



NARRANDERA SHIRE COUNCIL ADVERSE EVENT PLAN

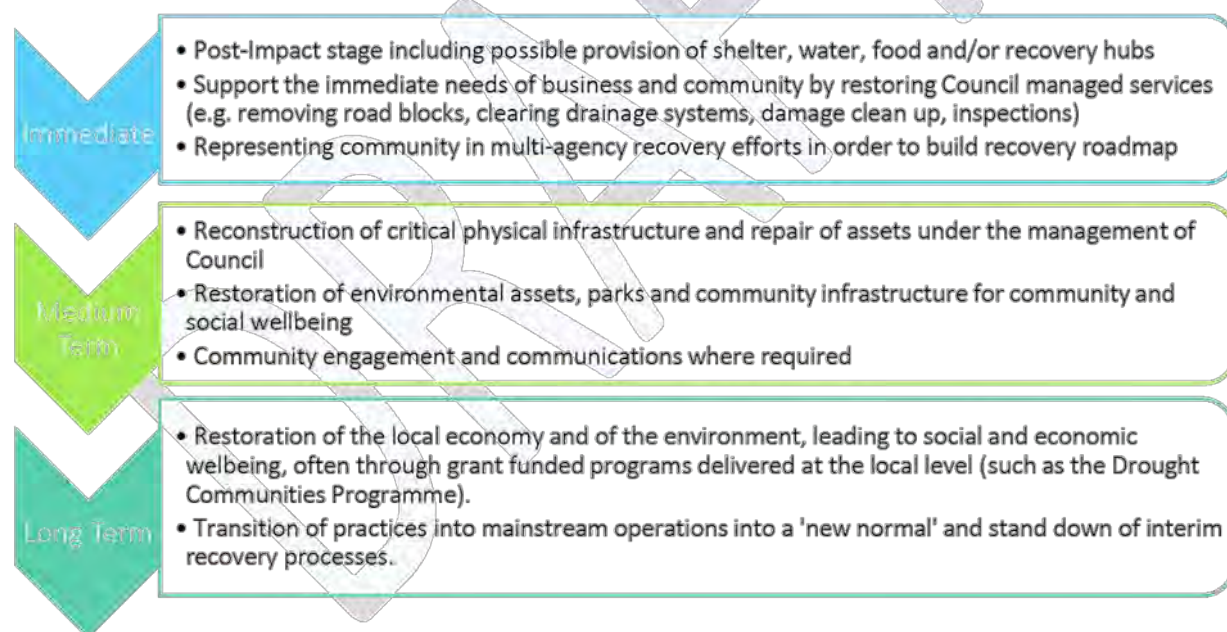
Drought Communities Programme 2020

Part 2 – Recovery

2.1 Stages of Recovery

Recovery operations cannot always be planned in advance, and are not always able to be executed in a linear fashion. Recovery responsibilities are also often multi-faceted, with multiple parties responsible for their execution. This is further complicated depending on the type of recovery: immediate / short term, medium term recovery, and long term recovery. Depending on the type of adverse event, and the impact at the local level, there are varying levels of tasks which Narrandera Shire Council may need to consider in collaboration with their Local Emergency Management Committee and leading response and recovery agencies, as specified in the supporting Emergency Management Plans.

From a Local Government point of view, in some instances the initial recovery action relates to understanding the local landscape and representing the needs of the community, both in the response and early recovery stages. The types of recovery tasks then differ depending on the event, and Narrandera Shire Council considers the following actions, depending on the stage of recovery, may be required:



In the case of drought, for example, it can often be difficult to pinpoint a time or individual incident where a response or recovery phase may commence. Indeed, the longer, slow developing adverse events certainly require a level of long term commitment and a decisive action to lead the community through recovery. It is also often unclear when a disaster is not declared, who is responsible for managing the recovery.





NARRANDERA SHIRE COUNCIL ADVERSE EVENT PLAN

Drought Communities Programme 2020

Recovery takes places in two stages of the PPRR model, in both Preparedness and in Recovery. The two streams of recovery look very different, with one being process and planning related, and the other operational (albeit, during a response mode).



Preparedness

- Local Planning and Development
- Environmental Management (flood planning, biodiversity, crown lands, trees)
- Business Continuity Planning
- Training and operational capacity
- Identification of hazards, risks and operational capacity gaps
- Infrastructure planning, mitigation and asset management plans
- Information management



Recovery

- Normal roles and responsibilities in a recovery context (specific actions in **Toolbox C**)
- Local knowledge application in a recovery context
- Localised two-way communications (both to and from the community)
- Resource and information sharing via LEMCs
- Business and industry specific needs, e.g. infrastructure repair

Councils, particularly in more rural and regional areas, are not always equipped with resources, staff, machinery and funding to manage a recovery process alone. A well planned and executed recovery process often requires additional resources from the State or Commonwealth Government.⁹

'All states have delegated to local governments significant responsibilities for aspects of managing natural disasters.'

However, the capability and capacity of local governments to do this work appears to depend on their relative size and the resources available to them and varies across Australia.

Notwithstanding this delegation, we would expect state governments to ensure that they retain oversight and understanding of the capabilities and capacity of local government to perform these responsibilities, and to provide support as necessary.'

(Royal Commission into National Natural Disaster Arrangements - Interim Observations, 2020, p. 6)

A list of Council recovery focussed actions can be found as Toolbox C - Actions which could be enacted both within existing Council resources, and also with additional funding or staff should adverse event recovery process be required.

⁹ (Royal Commission into National Natural Disaster Arrangements, 2020)





NARRANDERA SHIRE COUNCIL ADVERSE EVENT PLAN

Drought Communities Programme 2020

Part 3 – Roles and Responsibilities

3.1 Role of Various Levels of Government in Recovery

The roles of various levels of Government in national emergency and disaster response are well established with national coordination and planning in place. The *2011 National Strategy for Disaster Resilience*¹⁰ and the 2017 Australian Government Crisis Management Framework (AGCMF)¹¹ set out overarching strategy and decision making framework for all kinds of crises events including the above **prevention, preparedness, response, recovery** model utilised by the NSW state government.

Primary Roles of Government in Recovery



Commonwealth Government

A recent (April 2020) assessment by the Department of Parliamentary Services stated ‘Each Australian state and territory has generic emergency and disaster response legislation which authorises officials to declare emergencies in a variety of circumstances and make orders to deal with an emergency. The Australian Government does not have specific legislative power to deal with emergencies and has not enacted equivalent generic legislation’.¹²

Furthermore, the Department of Parliamentary Services stated ‘Under Australia’s federal system, with different powers residing in state, territory and Australian governments, cooperative arrangements to deal with civil emergencies are not only desirable, but necessary, because no single government has the capacity or the authority to deal with all aspects of large emergencies’. The state and territory governments have broader legislative and executive powers and the Australian Government has significantly more financial resources and capacity for coordination’.¹³

¹⁰ (Australia’s National Strategy for Disaster Resilience, 2011)

¹¹ (National emergency and disaster response arrangements in Australia: a quick guide, 2020, p. 3)

¹² (National emergency and disaster response arrangements in Australia: a quick guide, 2020, p. 3)

¹³ (National emergency and disaster response arrangements in Australia: a quick guide, 2020, p. 3)





NARRANDERA SHIRE COUNCIL ADVERSE EVENT PLAN

Drought Communities Programme 2020

State Government

States and territories are the first responders to any incident that occurs within their jurisdiction. According to the Australian Government Crisis Management Framework (AGCMF):

States and territories have primary responsibility for the protection of life, property and the environment within the bounds of their jurisdiction. They control most functions essential for effective crisis prevention, preparedness, response and recovery. However, where crises involve actual or potential national consequences there may be a need for high level collaboration and coordination within and across all levels of government.¹⁴

Under the *NSW State Emergency and Rescue Management Act 1989*, there are varying levels of management and responsibility, from state to regional and local. The appropriate committees, have supporting risk assessments, plans, committees and officers to support them.

Structure of Varying Levels of Emergency Management in NSW



It is the role of the Local Emergency Management Officer which is held by a Council representative where the link between response and recovery activities are generally coordinated. This Adverse Event Plan is not a substitute for any of the formalised arrangements relating to response which are dictated in the relevant plans above. The NSW State Government Department Resilience NSW has produced a **Community Recovery Toolkit**¹⁵ to assist local councils and agencies involved in the provision of recovery services following a disaster. The Toolkit is made up of a series of guidelines that provide information and templates that can be tailored to a recovery operation. The information aims to establish guidelines for recovery management and raise awareness of the likely issues that will arise.

COUNCIL ADVERSE EVENT PLAN TOOLBOX
*A list of State and Commonwealth resources are provided as:
 'Toolbox A - Resources'*

¹⁴ (National emergency and disaster response arrangements in Australia: a quick guide, 2020)

¹⁵ (Guidelines, Legislation and Policies; Community Recovery Toolkit, 2019)





NARRANDERA SHIRE COUNCIL ADVERSE EVENT PLAN

Drought Communities Programme 2020

Local Government

Within the Resilience NSW Recovery Plan 2016,¹⁶ the role of Local Government is explained as follows:



Local Government

- plays a key role in managing local recovery, providing services and assistance to the community and advice to State Government.
- chairs the Local Recovery Committee, when a Recovery Coordinator is not appointed.
- provides Executive Support to the Local or Regional Recovery Committee.
- provides the Recovery Centre Manager and Administrative Support to the Recovery Centre, where established.
- provides expertise and local knowledge to inform the Local Recovery Committee.



There are a range of strategic and long term issues in reducing disaster risk and managing recovery which require strong collaboration between communities, emergency management agencies and Council. The ongoing Integrated Planning and Reporting (IP&R) process that Council already provides for the collaboration on the management of disaster related risks and identifies the responsibilities of each relevant agency.

The IP&R process is particularly important in the development of long term planning outcomes and strategies, and in the identification of key partners, for example; the Community Strategic Plan.

(Australian Disaster Resilience Handbook 2, Community Recovery, 2018, p. 54)¹⁷

This Adverse Events Plan aims to identify likely community impacts and provides supporting tools for Councils to develop an individual recovery action plan which can be relevant to a particular event.

¹⁶ (NSW Recovery Plan, 2016, p. 13)

¹⁷ (Australian Disaster Resilience Handbook 2, Community Recovery, 2018)





NARRANDERA SHIRE COUNCIL ADVERSE EVENT PLAN

Drought Communities Programme 2020

3.2 Likely Community Impacts

Social

Social wellbeing indicators could include:

- Wealth
- Employment
- Amenity
- Health
- Social issues
- Social belonging
- Recreation and leisure

Built Environment

Built environment impacts that may require Local Government focussed recovery:

- Loss of essential services: power, water, food, fuel, sewerage, gas, communications, internet
- Loss of community infrastructure; for example, public buildings, schools, hospitals, iconic buildings
- Loss/damage/disruption of transport services (for example, roads, air, marine and rail transport infrastructure, facilities and assets), which in turn impacts the movement of people and goods
- Loss of property (residential, rural, industrial, public)
- Subsequent changes to planning and building regulations or planning scheme overlays as a consequence of the disaster

Economic

The effects of disaster on the economic environment can be classified in terms of direct and indirect impacts— that is, those that are tangible and can normally have a dollar value easily assigned, and those that are intangible.

Impacts on the economic environment may include:

- Loss of personal income
- Damage to business premises
- Loss of tourism activities
- Loss of workforce
- Loss of productive land

Environmental

Examples include air quality, water quality, land degradation and contamination and impacts on national parks and cultural and heritage sites.

