Financial**
  N/A
- **Legal/Statutory**
  Compliance with Clause 212 Local Government Regulation 2005
- **Community Engagement / Communication**
  N/A
- **Human Resources / Industrial Relations (if applicable)**
  N/A
- **Risks**
  N/A

ATTACHMENTS  Nil

MH/RB/rb – CM/16-12

RECOMMENDATION:
That Council receive and note the information contained in the Statement of Investments report as at 30 November 2016.
ITEM NO: 9.2.4
REPORT FROM: Corporate & Community Services
KEY DIRECTION: Statutory and Compulsory Reporting – Financial / Audit
SUBJECT: NOVEMBER INCOME STATEMENT

Submitted to Ordinary Council Meeting held on: 14 December 2016

PURPOSE
The purpose of this report is to present council with the Statement of Income as at 30 November 2016.

SUMMARY
This report contains operating income and expenditure for Council’s General, Water and Sewer Funds. This statement will differ from that in the Annual Financial Statements due to the accrual process and calculation of depreciation.

RECOMMENDATION
That Council receive and note the information contained in the Income Statement report as at 30 November 2016.

BACKGROUND

Adopted Budget
The Original budget was adopted by Council in June 2016. The budget will be reviewed at the end of each quarter during the year.

Rates & Annual charges
Rates & Charges are reported as fully received because revenue is accounted for once the Rates levy has been run.

Depreciation
Depreciation has been calculated to the end of September. Depreciation is run on a quarterly basis.

Materials & Contracts
Legal expenses are included under the Materials and Contracts heading of the Income Statement. Please see table below for a break up of Legal expenses:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>$1,027</td>
</tr>
<tr>
<td>Administration</td>
<td>$853</td>
</tr>
<tr>
<td>HR</td>
<td>$23,391</td>
</tr>
<tr>
<td>Technical Services</td>
<td>$0</td>
</tr>
<tr>
<td>Planning</td>
<td>$0</td>
</tr>
<tr>
<td>Waste</td>
<td>$0</td>
</tr>
</tbody>
</table>
ATTACHMENTS

MH/rb/kg: CM/16-12

RECOMMENDATION
That Council receive and note the information contained in the Income Statement report as at 30 November 2016.
Attachment 1 – Income Statement

Narrandera Shire Council

Consolidated Income Statement
for the period ending 30 November 2016

<table>
<thead>
<tr>
<th>Original Budget</th>
<th>After Sept Review Budget</th>
<th>Actual YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income from Continuing Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rates &amp; Annual Charges</td>
<td>7,122</td>
<td>7,108</td>
</tr>
<tr>
<td>User Charges &amp; Fees</td>
<td>2,888</td>
<td>2,881</td>
</tr>
<tr>
<td>Interest &amp; Investment Revenue</td>
<td>651</td>
<td>651</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>557</td>
<td>589</td>
</tr>
<tr>
<td>Grants &amp; Contributions provided for Operating Purposes</td>
<td>6,648</td>
<td>6,779</td>
</tr>
<tr>
<td>Grants &amp; Contributions provided for Capital Purposes</td>
<td>862</td>
<td>1,895</td>
</tr>
<tr>
<td><strong>Other Income:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net gains from the disposal of assets</td>
<td>86</td>
<td>86</td>
</tr>
<tr>
<td>Net Share of interests in Joint Ventures &amp; Associated Entities using the Equity Method</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Income from Continuing Operations</td>
<td>18,814</td>
<td>19,989</td>
</tr>
</tbody>
</table>

| Expenses from Continuing Operations | | |
| Employee Benefits & On-Costs | 5,984 | 6,216 | 2,755 |
| Borrowing Costs | 2 | 2 | - |
| Materials & Contracts | 4,386 | 4,242 | 1,648 |
| Depreciation & Amortisation | 4,524 | 4,524 | 1,131 |
| Impairment | - | - | - |
| Other Expenses | 1,836 | 1,928 | 960 |
| Interest & Investment Losses | - | - | - |
| Net Losses from the Disposal of Assets | - | - | - |
| Net Share of interests in Joint Ventures & Associated Entities using the Equity Method | - | - | - |
| Total Expenses from Continuing Operations | 16,732 | 16,912 | 6,494 |

Operating Result from Continuing Operations | 2,082 | 3,077 | 6,487 |

Discontinued Operations | | |
| Net Profit/(Loss) from Discontinued Operations | - | - | - |

Net Operating Result for the Year | 2,082 | 3,077 | 6,487 |

Net Operating Result attributable to Council | 2,082 | 3,077 | 6,487 |

Net Operating Result attributable to Minority Interests | - | - | - |

Net Operating Result for the year before Grants and Contributions provided for Capital Purposes | 1,220 | 1,182 | 6,093 |
ITEM NO: 9.2.5
REPORT FROM: Corporate and Community Services
KEY DIRECTION: Statutory and Compulsory Reporting – Financial / Audit
SUBJECT: NOVEMBER CAPITAL WORKS PROGRAM

Submitted to Ordinary Council Meeting held on: 14 December 2016

SUMMARY
The purpose of the Capital Works report is to enable Council to track the progress of capital work programs. This report is for the period ending 30 November 2016.