Impacts on the natural environment that have flow-on effects to the community may occur in relation to:

- Air
- Water
- Land and soil
- Plants and animals

COUNCIL ADVERSE EVENT PLAN TOOLBOX

A list of existing Council plans and strategies relating to Emergency Management, Strategic Planning and Business Continuity are provided as:

'Toolbox B – Council Plans'





NARRANDERA SHIRE COUNCIL ADVERSE EVENT PLAN

Drought Communities Programme 2020

3.3 What types of recovery work might Narrandera Shire Council undertake?

There are many roles that Councils may have in the recovery phase of an adverse event, the following are capabilities which Council should consider:

<p>Local Information and Communication</p> <p>Situational awareness together with information must be coordinated into communications accessible and appropriate for the needs of community.</p> <p>This includes mechanisms for sharing timely information from appropriate agencies, and systems of data interpretation (including geospatial information systems) in order for Council to make evidence / data based decisions.</p>	<p>Built Environment & Infrastructure Recovery</p> <p>The ability to restore and stabilise community and Council infrastructure, utilities and services including but not limited to:</p> <ul style="list-style-type: none"> + reconstruction or repair of Council assets + maintaining business-as-usual activities in non-affected areas + enabling effective response and recovery efforts + restoring business-as-usual services to affected areas. 	<p>Social Recovery</p> <p>The ability to provide assistance and access to services that allows individuals, families and communities to achieve an effective level of functioning after an emergency event.</p> <p>This includes safety, security, shelter, and re-establishment of Council managed elements of society necessary for well-being.</p>
<p>Natural Environment Recovery</p> <p>The ability to return Council managed natural environment, including but not limited to water, air, land, soil, plants and animals, back to an effective and safe level.</p>	<p>Business Continuity Planning</p> <p>A plan and supporting procedures and information that is developed and formulated to ensure that Council is able to resume critical business activities should an event occur.</p>	<p>Community Planning</p> <p>The ability to collaboratively plan for response and recovery through partnering with the community, and building capacity for local plan implementation and recovery management.</p> <p>It encompasses empowerment of local leaders and stakeholders to improve recovery and resilience outcomes for individuals and the communities.</p>

(Australian Disaster Preparedness Framework, 2018, pp. 11-13)¹⁸

An “all events” recovery plan is not possible, in that it cannot be known which assets, environs or economies will be impacted at any one time. However, a series of actions relating to predetermined responsibilities and likely community focussed recovery options has been drafted in Toolbox C.

COUNCIL ADVERSE EVENT PLAN TOOLBOX
*A list of actions Council may consider implementing are provided as:
 ‘Toolbox C– Actions’*

¹⁸





NARRANDERA SHIRE COUNCIL ADVERSE EVENT PLAN

Drought Communities Programme 2020

Part 4 – Narrandera Shire Council Communication and Coordination

4.1 Communication and Coordination

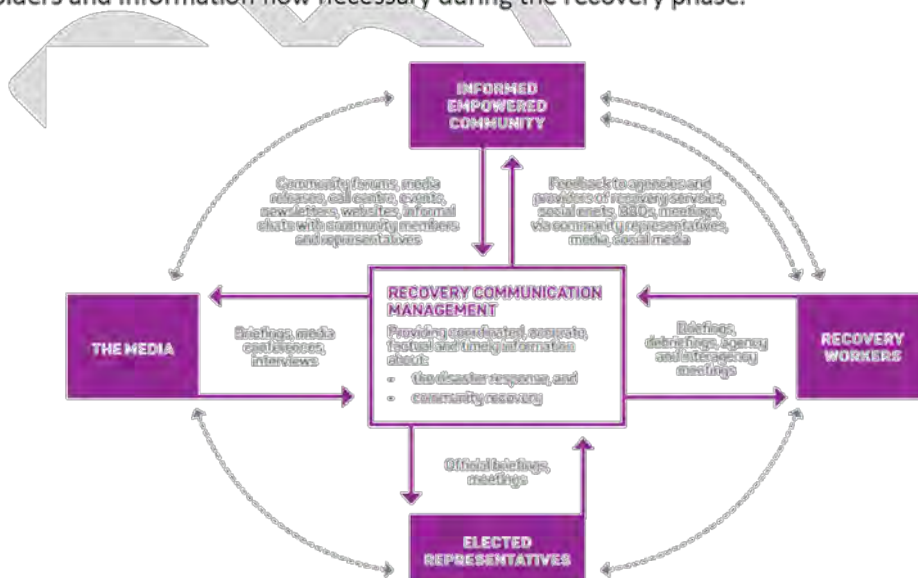
Communication in relation to any adverse events shall be in accordance with Council’s media policy and Communication Plan. Communication plays a critical role in empowering community lead recovery.

Communications should:

- 1 begin as early as possible in an emergency or adverse event
- 2 include an event-specific website and/or other medium that show all available information and is updated regularly
- 3 specifically address the needs and concerns of local communities
- 4 be expressed in clear, consistent, plain English
- 5 be tailored to local communities and delivered to the various groups within communities
- 6 be provided in easy to understand formats with the aid of visual comparisons
- 7 include practical information and advice

(Australian Disaster Resilience Handbook 2, Community Recovery, 2018, p. 46)¹⁹

Council will use a variety of communication media to provide the community with relevant information in relation to adverse events including print, radio and social media. A well informed community is a critical aspect in terms of Council managing expectations of timeframes, costs and impacts along the road to recovery. The diagram below demonstrates the relationship of stakeholders and information flow necessary during the recovery phase.



¹⁹ (Australian Disaster Resilience Handbook 2, Community Recovery, 2018)





NARRANDERA SHIRE COUNCIL ADVERSE EVENT PLAN

Drought Communities Programme 2020

Communication Mediums



Smart Phone Apps²⁰



COUNCIL ADVERSE EVENT PLAN TOOLBOX
A generic communication tool from Resilience NSW is provided as 'Toolbox D - Communication Tool'

²⁰ (Resilience NSW, Smart Phone Apps, 2017)





NARRANDERA SHIRE COUNCIL ADVERSE EVENT PLAN

Drought Communities Programme 2020

Part 5 – Community and Regional Context

5.1 About Narrandera Shire Council

Narrandera Shire is located in the Riverina Region of south-western New South Wales, about 430 kilometres north of Melbourne, and 550 kilometres west of Sydney. Narrandera Shire is bounded by Bland Shire in the north, Coolamon Shire and Wagga Wagga City in the east, Lockhart Shire and Urana Shire in the south, and Murrumbidgee Shire, Leeton Shire, Griffith City and Carrathool Shire in the west.

The infographic consists of six rounded square icons arranged in two rows of three. Each icon contains a title, a representative symbol, and specific data where applicable.

- Population:** Icon with a family silhouette. Text: 5,899 (2019 ABS ERP).
- Geography:** Icon with a thermometer. Text: 411,664ha (4,117Km²).
- Industry:** Icon with a factory and sheep.
- Built assets:** Icon with a bar chart and an upward arrow.
- Natural:** Icon with wavy lines representing water.
- Community:** Icon with two stylized human figures.



Detailed community information can be found in the Council Local EMP Plan or Community Profile ID <https://profile.id.com.au/ramjo/about?WebID=200>





NARRANDERA SHIRE COUNCIL ADVERSE EVENT PLAN

Drought Communities Programme 2020

5.2 Regional Context



Source: Riverina and Murray Joint Organisation (RAMJO)

Narrandera Shire Council is one of 11 Councils that make up the Riverina and Murray Joint Organisation.

Regional context is important to take into consideration because our neighbors are likely also experiencing the same things we are. The ability to tap into each other's resources and ideas is an essential to creating resilience and coordinating recovery from an adverse event.

The impact of drought is an on-going adverse event that has severely impacted many of the communities represented here.

5.3 Cross Border Considerations

Communications interoperability and coordination of recovery activities are a fundamental challenge to all emergency response agencies, but border regions face additional technical, operational and legal obstacles. Due to our proximity of the NSW/VIC border the Narrandera Shire Council makes up part of the NSW/VIC cross border community. This proximity offers an increased level of complexity when managing responsibility and authority of agencies in the coordination of recovery. From a border community perspective, state boundaries are often insignificant in the day-to-day lives of these individuals, with residents regularly crossing the border for employment, education, health and recreation purposes.

On a State-by-State basis, there is no formal mechanism for cross border management of recovery at the local or State level. Therefore, in the context of Narrandera Shire Council, the following options could be considered:

- Create an informal "Recovery Communications Tree", to call upon in terms of recovery, and depending on the adverse events, including:
 - Neighbouring Councils (including cross border)
 - Local Community Groups (Lions, Rotary, CWA, sporting groups)
 - Local business and industry support groups (Business Chambers, Chamber of Commerce, Industry Groups)
 - Where relevant, State and Commonwealth Government entities at the regional level, in conjunction with the LEMC

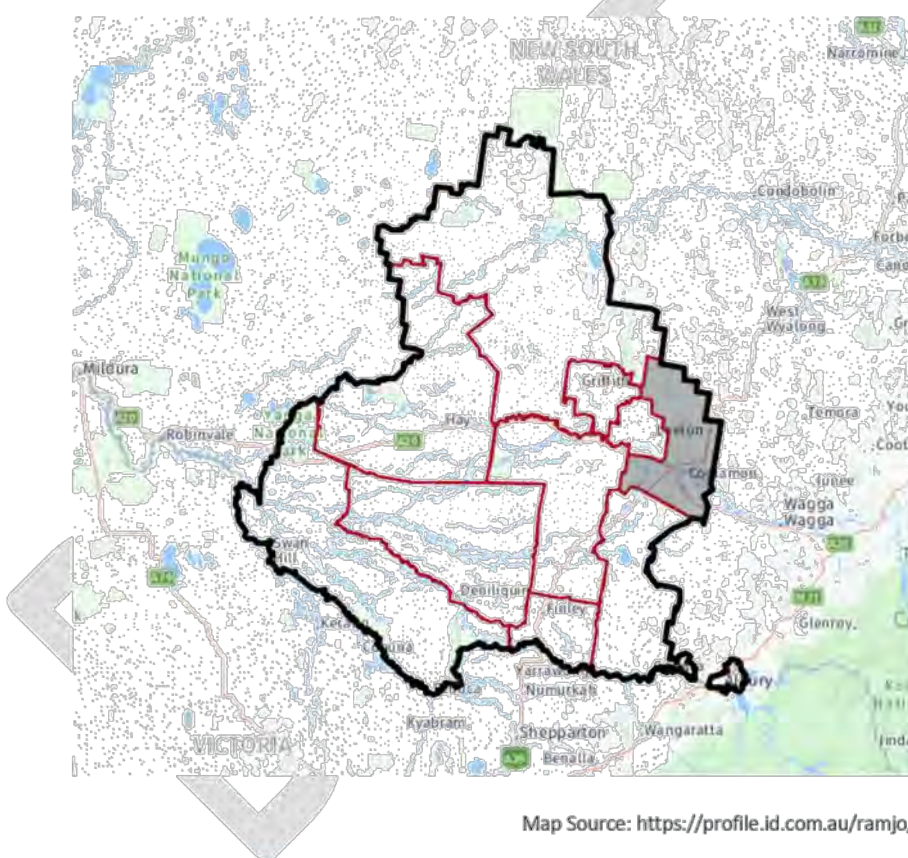




NARRANDERA SHIRE COUNCIL ADVERSE EVENT PLAN

Drought Communities Programme 2020

- Create a cross border recovery committee on an ‘as needs’ basis, depending on the affected communities, and coordinated by a lead Council. The committee would appoint a chair and maintain outcome focussed actions, and could also advocate for funding in relation to recovery.
- Undertake identified training opportunities to establish networks and build knowledge cross border and with surrounding communities.
- Consider developing a ‘resource sharing plan’ and a supporting Memorandum of Understanding, to consider sharing heavy machinery, skilled staff, IT and other resources to act cohesively during an adverse event which could impact cross border communities.



Map Source: <https://profile.id.com.au/ramjo/about?WebID=190>

‘Coordination and resource sharing between local governments often rely on regional arrangements and, in some cases, informal understandings.

Current processes to facilitate sharing resources between local governments during natural disasters appear beneficial, and warrant greater support.’

(Royal Commission into National Natural Disaster Arrangements - Interim Observations, 2020, p. 7)





NARRANDERA SHIRE COUNCIL ADVERSE EVENT PLAN

Drought Communities Programme 2020

Part 6 – Action and Delivery

6.1 Summary

Adverse events affect businesses and community wellbeing.²¹ In Narrandera Shire Council region, this includes impacts to the productivity and profitability of agricultural industry and secondary employment, tourism, environment, transport, essential services and community psychosocial wellbeing.

Local Government is the level of government with the closest relationship to community, and the strongest knowledge of the impacts and possible needs. The Narrandera Shire Council Adverse Event Plan is intended to assist the Council to build an event specific roadmap towards recovery.

The first step in a Local Government led recovery phase is to develop a task-oriented **community recovery action plan** to detail priorities, resources allocation and timeframes to return the community to normality. This should be done via the appropriate level committee and should be dynamic, depending on the event and its impact. It should also include local leaders, groups and other stakeholders where possible. A recovery action plan should provide operational actions required to facilitate a successful recovery at all levels.²²

The support of Federal and State Governments is essential to this process, as Local Councils do not have the capacity to respond to the full extent required to prepare their communities for future adverse events.

The supporting toolboxes will enable xx Council to undertake this task in a dynamic, timely manner, and importantly, identifies where additional State and Commonwealth Government resources would be required:

- Toolbox A: Resources
- Toolbox B: Council Resources
- Toolbox C: Actions
- Toolbox D: Communication Tool

²¹ (Australian Government Drought Response, Resilience and Preparedness Plan, 2019)

²² (Royal Commission into National Natural Disaster Arrangements, 2020)



NARRANDERA SHIRE COUNCIL ADVERSE EVENT PLAN

Drought Communities Programme 2020

References

Department of Home Affairs, Australian Government. (2018). *Australian Disaster Resilience Handbook 2, Community Recovery*. Retrieved October 6, 2020, from Australian Disaster Resilience Handbook 2, Community Recovery: <https://knowledge.aidr.org.au/media/5634/community-recovery-handbook.pdf>

Australian Institute for Disaster Resilience. (2020, October 7). *Australian Disaster Resilience Knowledge Hub - Glossary*. Retrieved October 7, 2020, from Australian Disaster Resilience Knowledge Hub: <https://knowledge.aidr.org.au/glossary/?wordOfTheDayId=&keywords=recovery&alpha=&page=1&results=50&order=AZ>

Australian Institute for Disaster Resilience. (2011). *Australia's National Strategy for Disaster Resilience*. Retrieved October 7, 2020, from Australia's National Strategy for Disaster Resilience: <https://knowledge.aidr.org.au/resources/national-strategy-for-disaster-resilience/>

Department of Agriculture. (2019, November). *Australian Government Drought Response, Resilience and Preparedness Plan*. Retrieved October 7, 2020, from Australian Government Drought Response, Resilience and Preparedness Plan: https://www.agriculture.gov.au/sites/default/files/documents/aust-govt-drought-response-plan_0.pdf

Department of Home Affairs, Australian Government. (2018, October). *Australian Disaster Preparedness Framework*. Retrieved October 7, 2020, from Australian Disaster Preparedness Framework: <https://www.homeaffairs.gov.au/emergency/files/australian-disaster-preparedness-framework.pdf>

NSW Government (a). (2015, July 15). *Community Welfare Act 1987 No 52*. Retrieved October 7, 2020, from Community Welfare Act 1987 No 52: <https://legacy.legislation.nsw.gov.au/~pdf/view/act/1987/52/whole>

NSW Government. (1989, December 14). *State Emergency and Rescue Management Act 1989 No 165*. Retrieved October 8, 2020, from State Emergency and Rescue Management Act 1989 No 165: <https://www.legislation.nsw.gov.au/view/pdf/asmade/act-1989-165>

NSW Government, Resilience NSW. (2016, November). *NSW Recovery Plan*. Retrieved October 7, 2020, from NSW Recovery Plan: <https://www.emergency.nsw.gov.au/Documents/plans/supporting-plans/Supporting-Plan-Recovery-2016.pdf>

NSW Government, Resilience NSW. (2017, December 2). *Resilience NSW, Smart Phone Apps*. Retrieved October 8, 2020, from Resilience NSW, Smart Phone Apps: <https://www.emergency.nsw.gov.au/Pages/for-the-community/community-service-workers/how-to-help-clients-prepare/during-an-emergency/smart-phone-apps.aspx>

NSW Government, Resilience NSW. (2019, March). *Riverina Murray Regional Emergency Management Plan*. Retrieved October 7, 2020, from Riverina Murray Regional Emergency Management Plan: https://www.emergency.nsw.gov.au/Documents/plans/regional/Regional-Riverina_Murray_REMPLAN.pdf

NSW Government, Resilience NSW(a). (2019, June). *Guidelines, Legislation and Policies; Community Recovery Toolkit*. Retrieved October 8, 2020, from NSW Government, Resilience NSW(a): <https://www.emergency.nsw.gov.au/Pages/publications/guidelines-legislation-policies/recovery/community-recovery-toolkit.aspx>

Parliament Of Australia. (2020, April 28). *National emergency and disaster response arrangements in Australia: a quick guide*. Retrieved October 7, 2020, from National emergency and disaster response arrangements in Australia: a quick guide: https://parlinfo.aph.gov.au/parlInfo/download/library/p_rspub/7312885/upload_binary/7312885.pdf

Royal Commission into National Natural Disaster Arrangements. (2020, August 31). *Royal Commission into National Natural Disaster Arrangements - Interim Observations*. Retrieved October 7, 2020, from Royal Commission into National Natural Disaster Arrangements - Interim Observations: <https://naturaldisaster.royalcommission.gov.au/publications/interim-observations-1>

World Health Organisation. (2020). *Humanitarian Health Action. Definitions: Emergencies*. Retrieved August 15, 2020, from World Health Organisation: [https://www.who.int/hac/about/definitions/en/#:~:text=A%20serious%20disruption%20of%20the,its%20own%20resources%20\(ISDR\)](https://www.who.int/hac/about/definitions/en/#:~:text=A%20serious%20disruption%20of%20the,its%20own%20resources%20(ISDR))

Acronyms

- LEMC - Local Emergency Management Committee
- RAMJO - Riverina and Murray Joint Organisation





Resources | Toolbox A

Helping Council staff to find existing State and Commonwealth Resources

Department	Publication	Intent/Information	Website	Emergency Management Framework Phases that apply
Resilience NSW (Emergency NSW)	Community Recovery Toolkit	The Community Recovery Toolkit has been developed to assist local councils and agencies involved in the provision of recovery services following a disaster.	https://www.emergency.nsw.gov.au/Pages/publications/guidelines-legislation-policies/recovery/community-recovery-toolkit.aspx	Recovery
Resilience NSW (Emergency NSW)	Riverina Murray EMPLAN Emergency Management Plan March 2019	Details arrangements for, prevention of, preparation for, response to and recovery from emergencies within the Emergency Management Region covered by this plan.	https://www.emergency.nsw.gov.au/Pages/about-us/emergency-management-regions/riverina-murray.aspx https://www.emergency.nsw.gov.au/Documents/plans/regional/Regional-Riverina_Murray_REMPPLAN.pdf	Prevention Preparedness Response Recovery
NSW Office of Emergency Management, Department of Justice	NSW Recovery Plan November 2016	The New South Wales (NSW) Recovery Plan provides a framework for recovery operations that can be tailored to support the affected community, taking into account the specific circumstances of each disaster or emergency	https://www.emergency.nsw.gov.au/Documents/plans/supporting-plans/Supporting-Plan-Recovery-2016.pdf	Recovery
NSW Office of Emergency Management, Department of Justice	Emergency Management Arrangements for NSW January 2016 Version 1.3	Provides information on the arrangements of Emergency Management Arrangements for New South Wales	https://www.emergency.nsw.gov.au/Documents/publications/Emergency-Management-Arrangements-For-NSW.pdf	Prevention Preparedness Response Recovery



Resources | Toolbox A

Helping Council staff to find existing State and Commonwealth Resources

NSW Office of Emergency Management, Department of Justice	NSW State Emergency Management Plan December 2018	The State Emergency Management Plan (EMPLAN) describes the New South Wales approach to emergency management, the governance and coordination arrangements and roles and responsibilities of agencies.	https://www.emergency.nsw.gov.au/Documents/publications/20181207-NSW-state-emergency-management-plan.pdf	<div style="display: flex; flex-direction: column; gap: 5px;"> <div style="background-color: yellow; padding: 2px;">Prevention</div> <div style="background-color: orange; padding: 2px;">Preparedness</div> <div style="background-color: red; padding: 2px;">Response</div> <div style="background-color: green; padding: 2px;">Recovery</div> </div>
NSW Department of Primary Industries	Drought Recovery Guide Fourth Edition – Feb 2020	Practical guide and advice for farmers and regional communities	https://www.dpi.nsw.gov.au/climate-and-emergencies/droughthub/drought-recovery/drought-recovery-guide www.droughthub.nsw.gov.au	<div style="display: flex; flex-direction: column; gap: 5px;"> <div style="background-color: orange; padding: 2px;">Preparedness</div> <div style="background-color: green; padding: 2px;">Recovery</div> </div>
NSW Parliament	Community Welfare Act 1987 No 52	Legislation	https://legacy.legislation.nsw.gov.au/~pdf/view/act/1989/164/whole	
VIC Emergency	Victorian Emergency Management Software	Software	https://emergency.vic.gov.au/respond/	<div style="display: flex; flex-direction: column; gap: 5px;"> <div style="background-color: red; padding: 2px;">Response</div> </div>
NSW Office of Local Government	Councillor Induction and Professional Development Guidelines	Amendments made to the Local Government Act 1993 in August 2016 saw the inclusion in the prescribed role of councillors under section 232 a responsibility “to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.”	https://www.olg.nsw.gov.au/councils/councillors/councillor-induction-and-professional-development-guidelines/	<div style="display: flex; flex-direction: column; gap: 5px;"> <div style="background-color: orange; padding: 2px;">Preparedness</div> </div>
Commonwealth Department of Infrastructure, Transport, Regional Development & Communications	Drought Communities Programme	The Drought Communities Programme (DCP) supports communities in the most drought-affected regions of Australia.	https://www.regional.gov.au/regional/programs/drought-communities.aspx	<div style="display: flex; flex-direction: column; gap: 5px;"> <div style="background-color: orange; padding: 2px;">Preparedness</div> <div style="background-color: red; padding: 2px;">Response</div> <div style="background-color: green; padding: 2px;">Recovery</div> </div>