Works listed in the attachment are for works against new budgeted projects for the 2016/17 year.

BACKGROUND
The scheduling of road projects is subject to change depending on the availability of gravel supplies.

As reported last month resources have had to be diverted to flood management tasks and persistent wet weather has delayed projects and impacted on maintenance tasks.

The roads team has been running all four graders to carry out maintenance works to assist with damaged roads and harvest. From January 2017 we will have two graders on maintenance and two on construction. From February 2017 a third construction crew is likely to be added to deal with flood repair works and existing capital work delays caused by flooding.

Last month it was also reported that other projects of note were delayed due to the wet weather. These projects are listed below again with an updated comment in regards to progress:

- Leeton Rd water main replacement – works underway again with road being underbored for service connections
- Gillenbah island works – work has started by marking out project with some earth works to start in December subject to RMS approval.
- Barellan Memorial Park irrigation system – now completed.
- Site preparation for the coach’s box - Frame is being put up, roof and bricks due to be completed by end of December. Windows will be installed week beginning 9th of January 2017.

RECOMMENDATION
That Council receive and note the information contained in the Capital Works report as at 30 November 2016.
This report contains an explanation of terminology and headings used in the capital works report. Key terms and terminology are as follows:

**Ledger Number** - This is a reference number for staff to link the report to Council's accounting records.

Capital works are funded from a number of sources. Codes that denote revenue sources are:

- **Revenue** – Projects funded from revenue raised from Rates & Annual charges, User Fees and Other revenue.
- **Reserve** - Jobs funded from Council’s reserves and unspent grants.
- **Grant & Contributions** - Funding from other Government departments, Council’s or organisations.

**Budget** - This is the total allocation to complete the project.

**YTD Exp** – Total expenditure allocated to project as of report date, including commitments.

**Balance** – Amount of unspent funds for each program at reporting date.

**Graph** - The graph at the bottom of the report displays the original budget adopted by Council, the revised budget and year to date expenditure, including commitments.

**STATUTORY IMPLICATIONS:**

- **Policy**
  - Nil
- **Financial**
  - Advise Council of the current status of the Capital Works Program
- **Legal/Statutory**
  - N/A
- **Community Engagement / Communication**
  - N/A
- **Human Resources / Industrial Relations (if applicable)**
  - N/A
- **Risks**
  - N/A

**ATTACHMENTS:**

1. November Capital Works Program

**MH/RB/KG – CM/16-12**

**RECOMMENDATION**

That Council receive and note the information contained in the Capital Works report as at 30 November 2016.
<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
<th>Source</th>
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### Narrandera Shire Council Ordinary Meeting Wednesday 14 December 2016

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### ACTIVITIES

- **001.2016/001.001**: Proposals and Design - Planning for 2016/17 Cycleway by 30 June 2017.
- **001.2016/001.005**: Proposals and Design - Planning for 2016/17 Cycleway by 30 June 2017.
- **001.2016/001.007**: Proposals and Design - Planning for 2016/17 Cycleway by 30 June 2017.

### ECONOMIC DEVELOPMENT

- **001.2016/001.009**: Local Commercial Property and Development - Significant projects for 2016/17.
- **001.2016/001.010**: Local Commercial Property and Development - Significant projects for 2016/17.
- **001.2016/001.012**: Local Commercial Property and Development - Significant projects for 2016/17.

### LAKE TULLOOH BOARD PARK

- **001.2016/001.014**: Lake Tullooh Board Park - Significant projects for 2016/17.

### PLANNING


### ADDENDUMS

- **001.2016/001.017**: Local Planning Strategy - Development of Local Planning Strategy.
- **001.2016/001.018**: Local Planning Strategy - Development of Local Planning Strategy.