Resources | Toolbox A

Helping Council staff to find existing State and Commonwealth Resources

<p>Australian Institute for Disaster Resilience</p>	<p>Australian Emergency Management Arrangements 2019</p>	<p>Australian Disaster Resilience Handbook Collection</p>	<p>https://www.aidr.org.au/media/1764/aidr_handbookcollection_australian-emergency-management-arrangement_web_2019-08-22_v11.pdf</p>	<p>Prevention Preparedness Response Recovery</p>
<p>Australian Institute for Disaster Resilience</p>	<p>Community Recovery Handbook 2</p>	<p>This handbook aims to provide a comprehensive guide to community recovery in Australia. It is intended for use by planners, managers and those involved in working with communities to design and deliver recovery processes, services, programs and activities</p>	<p>https://knowledge.aidr.org.au/resources/handbook-community-recovery/ https://knowledge.aidr.org.au/media/5634/community-recovery-handbook.pdf</p>	<p>Preparedness Recovery</p>
<p>Commonwealth Department of Home Affairs</p>	<p>Emergency Management</p>	<p>Home Affairs lead the Australian Government disaster and emergency management response. Home Affairs work to build a disaster resilient Australia that prevents, prepares, responds and recovers from disasters and emergencies.</p>	<p>https://www.homeaffairs.gov.au/about-us/our-portfolios/emergency-management</p>	<p>Prevention Preparedness Response Recovery</p>
<p>Commonwealth Department of Home Affairs</p>	<p>COMDISPLAN 2017 Australian Government Disaster Response Plan</p>	<p>COMDISPLAN outlines the coordination arrangements for the provision of Australian Government non-financial assistance in the event of a disaster or emergency within Australia or its offshore territories.</p>	<p>https://www.homeaffairs.gov.au/emergency/files/plan-disaster-response.pdf</p>	<p>Preparedness Response Recovery</p>



Narrandera Shire Council Adverse Event Plan

Resources | Toolbox A

Helping Council staff to find existing State and Commonwealth Resources

Add another resource				<p>Prevention</p> <p>Preparedness</p> <p>Response</p> <p>Recovery</p>
----------------------	--	--	--	---

DRAFT



Narrandera Shire Council Adverse Event Plan
Council Plans | Toolbox B
 Existing Council Plans and Frameworks

Local Emergency Plan	Risk, Hazard & Asset Management	Employee related	Community related	Community Engagement & Communications	Strategic & Operational Plans	Fiscal and Governance
Narrandera Local EMPLAN	Risk Management	Workforce Strategic Plan 2017-2021	Narrandera Business Centre Master Plan	Community Engagement Strategy	Community Strategic Plan 2017 - 2030	Operational Plan Revenue Policy 2020-2021
Local Sub Plans	Integrated Water Cycle Management Plan	Councillor Training and Development	Lake Talbot and Environs Plan of Management	Media and Public Relations Policy	Narrandera Shire Council Operational Plan	Revenue Policy
Operations Coordination Plan — Murrumbidgee Irrigation	Asset Management Strategy and Policy	Resourcing Strategy	Narrandera Flora and Fauna Reserve Plan of Management		Delivery Program 2018-2022	Long Term Financial Plan 2020-2030
Narrandera Shire Flood Emergency Sub Plan Volume 1	Transport Infrastructure Asset Management Plan	Work Health & Safety Policy	Rates and Charges Financial Hardship		Model Code of Conduct	Annual Financial Statements
Narrandera Leeton Airport Emergency Plan	Buildings Asset Management Plan		Disability Inclusion Action Plan		Economic Development Strategy	Financial Assistance Program
	Water Supply Asset Management Plan		Positive Ageing Strategy			Annual Reports
	Sewer Systems Asset Management Plan					
	Park Facilities Asset Management Plan					
	Drinking Water Management System					
	Asset Management Policy					
	Contaminated Land Management					
	Local Environmental Plan					

<https://www.narrandera.nsw.gov.au/council/news-and-publications/council-plans>



Narrandera Shire Council Adverse Event Plan

Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

'Council Adverse Event Plan: Toolbox C – Adverse Event Actions' identifies key objectives for Narrandera Shire Council to prepare for and action prior to an adverse event and during the response and recovery phases of an adverse event.

The table format has been adapted from the Resilience NSW Framework (Refer Council Adverse Event Plan Toolbox A - Resources).

THE NARRANDERA SHIRE COUNCIL ADVERSE EVENT PLAN SHOULD BE UTILISED WITH REFERENCE TO:





Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

Social Community Leadership Capability and Community Resilience							
Council Community Strategic Plan and/or Council Policy Focus	Objective [What recovery/resilience objective do you want to achieve]	Actions Needed [List the steps needed to achieve the recovery/resilience objective.]	Resources Needed [List the resources needed e.g. staff, service providers, assets, materials]	Actioned by [Assign an agency to each task]	Timeframe [Day/Month/Year]	Status [Describe the status of the recovery/resilience steps and objective]	Emergency Management Framework Phases that apply
<p>Existing Focus: Training</p> <p>Implement the Workforce Management Plan 2017-2021.</p> <p>Manage risk by undertaking appropriate assessments.</p>	<p>Council staff undergo job specific training and preparation to assist in managing the impacts of adverse events</p>	<p>Council staff undergo job and work area specific training to assist and protect the community in adverse events (such as clearing fallen trees from roads as a result of storms, and managing road access during flood events and traffic incidents).</p>	<p>Staff Training Policy</p> <p>WHS Policy</p> <p>Tree Management Policy</p> <p>Flood Management Policy</p> <p>Workforce Management Plan</p>	<p>All appropriate areas of Council as identified in policies</p>	<p>Rolling timeframe for current Council training as per normal.</p>	<p>Currently identified and funded training is ongoing.</p>	<p>Prevention</p> <p>Preparedness</p> <p>Response</p> <p>Recovery</p>
<p>Existing Focus: Leadership Capacity/Strong Leadership</p> <p>To live in a healthy community and one that demonstrates a positive attitude</p> <p>Supporting community education on important health and wellbeing matters such as preventative</p> <p>Encourage and promote engagement between the learning institutions within the Shire and Council.</p> <p>To have a Council that demonstrates effective management consistently</p>	<p>Build community leadership capacity and skills to increase resilience during adverse events</p> <p>Council leaders and elected Members are adequately resourced and capable to provide leadership during adverse events.</p> <p>Council supports continued advocacy by Mayor, Councillors and the General Manager towards Federal and State Government members of parliament in the interests of the Narrandera Shire Council Community</p>	<p>Support formal leadership training and education of Mayor, Councillors and Management</p> <p>Identify relevant long term training opportunities for Councillors, General Managers and Senior Council staff in mental health awareness, mental health first aid, advocacy and community relationship building. Identify funding streams for training opportunities for leaders and elected members.</p> <p>Schedule on-going training and education (particularly for the Business Continuity Team)</p>	<p>Existing training register that covers elected member and Council management mandatory training requirements as per NSW legislation.</p> <p>External funding for identified training programs</p> <p>Additional funding for administrator to review and update training registers.</p> <p>Training resources, trainer and training location</p>	<p>Council Human Resources Department</p> <p>State Government (LGNSW)</p> <p>Office of Local Government</p>	<p>On-going</p> <p>Timeframes for new training opportunities are funding and resource dependant</p>	<p>On-going</p> <p>Stalled: Training gap analysis and new training requires external funding</p>	<p>Preparedness</p> <p>Recovery</p>



Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

<p>Existing Focus: Regional and Cross Border Connections</p> <p>Promote the Shire and region through active participation in partnerships with other Councils, regional tourism and industry groups.</p> <p>Maintain a strong voice in regional groups such as RAMJO, Destination NSW also the proposed Murrumbidgee Joint Organisation and provide feedback to the community.</p>	<p>Strengthen Regional Relationships</p> <p>Create formal MOU's with neighbouring Councils for use during adverse events. (eg. Sharing of plant/equipment, human resources).</p>	<p>Support the strong connection with the Riverina and Murray Joint Organisation and Member Councils, Cross Border Councils and neighbouring Councils.</p>	<p>On-going and longer term commitment to the Membership of the Joint Organisation</p> <p>On-going commitment to regional working groups.</p>	<p>Councillors/General Managers</p> <p>RAMJO Sub-Committees</p> <p>Council Staff</p> <p>Cross Border Committees</p>	<p>On-going</p>	<p>On-going</p>	<p>Preparedness</p> <p>Response</p> <p>Recovery</p>
<p>Existing Focus: Communication with communities, farmers, industry, government and non-government agencies</p> <p>Supporting community education on important health and wellbeing matters such as preventative</p> <p>Maintaining and preferably enhancing our current health and emergency services.</p> <p>Advocate for the provision of programs and services that actively work to support the health and wellbeing of our Aboriginal community.</p>	<p>Inform communities, farmers, industry, government and non-government agencies</p> <p>For all parties:</p> <p>a) To be prepared to</p> <p>b) To find (or provide) relevant, accurate and time sensitive information</p> <p>c) To be supported (or provide support) in recovery</p>	<p>Promote the education of emergency management within the community through an on-going and planned education program.</p> <p>Promote the delivery of local project, programs and services to the community through a range of media sources, particularly through social media</p> <p>Connect local people to relevant services through the Narrandera Community Centre/Library/Council Office and provide contact details for relevant organisation and service details through Councils social media and website</p>	<p>Council EMPLAN</p> <p>Council Communication & Emergency management team members</p> <p>Council Media and Communication Policies</p> <p>Existing Council media and communications staff to be involved in collation of information for release (and sharing).</p>	<p>Council Staff</p> <p>(& Community Centre Staff/Volunteers)</p>	<p>On-going</p>	<p>On-going</p>	<p>Preparedness</p> <p>Response</p> <p>Recovery</p>



Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

<p>Future Funding Reliant Focus: Building Community Capacity</p> <p>Supporting and fostering healthy and progressive community attitude and ownership.</p> <p>Continue to support mental health services to meet the needs of the community, particularly groups at risk.</p> <p>Promote volunteering within the community and in particular volunteers with a disability and volunteers from the Aboriginal community to engage and share their gifts and talents.</p> <p>Encouraging the community to initiate the development of innovative and regular events.</p>	<p>Build community capacity and skills to increase resilience during adverse events</p>	<p>Support capacity and resilience of individuals to support others through mental health training and counselling services</p> <p>Support the establishment and on-going maintenance of community connections including the development of community events.</p>	<p>External funding for training and education programs. Additional funding for administrative FTE to review available opportunities to work with existing providers.</p> <p>External funding for programs and events.</p>	<p>Council Staff</p>	<p>Funding dependant for gap analysis and new training.</p>	<p>Training gap analysis and new training requires external funding.</p>	<p>Preparedness</p> <p>Response</p> <p>Recovery</p>
<p>Future Funding Reliant Focus: Building Community Capacity</p> <p>Supporting and fostering healthy and progressive community attitude and ownership.</p> <p>Encourage and promote engagement between the learning institutions within the Shire and Council.</p>	<p>Increase employment opportunities within the Narrandera Shire Council region</p>	<p>Identify existing linkages with local business and opportunities for shared resources (Including secondment opportunities within State or Commonwealth Government agencies).</p>	<p>Narrandera Shire Council Community Strategic Plan – 2011-2030</p> <p>Workforce Management Plan</p>	<p>Council Staff</p> <p>Grant funded project staff</p>	<p>Funding and resource dependant</p>	<p>Funding and resource dependant</p>	<p>Prevention</p> <p>Preparedness</p> <p>Response</p> <p>Recovery</p>



Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

Built Infrastructure & Asset Resource Management:							
Council Community Strategic Plan and/or Council Policy Focus	Objective [What recovery /resilience objective do you want to achieve]	Actions Needed [List the steps needed to achieve the recovery/resilience objective.]	Resources Needed [List the resources needed e.g. staff, service providers, assets, materials]	Actioned by [Assign an agency to each task]	Timeframe [Day/Month/ Year]	Status [Describe the status of the recovery/resilience steps and objective]	Emergency Management Framework Phases that apply
<p>Existing Focus: Business as Usual</p> <p>& Business Continuity Planning</p> <p>To have an improved and adequately maintained road network</p> <p>To have a say when planning for new facilities or refurbishing existing facilities</p> <p>Advocate for the development of appropriate infrastructure to facilitate community and public transport needs including bus stops.</p> <p>Ongoing review of the asset management plan to upgrade and maintain sewerage infrastructure.</p> <p>Ongoing review of the asset management plan to upgrade and maintain the water supply infrastructure.</p>	<p>The roads, assets and resources owned by Council are well maintained to mitigate damage and manage the impacts of adverse events on facilities</p>	<p>Continue to source funding for upgrading and maintaining Council facilities including roads, bridges, water infrastructure and buildings in accordance with Council's maintenance schedules to manage impacts of minor adverse events, including minor storm events through drainage work maintenance</p> <p>Respond to major repairs incidents in accordance with Council works procedures, including road and building repairs</p>	<p>Council Maintenance Schedules</p> <p>Flood Management Policy</p> <p>Roads Maintenance Policy</p> <p>Asset Management Policy</p> <p>Business Continuity Plan</p> <p>Refer Toolbox A – Council Plans</p>	<p>Council Staff</p> <p>(or as delegated to Council Road Maintenance Contractors)</p>	<p>Rolling timeframe for current Council maintenance as per normal.</p> <p>Refer RAMJO PIPE Software for updated project timeframe</p> <p>Refer Council Asset Management software</p>	<p>Refer RAMJO Pipe Software for updated project status.</p> <p>Refer Final Reports Commonwealth Community Drought Programme (when available).</p> <p>Refer Narrandera Shire Council Annual Reports</p>	<p>Prevention</p> <p>Preparedness</p> <p>Response</p> <p>Recovery</p>
<p>Existing Focus: Business as Usual</p> <p>& Business Continuity Planning</p> <p>To improve, maintain and value-add to our public</p>	<p>Maintain proper asset register and insure assets to replacement value</p>	<p>Undertake building and facility audits and asset register compliance audits</p> <p>Review Insurance cover levels on an annual basis</p>	<p>Business Continuity Plan</p> <p>Council Asset Register</p> <p>Council Insurance Schedules</p>	<p>Council Staff</p>	<p>On-going with annual review</p>	<p>On-going</p>	<p>Prevention</p> <p>Preparedness</p> <p>Recovery</p>



Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

and recreational infrastructure To have a say when planning for new facilities or refurbishing existing facilities							
Existing Focus: Business as Usual & Business Continuity Planning Existing Focus: Responsible, Sustainable Asset Management Implement and periodically review policies associated with transport infrastructure maintenance.	Maintain regional infrastructure plans and have project documentation ready for projects that may attract funding for the facilitation of recovery from an adverse event. (eg. To allow fast-tracking to planned projects for economic stimulus or to increase employment in region)	Enter all 'shovel ready' and project overview data in RAMJO PIPE Software (to be 'grant ready'). Provide updates to the RAMJO Regional Freight Transport Plan when required	Access to PIPE Software Resources to maintain regular data input into PIPE Software to ensure update to date information is available at short notice and accurate. Resources to maintain regular data input for the Regional Freight Plan to ensure update to date information is available.	Council Staff (or as delegated to RAMJO Sub-Committee)	On-going with annual review	On-going	Preparedness Recovery
Existing Focus: Business as Usual & Business Continuity Planning Flood proof important strategic access roads to population centres.	Maintain compliance of plan review schedules of key operational plans including; a) Business Continuity Plan b) Risk & Hazard Assessments c) Infrastructure Response Plans (Refer Toolbox A)	Clearly defines roles and responsibilities within Council Plans. Identify and keep record of resources required to maintain business critical activities. Implement staff and leadership training initiatives as identified on pg.2-4 and within specific role descriptions.	Refer Toolbox A – Council Plans Workforce Management Plan Development planning resources	Council Staff	On-going with annual review	On-going	Prevention Preparedness Response Recovery



Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

Economic Economic diversification and community resilience							
Council Community Strategic Plan and/or Council Policy Focus	Objective <small>[What recovery /resilience objective do you want to achieve]</small>	Actions Needed <small>[List the steps needed to achieve the recovery/resilience objective.]</small>	Resources Needed <small>[List the resources needed e.g. staff, service providers, assets, materials]</small>	Actioned by <small>[Assign an agency to each task]</small>	Timeframe <small>[Day/Month/ Year]</small>	Status <small>[Describe the status of the recovery/resilience steps and objective]</small>	Emergency Management Framework Phases that apply
<p>Existing Focus: Economic resilience (Internal Council)</p> <p>Ensure a satisfactory level and range of transport options including road, rail, coach and air services are available.</p> <p>Facilitate and promote development within Narrandera Shire.</p>	Building community economic resilience	<p>Support the Economic Development Manager (or similar position) to actively pursue new economic opportunities for Narrandera Shire Council that will strengthen the local economy</p> <p>Enter all 'shovel ready' and project overview data in RAMJO PIPE Software (to be 'grant ready').</p>	<p>Access to RAMJO PIPE Software</p> <p>Resources to maintain regular data input into PIPE Software to ensure update to date information is available at short notice and accurate.</p> <p>Tourism or similar Strategy</p> <p>Economic Development Strategy</p>	<p>Council Staff</p> <p>(or as delegated to RAMJO Sub-Committee)</p>	On-going	On-going	<p>Preparedness</p> <p>Recovery</p>
<p>Existing Focus: Economic resilience (community)</p> <p>Seek and encourage innovative tourism opportunities, develop "win/win" situations and examine how other locations have been reinvigorated.</p>	Building community economic resilience	Actively pursue grant opportunities that benefit the Narrandera Shire Council Community in the long term	<p>Access to RAMJO PIPE Software</p> <p>Economic Development Strategy</p>				<p>Preparedness</p> <p>Recovery</p>
<p>Existing Focus: Economic resilience (Council services)</p> <p>To encourage new business and industry that can be sustained</p> <p>Promote the liveability of the Shire so to attract a skilled workforce that aligns with local service and industry needs.</p>	Building community economic resilience	Support a proactive Council that is innovative and progressive in responding to opportunities to diversify the local economy and improve the provision of local infrastructure, facilities and services.	<p>Grant funding for Council events and infrastructure improvements.</p> <p>Resources to gather data and apply for grant applications.</p> <p>Innovative and progressive leadership capacity</p>	<p>Council Staff</p> <p>(or as delegated to RAMJO Sub-Committee)</p>	On-going	On-going	<p>Preparedness</p> <p>Recovery</p>



Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

<p>Existing Focus: Supporting Community Access to Education, Training and Future Opportunities</p> <p>Provide encouragement and support to "shop locally" campaigns.</p>	<p>Promote existing small business economic resilience through campaigns</p>	<p>Support the buy local and buy from the bush campaigns to support local businesses Eg -</p>	<p>Community Engagement Strategy and Community Participation Plan</p> <p>Media Communications</p>	<p>Council Staff (or as delegated to RAMJO Sub-Committee)</p>	<p>On-going</p>	<p>On-going</p>	<p>Preparedness</p> <p>Recovery</p>
<p>Existing Focus: To strongly promote our Shire and its attractiveness</p> <p>To support local business and industry to grow and prosper</p> <p>Investing resources in projects and encouraging business opportunities that create long term employment.</p> <p>Support our agricultural sector to address issues such as water entitlements, changes in Government policy or emergency declarations.</p>	<p>Diversify / cross functional teams.</p>	<p>Diversifying Narrandera Shire Council's economic base to minimise impacts of adverse events</p>	<p>Community Strategic Plan 2017 - 2030</p> <p>MOU's with Neighbouring Councils and/or with local organisations</p> <p>Economic Development Strategy</p>	<p>Council Staff (or as delegated to RAMJO Sub-Committee)</p>	<p>On-going</p>	<p>On-going</p>	<p>Preparedness</p> <p>Recovery</p>
<p>Existing Focus: Economic resilience (community)</p>	<p>Building community economic resilience: Improving planning and decision making and awareness of support.</p>	<p>Support awareness of, and encourage access to, the Rural Financial Counselling Service</p> <p>Support awareness of available Government assistance, including the farm household allowance</p>	<p>Media Communications</p> <p>Economic Development Strategy</p>	<p>Council Staff (Media/ Communications) (or as delegated to RAMJO Sub-Committee)</p>	<p>On-going</p>	<p>On-going</p>	<p>Preparedness</p> <p>Recovery</p>



Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

<p>Existing Focus: Economic resilience (community)</p>	<p>Building community economic resilience</p>	<p>Promote communication with local financial institutions and accounting firms to provide advice and work cooperatively with clients during times of adverse events</p>	<p>Media Communications Economic Development Strategy</p>	<p>Council Staff</p>	<p>On-going</p>	<p>On-going</p>	<p>Preparedness Recovery</p>
<p>Existing Focus: Economic resilience (community)</p> <p>Continue to support mental health services to meet the needs of the community, particularly groups at risk.</p> <p>Implementation of the Positive Ageing Strategy.</p>	<p>Building community economic resilience</p>	<p>Provision of Council policy that allows for deferral of Council rates with no penalty for those landholders experiencing genuine hardship as a result of an adverse event, who have a good rates payment history.</p>	<p>Hardship Assistance Policy</p>	<p>Council Staff</p>	<p>On-going (as needs basis)</p>	<p>On-going</p>	<p>Preparedness Recovery</p>

DRAFT



Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

Natural Natural Asset Resource Management:							
Council Community Strategic Plan and/or Council Policy Focus	Objective [What recovery /resilience objective do you want to achieve]	Actions Needed [List the steps needed to achieve the recovery/resilience objective.]	Resources Needed [List the resources needed e.g. staff, service providers, assets, materials]	Actioned by [Assign an agency to each task]	Timeframe [Day/Month/ Year]	Status [Describe the status of the recovery/resilience steps and objective]	Emergency Management Framework Phases that apply
<p>Existing Focus:</p> <p>To value, care for and protect our natural environment</p> <p>Preserve and manage our natural environment and native fauna.</p>	<p>Stewardship of important natural resources</p> <p>To promote agricultural research farm, delivering agricultural innovation to enhance knowledge of farmers and farm services professionals to deliver increased crop, pasture and livestock yields, which in turn benefits the economy.</p>	<p>Continue to support the collaboration partners identified in the Community Strategic Plan, and with RAMJO including involvement with the 'One Basin Cooperative Research Centre' bid.</p>	<p>Community Strategic Plan Towards 2030</p> <p>www.onebasin.com.au/</p> <p>Toolbox A – Council Plans</p>	<p>Council Staff</p> <p>(or as delegated to RAMJO Sub-Committee)</p>	<p>On-going</p>	<p>On-going</p>	<p>Prevention</p> <p>Preparedness</p> <p>Recovery</p>
<p>Finalise and implement the Integrated Water Cycle Management Plan.</p> <p>To live in a community where there are sustainable practices</p> <p>Investigate and implement energy efficiency measures where practicable and financially viable into Council's own operations.</p> <p>Ensure community needs relating to long term sustainable water allocations remain at the fore.</p>	<p>Stewardship of important natural resources</p>	<p>Actively manage water assets within Narrandera Shire Council including use of recycled water for irrigation purposes</p> <p>Undertake energy use assessments and formulate an Energy Plan for Narrandera Shire Council.</p>	<p>Council Maintenance Schedules</p> <p>Flood Management Policy</p> <p>Roads Maintenance Policy</p> <p>Asset Management Policy</p> <p>Business Continuity Plan</p> <p>Refer Toolbox A – Council Plans</p>	<p>Council Staff</p> <p>(or as delegated to RAMJO Sub-Committee)</p>	<p>On-going</p>	<p>On-going</p>	<p>Prevention</p> <p>Preparedness</p> <p>Response</p> <p>Recovery</p>



Adverse Event Actions | Toolbox C

Linking existing Council work and resources (& recognition of funding and resource gaps)

<p>Protecting Existing Regional Natural Environment for future generations</p> <p>Preserve and promote our local Koala population</p> <p>Maintain knowledge of noxious weeds.</p>	<p>Stewardship of important natural resources</p>	<p>Support and encourage workshops and seminars organised by Government agencies, including Local Land Services to assist farmer and farm businesses, including feed and pest management</p>	<p>Community Strategic Plan Towards 2030</p>	<p>Council Staff</p> <p>Grant funded project staff</p> <p>(or as delegated to RAMJO Sub-Committee)</p>	<p>On-going</p>	<p>On-going</p>	<p>Prevention</p> <p>Preparedness</p> <p>Response</p>
<p>To effectively manage and beautify our public spaces</p> <p>Have up to date and revised plans of management that identify how community spaces are to be managed and to guide future works programs.</p> <p>Continuing to develop and extend the shared walking/bike path network.</p> <p>Advocate for the development of appropriate infrastructure to facilitate community and public transport needs including bus stops.</p>	<p>Stewardship of important natural resources</p> <p>Parks open space and natural environments are well maintained</p>	<p>Provide suitable accessible transport alternatives including cycle ways and walking tracks</p>	<p>Community Strategic</p> <p>Narrandera Shire Council Inclusion Action Plan</p>	<p>Council Staff</p> <p>(or as delegated to RAMJO Sub-Committee)</p>	<p>On-going</p>	<p>On-going</p>	<p>Preparedness</p>



Communication Toolbox

<insert project/event name>

<insert date>

1. Introduction

Describe the disaster and recovery effort, analyse the situation and explain why strategic communication is required.

2. Objectives

The objectives of communication depend on the stage of recovery that the community has reached. However, the objectives should always include raising or maintaining the profile of the recovery effort and assisting the community towards recovery.

List three to five communication objectives. Each objective must be measurable and will be referenced in Section 11 Evaluation.

Examples:

- (1) Ensure affected people know where to get help.
- (2) Increase knowledge and understanding of the recovery effort.
- (3) Facilitate two-way communication and feedback.

3. Target audiences

Your audience is who you are communicating with. Categorise your audiences into primary and secondary audiences. Primary would include those with whom you need to actively communicate and who you may require to take action. Secondary audiences are those who you potentially need to keep informed.

Primary

<Insert>

Secondary

<Insert>

4. Stakeholders

Stakeholders are those who have a stake in the disaster recovery operation. They may not necessarily be a target audience but they have a legitimate interest in helping the community get back on its feet.




Narrandera Shire Council Adverse Event Plan
Communication Tool | Toolbox D

Guideline: Community in Recovery from Resilience NSW Community Recovery Toolkit
 Helping Council staff to prepare targeted communications in a coordinated manner

5. Communication needs analysis

Conduct a communication needs analysis using the template provided. Address the requirements of each audience by considering the ‘who, what, when, where, why and how’ of your communication approach.



Template
 Download the [Communication needs analysis](#) template

6. Exclusions

Define what is out of scope for the communication representative.

7. Issues

Describe any issues that will need to be addressed through communication. An issue is a present problem which needs attention. An issue is different to a risk in that it has already happened.

- Are there disgruntled stakeholders who require consultation and engagement?
- Has there been negative media coverage which needs to be mitigated?

8. Key messages

Key messages are the core messages that you want your audience(s) to hear and remember. They should be used consistently, and some may be used to anticipate and address concerns.

- *List up to seven key messages.*
-

9. Channels

Describe your channels and why you have chosen them. Channel selection should meet the needs of your audience(s) and facilitate two-way communication. Consider who should send communication via these channels.

Channel	Why
Recovery newsletter	Affected community has lost power and internet. Newsletters can be handed out at hay distribution points.



Narrandera Shire Council Adverse Event Plan
Communication Tool | Toolbox D

Guideline: Community in Recovery from Resilience NSW Community Recovery Toolkit
 Helping Council staff to prepare targeted communications in a coordinated manner

10. Communication risk analysis

Describe any risks that need to be addressed through communication. A risk is a potential future event that may impact on the recovery effort. The risks listed here should be communication risks.

Communication risk	Mitigation
Unclear communication contributes to anxiety	Using plain English and communicating face to face as much as possible to address concerns on the spot.

11. Evaluation


Evaluation of communication activities should occur to ensure this strategy is meeting its objectives to:

1. List the communication objectives from Section 2 Objectives.

Describe how you will evaluate the effectiveness of this strategy e.g. positive anecdotal feedback from the community apparent in survey results / focus groups.

12. Communication schedule

The analysis conducted so far should now enable you to develop the communication schedule, also known as a communication plan, action plan or implementation plan. Activities should be built around the recovery effort and what the community needs at the time. Choose the most appropriate method and channel, keeping in mind that face to face is the most effective way to communicate. Consider the objective(s), timeliness and frequency of your message.


Template
Download the [Communication schedule](#) template

13. Budget

Itemise communication activities and associated costs.

14. Attachments

- a) Communication needs analysis
- b) Communication schedule



Narrandera Shire Council Adverse Event Plan
Communication Tool | Toolbox D

Guideline: Community in Recovery from Resilience NSW Community Recovery Toolkit
 Helping Council staff to prepare targeted communications in a coordinated manner

Communication needs analysis

Audience	Description	Desired response (if any)	Communication need(s)	Content	Channel	Frequency	Comments
Stakeholder group: <i>Your audiences may be categorised into stakeholder groups. Insert your stakeholder group in the field provided. Example entries have been provided.</i>							
<i>State who you are speaking to</i>	<i>Describe this audience</i>	<i>Describe how you would like this audience to behave</i>	<i>Describe the communication requirements of this audience</i>	<i>Describe the information that this audience will need</i>	<i>List the communication channels recommended</i>	<i>State the frequency of communication</i>	<i>Provide any other commentary e.g. are there communication challenges, or other particulars to note about this audience?</i>
Affected community							
Farmers	Primary producers experiencing loss of property, livestock, equipment etc	Feel safe Feel supported	Information on where to get help Information on the recovery effort	Fodder donations Livestock advice Financial support Insurance support	Recovery newsletter Public meetings Hotline	Weekly newsletter Weekly public meetings 24/7 hotline	
Land holders	Residents experiencing damage to or loss of property	Feel safe Feel supported	Information on where to get help Information on the recovery effort	Housing BlazeAid Clean up information Financial support Insurance support	Recovery newsletter Public meetings Hotline	Weekly newsletter Weekly public meetings 24/7 hotline	Anecdotal feedback shows that residents feel they are not getting enough information – ensure newsletters and event invitations are distributed through all relevant Councils, websites, social media and via sms.
insert others							



Narrandera Shire Council Adverse Event Plan
Communication Tool | Toolbox D

Guideline: Community in Recovery from Resilience NSW Community Recovery Toolkit
 Helping Council staff to prepare targeted communications in a coordinated manner

Public							
General community	Wider community not necessarily affected but interested in recovery effort	Be informed	Information on the recovery effort	What is happening now What will happen next Facts and figures	Local news outlets	As required	
Media	Radio, TV, newspaper, digital and other news outlets	Be informed	Information on the recovery effort	What is happening now What will happen next Facts and figures	Media release Media inquiries	As required	
<insert others as required>							

DRAFT



Narrandera Shire Council Adverse Event Plan
Communication Tool | Toolbox D

Guideline: Community in Recovery from Resilience NSW Community Recovery Toolkit
 Helping Council staff to prepare targeted communications in a coordinated manner

Communication schedule

Ref	Activity	Objective	Target Audience	Channel	Deadline	Responsible	Status	Date Submitted	Date Issued	Action required	Last Approver	Waiting on	Comments
1	Recovery newsletter issue 1	Ensure affected people know where to get help Increase knowledge and understanding of the recovery effort Facilitate two-way communication and feedback	Affected community	Printed newsletter to be handed out at public meeting	04-Apr	Jill Smith	Completed	1-Apr	4-Apr	none	Leeton Shire Council	n/a	
2													
3													
4													
5													
6													
7													
			On Track		Needs attention		Urgent		Completed				

14.4 PARKS AND GARDENS ADVISORY - MEMBERSHIP NOMINATION**Document ID: 530684****Author: Deputy General Manager Infrastructure****Authoriser: Deputy General Manager Infrastructure****Theme: Our Environment****Attachments:**

- 1. Membership Nomination Form - John Sullivan** [↓](#)
- 2. Parks and Gardens Advisory Committee - Terms of Reference**
[↓](#)

RECOMMENDATION

That Council:

1. Resolve to endorse John Sullivan as a community representative on the Parks and Gardens Committee.

PURPOSE

The purpose of this report is to consider a nomination from John Sullivan to be a community representative on the Parks and Gardens Committee.

SUMMARY

Council has received an application from John Sullivan to be a community representative on the Parks and Gardens Committee. This application was submitted in an unsolicited manner, with no advertising having been undertaken.

The Parks and Gardens Advisory Committee has been established to provide particular expertise to help the Council make strategic decisions and/or help engage community resources and opinion. There are no formal, delegated powers to act in place of Council.

The nomination of John Sullivan has been informally supported by the Parks and Gardens Committee.

BACKGROUND

The Parks and Gardens Advisory Committee terms of reference details the recruitment and selection process and method of determining members. This allows for submissions to be submitted to General Manager and a subsequent report and recommendations to Council, after which the resolution of Council endorsing members of the committee prior to them being a member of the committee.

The Committee is to consist of a minimum of five (5) members including:

- Chairperson
- Minimum of three (3) Community representatives
- Minimum of one (1) Councillor-Council representative

The Committee currently comprises:

- Chairperson – *Vacant*
- Community Representatives – four (4)
- Councillor-Council representative – two (2)

The current number of community representatives has meant a quorum is at times not achieved for the running of a meeting. This nomination will further assist the functionality of the Committee.

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

Theme

Our Infrastructure

Strategy

2.2 - To effectively manage and beautify our public spaces

Action

2.3.1 - Consider and where possible implement sustainable environmental practices

ISSUES AND IMPLICATIONS

Policy

Nil policies impacting this nomination.

Financial

N/A

Legal / Statutory

The Parks and Gardens Advisory Committee Terms of Reference is the document relevant to this committee.

Community Engagement / Communication

Nil

RISKS

The only risk associated with the nomination of members to the Parks and Gardens Advisory Committee is the potential loss of adequate members to continue as a functioning committee.

OPTIONS

1. Endorse the nomination from John Sullivan to be a community representative on the Parks and Gardens Committee, as per the recommendation.
2. Refuse the nomination from John Sullivan.
3. Defer the acceptance of any nomination until after a completed call for nominations in accordance with the terms of reference.

CONCLUSION

Council endorsement is sought in response to a nomination received from John Sullivan as a community representative on the Parks and Gardens Committee.