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**Page 187 of 234**

Narrandera Shire Council Ordinary Meeting Wednesday 14 December 2016
<table>
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<th>YTD Commitments</th>
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<th>End Date</th>
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<td>56,890</td>
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<td>Notes for supply in Narrandera. Mark this as end of current.</td>
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<td>Water Supply - Project 30,000</td>
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<td>20,137</td>
<td>179,863</td>
<td>May 17</td>
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<td>Work to be completed, set of 1160 in Old Bullock Road. Construction to begin in next quarter.</td>
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<td>108 2039-2021-0075</td>
<td>Replacement of rising main from water plant</td>
<td>0</td>
<td>125,098</td>
<td>0</td>
<td>0</td>
<td>125,098</td>
<td>Jun 18</td>
<td></td>
<td></td>
<td>Reserve being committed.</td>
</tr>
<tr>
<td>109 2039-2021-0076</td>
<td>Water Main Erection</td>
<td>20,739</td>
<td>1,231</td>
<td>21,970</td>
<td>8,660</td>
<td>13,310</td>
<td>Apr 17</td>
<td></td>
<td></td>
<td>Reserve being committed.</td>
</tr>
<tr>
<td>110 2039-2021-0077</td>
<td>Water Main Erection</td>
<td>70,873</td>
<td>2,413</td>
<td>73,286</td>
<td>93,298</td>
<td>17,012</td>
<td>Apr 17</td>
<td></td>
<td></td>
<td>Reserve being committed.</td>
</tr>
<tr>
<td>111 2039-2021-0079</td>
<td>East St water main design (MDEP)</td>
<td></td>
<td></td>
<td>17,623</td>
<td>17,623</td>
<td>11,570</td>
<td></td>
<td></td>
<td></td>
<td>Design carried to consultant. Notice to tender. Budget Plan dated 16 Nov 17.</td>
</tr>
<tr>
<td>112 2039-2021-0078</td>
<td>Water &amp; Waste Requirement</td>
<td>50,000</td>
<td>2,035</td>
<td>52,035</td>
<td>37,965</td>
<td></td>
<td>Jan 17</td>
<td></td>
<td></td>
<td>Progress on demand and legal as required.</td>
</tr>
<tr>
<td>113 2039-2021-0074</td>
<td>Water &amp; Waste Requirement</td>
<td></td>
<td></td>
<td>17,935</td>
<td>17,935</td>
<td>5,478</td>
<td></td>
<td></td>
<td></td>
<td>Work being advertised. Works to begin early January.</td>
</tr>
<tr>
<td>114 2039-2021-0073</td>
<td>Water &amp; Waste Requirement</td>
<td>77,666</td>
<td>3,217</td>
<td>80,883</td>
<td>93,298</td>
<td>12,415</td>
<td>May 17</td>
<td></td>
<td></td>
<td>Reserve being committed.</td>
</tr>
<tr>
<td>116 2039-2021-0070</td>
<td>Water Supply - Project 30,000</td>
<td></td>
<td></td>
<td>11,935</td>
<td>11,935</td>
<td>5,478</td>
<td></td>
<td></td>
<td></td>
<td>Work being advertised. Works to begin early January.</td>
</tr>
<tr>
<td>117 2039-2021-0071</td>
<td>Water Supply - AMP 65,859</td>
<td>0</td>
<td>65,859</td>
<td>8,969</td>
<td>8,969</td>
<td>56,890</td>
<td>Jul 17</td>
<td></td>
<td></td>
<td>Notes for supply in Narrandera. Mark this as end of current.</td>
</tr>
<tr>
<td>118 2039-2021-0070</td>
<td>Water Supply - Project 30,000</td>
<td>200,000</td>
<td>200,000</td>
<td>20,137</td>
<td>20,137</td>
<td>179,863</td>
<td>May 17</td>
<td></td>
<td></td>
<td>Work to be completed, set of 1160 in Old Bullock Road. Construction to begin in next quarter.</td>
</tr>
<tr>
<td>119 2039-2021-0075</td>
<td>Replacement of rising main from water plant</td>
<td>0</td>
<td>125,098</td>
<td>0</td>
<td>0</td>
<td>125,098</td>
<td>Jun 18</td>
<td></td>
<td></td>
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<td>120 2039-2021-0076</td>
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<td>37,965</td>
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<td></td>
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<tr>
<td>125 2039-2021-0073</td>
<td>Water &amp; Waste Requirement</td>
<td></td>
<td></td>
<td>17,935</td>
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<td>Water Supply - AMP 65,859</td>
<td>0</td>
<td>65,859</td>
<td>8,969</td>
<td>8,969</td>
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<td></td>
<td></td>
<td>Notes for supply in Narrandera. Mark this as end of current.</td>
</tr>
</tbody>
</table>
November 2016 Capital Funding Projects

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Revised Budget</th>
<th>YTD Actual</th>
<th>YTD Commitments</th>
<th>YTD Total Cap</th>
<th>Confidence</th>
<th>Start Date</th>
<th>End Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserve of Community Strategic Plan</td>
<td>$120,000</td>
<td>$110,000</td>
<td>$9,000</td>
<td>$129,000</td>
<td>28%</td>
<td>20-Jun</td>
<td>30-Jun</td>
<td>Revised after consultation with MMM.</td>
</tr>
<tr>
<td>Community Strategic Plan</td>
<td>$120,000</td>
<td>$110,000</td>
<td>$9,000</td>
<td>$129,000</td>
<td>28%</td>
<td>20-Jun</td>
<td>30-Jun</td>
<td>Revised after consultation with MMM.</td>
</tr>
<tr>
<td>Finance Review</td>
<td>$30,000</td>
<td>$30,000</td>
<td>$30,000</td>
<td>$30,000</td>
<td>100%</td>
<td>30-Jun</td>
<td>30-Jun</td>
<td>Finalised and in place.</td>
</tr>
<tr>
<td>Financial Plan</td>
<td>$30,000</td>
<td>$30,000</td>
<td>$30,000</td>
<td>$30,000</td>
<td>100%</td>
<td>30-Jun</td>
<td>30-Jun</td>
<td>Finalised and in place.</td>
</tr>
<tr>
<td>Asset Management</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$5,000</td>
<td>100%</td>
<td>30-Jun</td>
<td>30-Jun</td>
<td>Finalised and in place.</td>
</tr>
<tr>
<td>Asset Management</td>
<td>$5,000</td>
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<td>$5,000</td>
<td>$5,000</td>
<td>100%</td>
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<td>$5,000</td>
<td>$5,000</td>
<td>100%</td>
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<td>$5,000</td>
<td>$5,000</td>
<td>100%</td>
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<tr>
<td>Asset Management</td>
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<td>$5,000</td>
<td>$5,000</td>
<td>100%</td>
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<tr>
<td>Asset Management</td>
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<td>$5,000</td>
<td>$5,000</td>
<td>100%</td>
<td>30-Jun</td>
<td>30-Jun</td>
<td>Finalised and in place.</td>
</tr>
</tbody>
</table>

Narrandera Shire Council Ordinary Meeting Wednesday 14 December 2016
<table>
<thead>
<tr>
<th>Description</th>
<th>Capital Works Program as at 30 November 2016</th>
<th>Capital Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ledger Number</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project Description</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project Manager</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Management Plan</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue Source</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue Start/End Dates</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue YTD</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Actual YTD</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Commitments YTD</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Exp Balance Start</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Date Finish</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Date Comments</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Summary as at 30 November 2016

<table>
<thead>
<tr>
<th>Description</th>
<th>Capital Works Program as at 30 November 2016</th>
<th>Capital Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budgeted Works</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operational Projects</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Original Budget</th>
<th>Revised Budget</th>
<th>YTD Expenditure</th>
<th>Operational Expenses</th>
<th>Operational Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Works</td>
<td>$622,819.08</td>
<td>$781,891.06</td>
<td>$88,919.00</td>
<td>$167,174.00</td>
<td>$1,000,000.00</td>
</tr>
<tr>
<td>Roads to Recovery</td>
<td>$2,925,390.00</td>
<td>$3,727,436.25</td>
<td>$1,333,933.00</td>
<td>$2,000,000.00</td>
<td>$744,378.00</td>
</tr>
</tbody>
</table>

Narrandera Shire Council Ordinary Meeting Wednesday 14 December 2016

Page 190 of 234
ITEM NO: 9.2.6  
REPORT FROM: Corporate and Community Services  
KEY DIRECTION: Statutory and Compulsory Reporting – Financial / Audit  
SUBJECT: COMPREHENSIVE REPORT ON THE GENERAL PURPOSE FINANCIAL STATEMENTS AND SUBMISSIONS RECEIVED

Submitted to Council’s Ordinary Meeting held on: 14 December 2016

PURPOSE
The purpose of this report is to give a comprehensive overview of the General Purpose Financial Statements and report on any submissions received in relation to these statements.

RECOMMENDATION
That Council:
1. Note that there were no submissions received in relation to 2015/2016 Financial Statements or Auditors Report and that this concludes the reporting process in accordance with the Local Government Act 1993.


BACKGROUND
The 2015/16 Financial Statements were presented to Council at its November meeting. Council adopted the Financial Statements and Auditors Report as presented. Upon adoption by Council any person may make a submission to Council in regard to the Financial Statements or the Auditors Report. This was advertised in accordance with Section 420 of the Local Government Act 1993, which states:

1. Any person may make submission to the council with respect to the council’s audited financial reports or with respect to the auditor’s reports.

2. A submission must be in writing and must be lodged with the council within 7 days after the date on which those reports are presented to the public.

3. The council must ensure that copies of all submissions received by it are referred to the auditor.

4. The council may take such action as it considers appropriate with respect to any such submission, including the giving of notice to the Director-General of any matter that appears to require amendment of the council’s financial reports.

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

ISSUES AND IMPLICATIONS
- **Policy**
  Nil
- **Financial**
  At Council’s November meeting 2016, Council’s external auditor indicated that Council was well placed financially to move into the future and that many of Council’s financial ratios would be the envy of similar sizes councils.
- **Legal/Statutory**
  Compliance with Section 420 of the Local Government Act, 1993.
- **Community Engagement / Communication**
  N/A
- **Human Resources / Industrial Relations (if applicable)**
  N/A
- **Risks**
  N/A

**OPTIONS**
The submission period closed on Tuesday 24 November, with no submissions being made to the Council.

**FINANCIAL RESULTS**
Council reported an operating deficit before capital grants and contributions of ($76,000) for the year ended 30 June 2016 (2015 - surplus of $441,000).

Excluding capital grants and contributions, operating revenues for the year ($18.45 million) increased approximately 9.3% on those of the previous year ($16.88 million) whilst during the same period operating expenses ($17.23 million), including depreciation expenses of $4.87 million, increased approximately 1.26%.

A breakdown of Council's operating revenues and expenses for the year is as follows:
In addition to operating revenues, Council received capital grants and contributions amounting to $477,000 (2015 - $603,000).

In the twelve months period to 30 June 2016 Council's operating result from continuing operations (including capital grants and contributions) was a surplus of $1.7 million compared with $1.04 million in the previous year.

The contribution of the individual Funds to the consolidated operating result before capital grants and contributions was as follows:
During the year council sold its aged care hostel Teloca House, council recorded a loss of $1.3 million from this discontinued operation. This can be broken down showing Teloca House Financial Performance for the five months of operation was a profit of $166,000, and a loss of $1.466 million was attributed from the sale of assets associated with Teloca House.