RECOMMENDATION

That Council:

1. Resolve to endorse John Sullivan as a community representative on the Parks and Gardens Committee.

NARRANDERA COMMITTEE NOMINATION FORM

Attendance at the Committee meetings will be required with some work to be performed outside of committee meetings



Personal Details

(Please Circle) MR MRS MS MISS

Family Name: LILLYVALE

First Name: JOHN

Preferred Name:

Address (Residential)

Street: 2 HASTWELL ROAD

Suburb: NARRANDERA

Postcode: 2700

Address (Postal, if different)

Street:

Suburb:

Postcode:

Phone

Home: 69533917

Work:

Mobile:

Email address (for sending items):

Age Group (Please tick)

15-20

21-30

31-40

41-50

51-65

65+

Nomination for which Council Committee – Section 355 /Advisory (Please tick)

Koala Regeneration Committee

Sports Facilities Advisory Committee

Arts and Culture Committee

Stadium Advisory Committee

Bettering Barellan Committee

Parks and Gardens Advisory Committee

Grong Grong Community Committee

Lake Taibot Environs Advisory Committee

Railway Station Facilities Management Committee

I have read the Terms of Reference relating to the ticked Committee (Please tick)

Yes

No

I will act in accordance with the purpose and objectives as stated in the Terms of Reference (Please tick)

Yes

No

I will undertake to fulfill a role as set out in the Terms of Reference (Please tick)

Yes

No

Are you a stakeholder representative? (Please tick)

Yes

No

If Yes - Please state the group you are representing

What are your reasons for expressing an interest to join a Council Committee? (Please tick)

To help others within the community

To be involved in the community

To meet people

To gain work experience

To develop or practice skills

Other *To beautify NARRANDERA*

What previous committee or event experience do you have?

ARMY POLITICAL NARRANDERA COUNCIL NARRANDERA (COMMUNITIES)

What skills/qualifications can you bring to the committee? (admin, computer, experience, certificates)

EXPERIENCE

How did you hear about this nomination? (Please tick)

Through a friend

Community chatter

Newspaper

Council website

Advertisement

Email

Other

Please ensure you have read and answered all questions

True and Correct Statement

David Smith declare that the information given in this application is true and correct
(Please print name)

Signature

SIGNATURE REDACTED

Date

27/11/20

Privacy Statement

Narrandera Council is collecting the personal information requested on this form for Committee nomination purposes. Council will use the personal information for that primary purpose or directly related purposes. The applicant understands that the personal information provided is for Committee nomination use and shall otherwise remain private within council unless disclosure is required by law. You may apply to council for access and/or amendment of the information. Request for access and/or amendment of the information should be made in writing to council's Records Officer.



Advisory Committee Terms of Reference

Committee Name	Parks and Gardens Advisory Committee
1. Purpose	<p>The committee is formed to provide assistance to Council in strategic management of passive Parks and Gardens- with a focus on:</p> <ul style="list-style-type: none"> • Passive parks and gardens • Cemetery • Street trees • Promotion and events relating to this area. <p>The assistance will be through the provision of voluntary labour and clear demonstration of community involvement when grant or other funding is sought by council for improvements.</p>
2. Establishment	<p>The Parks and Gardens Advisory Committee has been established to provide particular expertise to help the Council make strategic decisions and/or help engage community resources and opinion. There are no formal, delegated powers to act in place of Council.</p> <p>Any decisions or recommendations from the Committee need to be adopted by Council at a formal meeting to achieve legal standing.</p>
3. Objectives	<ul style="list-style-type: none"> • To provide advice to Council on the Parks and Gardens- specifically strategic advice for master planning, park themes, landscape treatments, enhancements and built structures. • To actively support the development of cemeteries specifically through strategic planning, ideas for enhancements and future works. • To actively promote and undertake events such as garden awards. • Assist Council in determining of priority activities to be undertaken and annual objectives in accordance with adopted plans of management for parks, cemeteries and trees.
4. Objectives from the Community Strategic Plan	<p>The objectives of the Parks and Gardens Committee aligns with the following from the Community Strategic Plan</p> <p>To value, care for and protect our natural environment</p> <ul style="list-style-type: none"> • 22. Preserve and manage our natural environment and native flora and fauna <p>To effectively manage and beautify our public spaces</p> <ul style="list-style-type: none"> • 27. Have up to date and revised plans of management that identify how community spaces are to be managed and to guide future works program • 30. Manage the plantings, signage and aesthetics of our population centre entranceways.
5. Committee Structure	<p>The Committee is to consist of a minimum of five (5) including</p> <ul style="list-style-type: none"> • Chairperson <ul style="list-style-type: none"> • Elected each year at AGM from the Committee's Community Representatives • Chair meetings and ensure agenda items are discussed,

	<p>decisions are made and action to be taken, as appropriate.</p> <ul style="list-style-type: none"> • Ensure preparation of agenda before the meeting. • Approve meeting minutes prior to distribution. • Represent the Committee as spokesperson. • The Chairperson can cancel scheduled meetings if there are no scheduled Agenda items for consideration. <ul style="list-style-type: none"> • A minimum of three (3) Community Representatives <ul style="list-style-type: none"> • Attend meetings and be punctual. • Send an apology if unable to attend a meeting. (Councillor to contact Councillor Alternate) • Read Business Papers in advance and undertake necessary research. • Raise issues and concerns, and report on initiatives and issues which may be relevant to or of interest to other members. • Participate in discussions and decision making. • Follow through actions minuted and subsequently adopted by Council. • Minimum of one (1) Councillor- Council representative- membership shall be appointed by resolution of Council at the commencement of each term. <p>Council Staff Support:</p> <ul style="list-style-type: none"> • Approve items for inclusion in the Agenda in consultation with Chairperson. • Request appropriate Council Staff support to Narrandera Parks and Gardens Committee Meetings. <ul style="list-style-type: none"> • Provide secretarial support • Provide and/or collect reports for compilation of the Agenda. Be the principal point of contact for the Committee. • Be the main conduit between the Committee and Council. • Assist Governance and Administration in the co-ordination of Committee Meetings. • Be the custodian of information for the nominated facility included in the Committee. • Monitor and follow-up Action Report.
<p>6. Term</p>	<p>The Committee is established for a term of Council plus 3 months.</p> <p>Recruitment and Selection – Method of Determining Members:</p> <ul style="list-style-type: none"> • Nominations of interest advertised via social media, radio, print media • Nomination form completed by interested parties • Submissions collected • Report submitted to General Manager • Recommendations to Council • Resolution of Council endorsing members of Committee
<p>7. Meetings</p>	<p>Meetings are held on a quarterly basis.</p> <p>Annual General Meeting</p> <p>Additional meetings can be called as required</p>
<p>8. Quorum & Voting</p>	<ol style="list-style-type: none"> 1. A quorum for a meeting will be a majority of the members of the committee. 2. For a vote to be carried a majority of members attending - half the number plus one (1) is required

	<p>3. Committees are encouraged to make decisions by consensus 4. Council Staff do not have the authority to vote on issues.</p>
<p>9. Termination of Membership</p>	<p>Any member who fails to advise of an absence of up to three (3) meetings in a calendar year will be deemed to have resigned</p> <p>Members can choose to resign by notifying the Committee in writing</p> <p>Replacement of Vacant Positions</p> <ul style="list-style-type: none"> • Investigate previous nominations • Nominations of interest advertised via social media, radio, print media • Submissions collected • Report submitted to General Manager • Recommendations to Council • Resolution of Council endorsing members of Committee
<p>10. Reporting Requirements</p>	<p>Documents required:</p> <ul style="list-style-type: none"> • Agenda • Recommendations for submission to Council Meeting
<p>11. Alteration of Terms of Reference</p>	<p>Amendment of the Terms of Reference can be by a majority vote of the Committee which will require the endorsement of Council before it is enacted.</p>
<p>12. Committee Review</p>	<p>June 2020 review of Committee need and objectives</p>

15 OUR ENVIRONMENT**15.1 REQUEST TO WAIVE DA FEES****Document ID:** 530589**Author:** Administration Assistant**Authoriser:** Deputy General Manager Infrastructure**Theme:** Our Environment**Attachments:** 1. [Report Attachment -request and quote.pdf](#) ↓**RECOMMENDATION**

That Council

1. Waive all non-statutory fees for the reasons detailed in the report.

PURPOSE

The purpose of this report is for Council to consider a request to waive development and construction application fees for the amenities upgrade at Pioneer Hall at the Narrandera Showground.

SUMMARY

The Narrandera Showground Land Manager has submitted a development application for new amenities at the Showground. The applicant has requested that development application fees be partially waived or waived in full. The estimated cost of the new amenities is \$160,000. The total amount of fees applicable to this development is \$3,341.20. Council can waive the non-statutory fees totalling \$1,878.80 and section 94A contribution of \$800. Statutory fees of \$662.40 will require payment.

BACKGROUND

The Narrandera Showground Land Manager has submitted a development application for the removal of the existing men's amenities and construction of new men's, women's, and disabled amenities at Pioneer Hall. The Showground Committee is a not-for-profit organisation providing a valuable facility to our community. The improvement of these amenities will ensure the venue meets the needs of the local community and broader community by providing modern and accessible amenities.

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

Our Environment

Strategy

4.2 - To improve, maintain and value-add to our essential public and recreational infrastructure

Action

5.1.8 - Development Applications received and assessed within statutory timeframes

ISSUES AND IMPLICATIONS**Policy**

Nil

Financial

The financial impacts of this report rest with the decision made by Council. If Council supports, the recommendation the impact would be up to \$2,678.80.

Legal / Statutory

Nil

Community Engagement / Communication

N/A

Human Resources / Industrial Relations (if applicable)

N/A

RISKS

Nil

OPTIONS

- Option 1: Waive non-statutory fees amounting to \$1,878.80.
- Option 2: Waive non-statutory fees and s94a contributions amounting to \$2,678.80.
- Option 3: Refuse to waive all fees.

CONCLUSION

Council supports the development and improvement of community assets and would benefit from waiving fees for not-for-profit groups.

RECOMMENDATION

That Council

1. Waive all non-statutory fees for the reasons detailed in the report.

Fwd: Quote for Development & Construction Fees



Narrandera Showground Trust <narranderashowground@gmail.com>
 To: generalmanager@narrandera.nsw.gov.au
 Cc: David Manwood; Marilyn Day; sersely1777@hotmail.com; Council Emails.

Reply Reply All Forward

Wed 18/10/2020 3:41 PM



Hi

We have received the quote for DA fees of \$3341.20 in relation to the amenities at the showground. Could we please apply for these to be waived in full or partially please.

Regards,

Peter Gunn
 Project Manager
 Narrandera Showground Land Manager



141 East Street
 NARRANDERA NSW 2700

Phone: (02) 6992 6610
 Email: general@narrandera.nsw.gov.au

QUOTE

Valid for current financial year

TO: Narrandera Showground Land Manager DATE: 20/10/2020

FROM: Development & Environment Section

Proposed Development: Amenities

Development & Construction fees include but are not limited to the below.

Contract Price	\$180,000.00		
Fee Type	Fee	GST	Total
Complying Development <small>714-1084-1</small>	\$ -	\$ -	\$ -
Development Application <small>714-1084-1</small>	\$ 752.40	-	\$ 752.40
Construction Certificate <small>714-1084-1</small>	\$ 491.00	\$ 49.10	\$ 540.10
Long Service Levy (>25k) <small>714-1084-1</small>	\$ 660.00	-	\$ 660.00
Plan First Fee (>50k) <small>714-1084-1</small>	\$ 102.40	-	\$ 102.40
Registration	\$ -	-	\$ -
Inspections costs up to 3 inspections (any additional inspections charged at actual costs plus 5% as per fees & charges) <small>714-1084-1</small>	\$ 688.00	\$ 68.80	\$ 756.80
Septic Tank Application / Approval	\$ -	-	\$ -
Section 94A Contribution Plan	\$ 800.00	-	\$ 800.00
Advertising <small>714-1084-12</small>	\$ -	\$ -	\$ -
Referral external agent s252a EPAR 2000 <small>714-1084-1</small>	\$ -	-	\$ -
Subdivision <small>714-1084-1</small>	\$ -	-	\$ -
Footpath Opening Fee / Driveway Approval <small>714-1084-1</small>	\$ -	\$ -	\$ -
Amount Due			\$ 3,341.20

MAGC Ref: 11331

Note: Quotation is valid to 30/09/2021 as per Council's 2020/2021 Fees & Charges.