This loss from discontinued operation was the major contributing factor for the deficit result of the General fund.

**BUDGET COMPARISON**

The net operating deficit for the year of ($76,000) was well below the original budget expectations which anticipated a surplus of $1,959,000. As stated previously, the main contributing factor for this large variance was the loss associated with the sale of Teloca House which was unbudgeted.

Details of material variations between the original budget and actual results are detailed in Note 16 to the General Purpose Financial Reports. An extract of Note 16 is included below:

<table>
<thead>
<tr>
<th>Surplus/(Deficit)</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>($596,000)</td>
<td>($561,000)</td>
</tr>
<tr>
<td>Water Fund</td>
<td>$448,000</td>
<td>$563,000</td>
</tr>
<tr>
<td>Sewer Fund</td>
<td>$72,000</td>
<td>$58,000</td>
</tr>
<tr>
<td>Teloca House</td>
<td>$0</td>
<td>$381,000</td>
</tr>
</tbody>
</table>

F = Favourable budget variation
U = Unfavourable budget variation

---

**REVENUES**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2016</th>
<th>Variance*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget</td>
<td>Actual</td>
<td></td>
</tr>
<tr>
<td>Rates and annual charges</td>
<td>6,967</td>
<td>6,890</td>
<td>(77) (1%) U</td>
</tr>
<tr>
<td>User charges and fees</td>
<td>5,773</td>
<td>2,952</td>
<td>(2,821) (49%) U</td>
</tr>
<tr>
<td>Interest and investment revenue</td>
<td>599</td>
<td>743</td>
<td>144</td>
</tr>
<tr>
<td>Other revenues</td>
<td>435</td>
<td>826</td>
<td>391 (90%) F</td>
</tr>
</tbody>
</table>

**Capital grants and contributions**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2016</th>
<th>Variance*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget</td>
<td>Actual</td>
<td></td>
</tr>
<tr>
<td>Council budgeted to $100k contribution towards the Barellan Floodplain Risk Management Study, but due to delays in completing this project, the contribution will be received in the following year after the project is completed.</td>
<td>540</td>
<td>477</td>
<td>(63) (12%) U</td>
</tr>
</tbody>
</table>

**Borrowing costs**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2016</th>
<th>Variance*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget</td>
<td>Actual</td>
<td></td>
</tr>
<tr>
<td>Borrowing costs</td>
<td>5,526</td>
<td>4,049</td>
<td>1,477 (27%) F</td>
</tr>
</tbody>
</table>

**Materials and contracts**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2016</th>
<th>Variance*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget</td>
<td>Actual</td>
<td></td>
</tr>
<tr>
<td>As outlined previously, the sale of Council’s aged care facility has significantly reduced Council’s expenses.</td>
<td>1,879</td>
<td>1,573</td>
<td>306 (16%) F</td>
</tr>
</tbody>
</table>

**Operating result from discontinued operations**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2016</th>
<th>Variance*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget</td>
<td>Actual</td>
<td></td>
</tr>
<tr>
<td>Council did not budget for a discontinued operation.</td>
<td>1,300</td>
<td>1,300</td>
<td>0% F</td>
</tr>
</tbody>
</table>
Budget variations relating to Council’s Cash Flow Statement include:

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2015</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flows from investing activities</td>
<td>(6,559)</td>
<td>(3,411)</td>
<td>3,148</td>
</tr>
<tr>
<td>Council sold its aged care facility and all associated assets, this sale was not budgeted for and is the main contributing factor to this significant variance.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash flows from financing activities</td>
<td>301</td>
<td>(3,398)</td>
<td>(3,699)</td>
</tr>
<tr>
<td>Council had originally budgeted to take up $310k of borrowings to fund capital projects, these projects were defered until the 2016/17 year.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**OPERATING INCOME**

**Rates and Annual Charges**

Revenue from rates and annual charges (including Council owned properties) amounted to $6.89 million (2015 - $6.70 million).

In setting the ordinary rates for the year Council resolved to adopt the maximum increase available of 1.8%. This action has resulted in revenues from ordinary rates increasing from $4.33 million in 2014/2015 to $4.44 million in the current year. Council’s ordinary rating base remained fairly static during the twelve months period and at year end 3,601 assessments were subject to ordinary rates.

Council further resolved that other major charges be varied as follows:

Water annual access charges for 20mm/25mm residential and non-residential customers increased from $266 to $273.

Domestic waste management and recycling collection charges were increased by 3%.

Such increases have resulted in revenues as follows:

<table>
<thead>
<tr>
<th>Annual Charges</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
<td>634,000</td>
<td>612,000</td>
</tr>
<tr>
<td>Sewerage</td>
<td>974,000</td>
<td>944,000</td>
</tr>
<tr>
<td>Domestic Waste</td>
<td>668,000</td>
<td>647,000</td>
</tr>
<tr>
<td>Non Domestic Waste</td>
<td>103,000</td>
<td>102,000</td>
</tr>
</tbody>
</table>

Rebates of $223,875 were provided to eligible pensioners and a subsidy of $123,650 was received from the Division of Local Government towards the cost of these rebates.

Interest and extra charges on overdue rates for the year were $59,000 (2015 - $56,000) and outstanding rates were subject to interest at the rate of 8.5% (2015 – 8.5%).

**User Charges and Fees**

Council derived $1.27 million from specific user charges (2015 - $1.25 million) and a further $1.69 million from fees (2015 - $4.48 million) imposed during the twelve months period ended 30 June 2015, this has been reduced significantly due to the sale of Teloca House.
Contributing significantly to user charges and fees for the year were:

**Water Consumption Charges**

Water usage charges were increased $0.03 to $1.02 per kilolitre this has resulted in revenues increasing approximately 1.85% to $1.13 million (2015- $1.11 million). Water consumption is also impacted by seasonal variations influencing demand.

**RMS Charges**

Works requested by the RMS decreased in the current year and amounted to $332,000 compared with $488,000 in 2014/2015.

Other revenues received from user charges and fees included:-

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Waste</td>
<td>$46,000</td>
<td>$31,000</td>
</tr>
<tr>
<td>Sewerage Services</td>
<td>$91,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>Planning Regulation</td>
<td>$98,000</td>
<td>$128,000</td>
</tr>
<tr>
<td>Private Works</td>
<td>$156,000</td>
<td>$140,000</td>
</tr>
<tr>
<td>Stadium Revenues</td>
<td>$68,000</td>
<td>$66,000</td>
</tr>
<tr>
<td>Aerodrome</td>
<td>$104,000</td>
<td>$99,000</td>
</tr>
<tr>
<td>Aged Care</td>
<td>$643,000</td>
<td>$613,000</td>
</tr>
<tr>
<td>Cemeteries</td>
<td>$86,000</td>
<td>$116,000</td>
</tr>
<tr>
<td>Child Care</td>
<td>$69,000</td>
<td>$84,000</td>
</tr>
</tbody>
</table>

**Interest**

Interest and investment revenues decreased $27,000 (3.6%) during the twelve months period with income being earned as follows:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overdue Rates &amp; Charges</td>
<td>$59,000</td>
<td>$56,000</td>
</tr>
<tr>
<td>General Investments</td>
<td>$353,000</td>
<td>$185,000</td>
</tr>
<tr>
<td>Development Contributions</td>
<td>$16,000</td>
<td>$9,000</td>
</tr>
<tr>
<td>Water Fund</td>
<td>$267,000</td>
<td>$266,000</td>
</tr>
<tr>
<td>Sewer Fund</td>
<td>$48,000</td>
<td>$59,000</td>
</tr>
<tr>
<td>Teloca House</td>
<td>$0</td>
<td>$195,000</td>
</tr>
</tbody>
</table>

**Other Operating Income**

Narrandera Shire Council has again received important income from a number of non-core activities.

These revenues are listed in the table below:-
<table>
<thead>
<tr>
<th>(d) Other revenues</th>
<th>$000</th>
<th>$000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental income – other council properties</td>
<td>45</td>
<td>21</td>
</tr>
<tr>
<td>Legal fees recovery – rates and charges (extra charges)</td>
<td>29</td>
<td>54</td>
</tr>
<tr>
<td>Commissions and agency fees</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Administration Revenue</td>
<td>101</td>
<td>65</td>
</tr>
<tr>
<td>Diesel rebate</td>
<td>69</td>
<td>100</td>
</tr>
<tr>
<td>Insurance claim recoveries</td>
<td>61</td>
<td>63</td>
</tr>
<tr>
<td>Lease rentals</td>
<td>123</td>
<td>142</td>
</tr>
<tr>
<td>Lease rentals – lake Talbot caravan park</td>
<td>90</td>
<td>89</td>
</tr>
<tr>
<td>Links to learning</td>
<td>–</td>
<td>56</td>
</tr>
<tr>
<td>Rural Fire Service reimbursement</td>
<td>149</td>
<td>108</td>
</tr>
<tr>
<td>Sales – general</td>
<td>79</td>
<td>141</td>
</tr>
<tr>
<td>Sale of scrap materials</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td>Labour Hire</td>
<td>27</td>
<td>–</td>
</tr>
<tr>
<td>Other</td>
<td>30</td>
<td>29</td>
</tr>
<tr>
<td>TOTAL OTHER REVENUE</td>
<td>826</td>
<td>891</td>
</tr>
</tbody>
</table>

Grants and Contributions

Operating Grants and Contributions

Operating grants and contributions amounting to $6.95 million were received in 2015/2016 compared with $5.83 million received in the previous year.

Council’s untied Financial Assistance Grant increased 3.1% from $4.06 million in 2014/2015 to $4.19 million this year.

Other major operating grants and contributions were received for Roads to Recovery works $1.48 million, Section 94A fixed development consent levies $347,000 and Regional Roads Block Grant $527,000.

Capital Grants and Contributions

Capital grants and contributions reduced by 26.4% in 2015/2016, capital grants and contributions amounted to $477,000 in the current year compared with $603,000 received in 2014/2015.

In accordance with the Code of Accounting Practice all grant and contribution monies received in 2015/2016 (both expended and unexpended) have been brought to account as income. Grants and contributions recognised as revenues in the current reporting period but not yet expended in accordance with the conditions attaching thereto amounted to $32,759. At year end Council held unexpended grants and contributions amounting to $437,000 (2015 - $649,000) and such funds have been identified as an externally restricted asset.
OPERATING EXPENDITURE

Expenses from continuing operations ($17.23 million) were significantly lower than budget expectations ($18.9 million), (this is mainly due to Teloca House only operating for 5 months), and were slightly higher than the previous year ($17.02 million).

Impacting significantly on operating expenses for the year was:

Employee Costs

Employee costs ($6.74 million) increased approximately 5.5% (2015 - $6.29 million excluding Teloca House) in the twelve months period to 30 June, 2016 principally due to award and step increases, and new and vacant positions filled.

Capitalised costs increased by $481,000, with an offsetting decrease in operating costs.

At year end Council's full time equivalent employees numbered 109 (2015 - 119).

Materials and Contracts

Material and contracts expenditure ($3.44 million) decreased approximately 25.8% during the twelve months period primarily in response to increased asset renewal opposed to asset maintenance.

Depreciation Expenses

Depreciation expenses ($4.87 million) increased by 12.1% and were mainly a result from ongoing completed works in the Water scheme starting to be depreciated.

Depreciation expenses account for approximately 28.27% of Council's total expenses and although they have a significant impact on Council's operating result such percentage is considered relatively low in comparison with most other rural Council's.

ASSETS

Cash and Investments

At balance date Council controlled cash and investments totalling $22.71 million (2015 - $22.29 million).

Council utilises its investments to cover both externally and internally imposed requirements and comprises Water investments ($8.17 million), Sewerage investments ($848,000), employee leave entitlements ($1.33 million), Domestic Waste Management ($2.04 million), unexpended grants and contributions ($437,000), and monies for future works.

Externally restricted investments (including water & sewerage) amounted to $12.52 million whilst Council has "earmarked" a further $5.61 million towards the funding of its future long-term objectives.
<table>
<thead>
<tr>
<th>Fund</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$10,193,000</td>
<td>$4,355,000</td>
</tr>
<tr>
<td>Water Fund</td>
<td>$8,166,000</td>
<td>$7,536,000</td>
</tr>
<tr>
<td>Sewerage Fund</td>
<td>$848,000</td>
<td>$1,316,000</td>
</tr>
<tr>
<td>Waste Management</td>
<td>$2,040,000</td>
<td>$1,799,000</td>
</tr>
<tr>
<td>Stormwater Management</td>
<td>$421,000</td>
<td>$343,000</td>
</tr>
<tr>
<td>Crown Lands</td>
<td>$30,000</td>
<td>$145,000</td>
</tr>
<tr>
<td>Developer Contributions</td>
<td>$573,000</td>
<td>$292,000</td>
</tr>
<tr>
<td>Unexpended Grants</td>
<td>$437,000</td>
<td>$649,000</td>
</tr>
<tr>
<td>Teloca House</td>
<td>$ -</td>
<td>$5,857,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$22,708,000</strong></td>
<td><strong>$22,292,000</strong></td>
</tr>
</tbody>
</table>

and comprised

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash on Hand and at Bank</td>
<td>$175,000</td>
<td>$286,000</td>
</tr>
<tr>
<td>Long Term Deposits</td>
<td>$22,523,000</td>
<td>$21,996,000</td>
</tr>
<tr>
<td>Equity Shares</td>
<td>$10,000</td>
<td>$10,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$22,708,000</strong></td>
<td><strong>$22,292,000</strong></td>
</tr>
</tbody>
</table>

**Debtors**

**Rates and Annual Charges**

Over the past four years the rates outstanding percentage has fallen from 10.69% to 8.21%, this significant reduction in outstanding arrears is due to continued legal action including sale of land for rates.

The percentage of 8.21% reflects the consolidated balance of the three funds. The percentage for individual funds is General 3.51%, Sewer 11.63% & Water 44.08%.

Outstanding rates and annual charges have been subject to interest at the rate of 8.5% pa (2015 - 8.5%) and Council has decreased the provision for doubtful debts in the current year by $8,000 to $36,000.

**Land Stock on Hand**

During the year Council expended $3,000 on further development of land in the Redhill Industrial Estate and no sales were recorded.

At year end, Council held undeveloped industrial land with a book value of $1.51 million.

**Property, Plant and Equipment (excluding real estate)**

During the reporting period Council expended $5.35 million (2014 - $7.55 million) on the acquisition of assets.
The principal items being:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Works in Progress</td>
<td>$626,000</td>
<td>$635,000</td>
</tr>
<tr>
<td>Plant &amp; Equipment</td>
<td>$625,000</td>
<td>$887,000</td>
</tr>
<tr>
<td>Buildings</td>
<td>$607,000</td>
<td>$179,000</td>
</tr>
<tr>
<td>Other Structures</td>
<td>$448,000</td>
<td>$189,000</td>
</tr>
<tr>
<td>Roads, Bridges &amp; Footpaths</td>
<td>$3,774,000</td>
<td>$2,032,000</td>
</tr>
<tr>
<td>Water</td>
<td>$196,000</td>
<td>$824,000</td>
</tr>
<tr>
<td>Sewer</td>
<td>$651,000</td>
<td>$221,000</td>
</tr>
</tbody>
</table>

The expenditure associated with buildings and infrastructure has given Council an assets renewal ratio of 132%. This ratio assesses the rate at which assets are being renewed against the rate at which they are depreciating. Council should be endeavouring to achieve an average ratio greater than 100.00%.

Additionally, Council sold assets with a book value of $207,000. The sale of these assets has resulted in a profit of $93,000 being brought to account (2014 - profit of $80,000), this excludes the sale of Teloca House assets.

Also during the 2015/16 year in November, Council sold its Teloca House operations and all associated assets which has a book value of $5,228,000. The sale of Teloca House, resulted in Council recognising a loss of $1,466,000.

In accordance with the requirements of the Code of Accounting Practice, Council's Community land, Specialised & Non-Specialised Buildings, Other Structures, Swimming Pools and Open Space and Recreational assets were subject to a full revaluation which is required to be conducted every five years. Additionally, Council's water and sewerage assets were indexed upwards in accordance with the latest indices provided by the NSW Office of Water.

These revaluations have resulted in Council's assets being adjusted as follows:

<table>
<thead>
<tr>
<th></th>
<th>Increased/Decreased to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Land</td>
<td>$36,000 to $6,419,000</td>
</tr>
<tr>
<td>Specialised Buildings</td>
<td>$2,182,000 to $6,579,000</td>
</tr>
<tr>
<td>Non-Specialised Buildings</td>
<td>Decreased $4,697,000 to $8,532,001</td>
</tr>
<tr>
<td>Other Structures</td>
<td>$1,131,000 to $4,690,000</td>
</tr>
<tr>
<td>Swimming Pools</td>
<td>Decreased $195,000 to $1,377,000</td>
</tr>
<tr>
<td>Open Space &amp; Recreational</td>
<td>Increased $767,000 to $869,000</td>
</tr>
<tr>
<td>Water</td>
<td>$118,000 to $10,688,000</td>
</tr>
<tr>
<td>Sewer</td>
<td>$99,000 to $11,795,000</td>
</tr>
</tbody>
</table>

**Provisions**

At 30 June 2016 the Provision for Employee Accrued Entitlements totalled $2.33 million.
The Components of the liability are:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Leave</td>
<td>$725,000</td>
<td>$917,000</td>
</tr>
<tr>
<td>Long Service Leave</td>
<td>$1,571,000</td>
<td>$1,632,000</td>
</tr>
<tr>
<td>RDO Suspense</td>
<td>$29,000</td>
<td>$44,000</td>
</tr>
</tbody>
</table>

The average leave entitlement per employee as at 30 June 2016 was $21,330 (2015 - $21,790). At year end Council had set aside funds amounting to $1.33 million or 57.20% of the employee' leave entitlement liability. Such funds have been identified as a restricted asset.

**Loans and Debt Servicing**

Once again Council has been able to conduct its operations without the need for new external loan borrowings.

During the year Council repaid loan principal amounting to $8,080 and at year end Council's external loan borrowings had been reduced to a minimal $8,000.

All borrowing's related to the General Fund and Council required $10,000 or 0.05% of its income received from operating revenues (excluding specific purpose grants and contributions) to service this loan commitment in 2015/2016.

**ATTACHMENTS**  Nil

MH/rb – CM/16-12

**RECOMMENDATION**

That Council:

1.   Note that there were no submissions received in relation to 2015/2016 Financial Statements or Auditors Report and that this concludes the reporting process in accordance with the Local Government Act 1993.

9.3

Other – Statutory

The following reports pertain to reports required to meet Legislation:

No Reports for This Month
JUSTIFICATIONS AS PER THE LOCAL GOVERNMENT ACT 1993 FOR INCLUSION OF ITEMS INTO COMMITTEE

Justification for Inclusion in Committee
Section 10A (2)(a) Personnel matters concerning particular individuals

Justification for Inclusion in Committee
Section 10A (2)(b) The personal hardship of any resident or ratepayer

Justification for Inclusion in Committee
Section 10A (2)(c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting business or proposes to conduct business;

Justification for Inclusion in Committee
Section 10A (2)(d) commercial information of a confidential nature that would, if disclosed:
(i) prejudice the commercial position of the person who supplied it, or
(ii) confer a commercial advantage on a competitor of Council, or
(iii) reveal a trade secret

Justification for Inclusion in Committee
Section 10A (2)(e) information that would, if disclosed, prejudice the maintenance of law

Justification for Inclusion in Committee
Section 10A (2)(f) matters affecting the security of the Council, Councillors, Council staff or Council property

Justification for Inclusion in Committee
Section 10A (2)(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege

At this point, the Public and Press are asked to leave the meeting.

The following Page Numbers, as noted below, contain Confidential Reports which are Not Printed for Public Viewing and have been Removed.