16 OUR ECONOMY**16.1 REQUEST FOR FINANCIAL ASSISTANCE - COMMUNITY RADIO****Document ID: 529127****Author: General Manager****Authoriser: General Manager****Theme: Our Economy****Attachments: 1. [2020-10-20 Narrandera District Community Radio Station.pdf](#)**
[↓](#)**RECOMMENDATION**

That Council:

1. Approve the donation of \$3,840 to the Narrandera District Community Radio to assist with the impact of COVID-19 restrictions on local business.

PURPOSE

The purpose of this report is to allow Council to consider a request for financial assistance from the Narrandera District Community Radio Inc.

SUMMARY

Council has received a request for financial assistance from the Narrandera District Community Radio Inc in the amount of \$3,840 to help offset the impacts of loss of donation income due to effects of COVID-19 on the local business community

BACKGROUND

During the past several months, Council has received and considered a number of requests for financial assistance on the basis of hardship caused by the impacts of the COVID-19 virus.

One such request has now been received from the community radio station and a copy of the request and the associated financial information is attached.

The Community Radio plays an important part in the local community and its continued existence is a matter of importance.

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

Our Economy

Strategy

1.1 - To live in an inclusive, tolerant and healthy community which demonstrates a positive attitude

Action

1.1.1 - Develop relationships with both local and regional communities fostering a healthy and community attitude

ISSUES AND IMPLICATIONS**Policy**

The provision of assistance to community organisations in a time of hardship is appropriate and supported by policy positions.

Financial

A positive response to this request could be funded from either the Mayor and GM's donations allocation, or from the special budget allocation established to meet the impacts of the COVID-19 virus.

Legal / Statutory

N/A

Community Engagement / Communication

Nil – if granted the financial support would be included in the Council's Annual Report.

Human Resources / Industrial Relations (if applicable)

Nil

RISKS

Without financial support of this nature, the Radio Station has indicated that its services may have to be reduced.

OPTIONS

Option 1 – Council could approve the request.

Option 2 – Council could support the request and provide a lesser amount.

Option 3 – Council could decline the request.

CONCLUSION

Council has received a request for financial assistance from the local community radio and could provide the assistance asked for thus guaranteeing the continued provision of this valued community service.

RECOMMENDATION

That Council:

1. Approve the donation of \$3,840 to the Narrandera District Community Radio to assist with the impact of COVID-19 restrictions on local business.



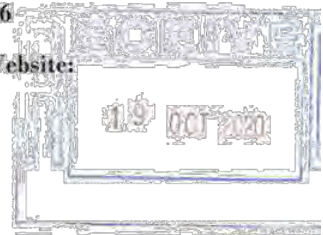
Narrandera District Community Radio Station Inc.

PO Box 580 Narrandera 2700

Phone: (02) 6959 1666 Mobile: 0488 591 666

Email: neradio@bigpond.net.au Website:

www.neradio.com



October, 2020.

Narrandera Shire Council.

To whom it may concern,

The Narrandera District Community Radio Station Inc. has been broadcasting from Narrandera for 16 years (as at January, 2021) with volunteers and loyal members and sponsors ensuring that service to the community is at the forefront of the radio's purpose.

2020 has been a complex year in so many ways and the impacts on the financial positions of individuals, businesses and volunteer organisations have been noticeable within the community. The radio station has multiple running costs and relies on sponsorships and memberships to meet these costs. Fundraising has provided some minimal funds in past years but not during 2020 with Covid-19 restrictions.

Narrandera District Community Radio Station Inc. is seeking some financial assistance from the Narrandera Shire Council. The station has \$20,000 held in an IBD which is set aside as an emergency capital security fund e.g. in the event of a technical failure or replacement/up-grade of the expensive equipment required to broadcast. With reduced numbers of sponsors, no fund raising opportunities in 2020, limited volunteers able to assist with fundraising events, hesitancy of businesses to become sponsors due to their reduced incomes during Covid times and, uncertainties about memberships numbers, the station's financial situation is something the board is monitoring very closely. Please find attached to this request letter a copy of a financial statement tabled by the station's treasurer at the radio's October meeting.

The hourly news and sport announcements cost the station \$320 per month. On behalf of the station's membership, local and streaming radio listeners and board members, this request is to seek a financial contribution from Narrandera Shire Council to cover the cost of the news/sport for a 12 month period. This equates to \$3,840 per annum.

A representative from 91.1 Spirit FM could also be available to speak to this request at a presentation to council. Should council wish for this to happen, please contact the station's manager, Barry Maine, on 0488 691 666 to organise dates and times for this presentation. Council's decision in favour of this request will be most welcomed and a much-needed financial support for the station.

Thank you for your consideration of this request.

Yours sincerely,

Sue Ruffles

Secretary on behalf of the Narrandera District Community Radio Station Inc.



NARRANDERA COMMUNITY RADIO STATION
ABN 432 372 632
FINANCIAL STATEMENT FOR 1/9/20 - 30/9/20

INCOME

A&H Gibson	\$ 83.33
Donation	\$ 500.00
	\$ 10.00
N'dera Ex Club	\$ 650.00
N'dera Ex Club	\$ 1,000.00
Membership	\$ 10.00
Mivet	\$ 500.00
QPL	\$ 100.00
	\$ 2,853.33

EXPENDITURE

Monthly Bank Fee	\$ 10.00
B. Mayne	\$ 520.00
Telstra	\$ 224.05
Radio News	\$ 320.00
	\$ 1,074.05

Bank Balance as at 31/8/20	\$ (1,087.37)
Plus Income	\$ 2,853.33
	\$ 1,765.96
Less Expenditure	\$ 1,074.05
Bank Balance as at 30/9/20	\$ 691.91
Plus IBD	\$ 20,608.66
	\$ 21,300.57

16.2 NARRANDERA FLEXIBLE HOUSING DEVELOPMENT**Document ID:** 529830**Author:** Economic Development Manager**Authoriser:** General Manager**Theme:** Our Economy**Attachments:**

1. **Marketing Strategy .docx (under separate cover)** [⇒](#)
2. **Narrandera Flexible Living Development - Design Report - Oct 2020.pdf (under separate cover)** [⇒](#)
3. **Narrandera Flexible Living Development - Concept Design Options - Oct 2020.pdf (under separate cover)** [⇒](#)

RECOMMENDATION

That Council

1. Receives and notes the Design Report Oct 2020 from Noel Thomson Architects
2. Endorses the concept plans and development plans attached hereto and noted as 2007-MP0;2007-MP1; 2007-MP2; 2007-MP3; 2007-MP4; 2007-MP5; 2007-MP6; 2007-MP7; 2007-MP8; 2007-CD1; 2007-CD2; 2007-CD3; 2007-CD4; 2007-CD5; 2007-CD6.
3. Notes the several concept options presented by Noel Thomson Architects and the marketing strategy for the preferred option being Independent Living Village.
4. Adopts the marketing strategy as presented for the architect's site option 3, map plan 2007-MP5, Independent Living Village.
5. Allocates \$5,000 From Shire Property Reserve Fund to cover advertising costs and valuation fees as indicated in the marketing strategy attached hereto.

PURPOSE

The purpose of this report is to detail the way forward for the preferred concept identified from options presented by Noel Thomson Architects of Wagga Wagga and as presented to October 2020 Council Briefing Session.

Three separate housing options: aged care, independent living and private housing estate were presented to Council (see attachments) and are shown on land owned by Council at corner Elwin and Crescent Street Narrandera having an area of 1.4ha.

The preferred option selected for progression to marketing is the independent housing village, and a marketing proposal has been researched and developed for this purpose. This process will include a request for expressions of interest from identified providers and developers active in the independent living village sector. Supportive advertising seeking expressions of interest will be inserted in metro and regional newspapers, as well as online.

SUMMARY

The intention of this proposal is to have professionally designed housing concept examples to enable approaches to be made to providers in the relevant sector, as well as developers of independent living complexes.

In making these approaches, it is proposed to target senior executives in the sector to ensure that the proposal has the best possible chance of ultimate development on the subject site.

The desired outcome is the development of a parcel of land owned by Council that will add positively to the availability of appropriate housing for mainly over-55s wishing to live in Narrandera.

BACKGROUND

In the last quarter of 2019, several approaches were made to Council by a representative group of seniors who expressed the desire and outlined the need for a dedicated seniors' living complex in Narrandera.

A list of preferred architects was obtained in December 2019 and 12 requests for quotes circulated, together with a brief for the development of an Independent Living Complex on Council's land at 64-74 Elwin Street Narrandera being lot 2 in DP 1112287, Zoned RU5 Village, and having an area of 1.4 hectares.

Six quotations were received and assessed by the Economic Development Manager (EDM) and Deputy General Manager Infrastructure. Noel Thomson Architects of Wagga Wagga was selected as the preferred quote.

The brief cited the following objectives for the proposal:

1. Retain our valuable seniors in a community that they know, where they live and where they have established friendships.
2. Enable seniors to be active in their own home environment to enable them to receive care appropriate to their circumstances thereby keeping them out of aged care institutions, nursing homes, etc.
3. Enable residents to access facilities with reasonable ease, eg: shopping, doctors, entertainment.

Noel Thomson prepared additional concept options following the first presentation to the Executive Leadership Team (ELT) on 11 August 2020. Mr Thomson subsequently met with the General Manager and EDM to discuss ELT's request and the attached concepts are a result of that further development.

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

Theme

Our Economy

Strategy

3.2 - Population growth, retention and identify needs for our youth

Action

3.2.2 - Strategic advocacy for diverse housing options

ISSUES AND IMPLICATIONS

Policy

As the value proposition in this matter is the sale of the subject land, advice has been obtained from a governance adviser at NSW Office of Local Government that it is excluded

from the tendering provisions by virtue of section 55.3(d) of the 1993 Local Government Act NSW.

Ample direction is identified in Council's Economic Development Strategy 2017-2020 under Initiative 2: Enhancing our Liveability at Strategy 2.3.1; 2.3.2 and 2.5.1.

Additionally, Narrandera Shire Positive Aging Strategy 2016-2021 addresses the need for independent living options.

Financial

Reallocation of funds previously budgeted for the rail advocacy project, now not proceeding, enabled an allocation of \$40,000 to enable concept plans for a flexible housing development to be produced across three sectors, namely: aged care, independent living and private housing estate. The above amount, covering architect's concept plans and supporting reports for survey, geotechnical and environmental, is fully expended. Therefore, funds will need to be allocated from an appropriate reserve to cover costs of advertising to attract expressions of interest and for a valuation of the subject land.

Legal / Statutory

Planning/development controls.

Community Engagement / Communication

Consultation with a representative group of seniors to ensure that their housing needs are reflected in any concept proposal for flexible living options.

Human Resources / Industrial Relations (if applicable)

N/A

RISKS

1. Inability to market the project concepts to end developers through market constraints or reluctance to invest in such a project in Narrandera.
2. Cost of concept designs and supporting reports incurred with no result.

OPTIONS

1. Not accept any or all of the concept options and take no further action
 - i) Benefit: nil.
 - ii) Risk: Considerable expense incurred in producing concepts with no outcome.
1.
 1. Select the Independent Living Village Option 3 of the architect's design concepts to progress the matter through Council, and onto promotion and marketing to potential end developers.
 - i) Benefit: A positive exercise to produce housing options for residents of Narrandera, especially seniors, will create a positive focus on the further development of the town and shire.
 - ii) Risk: No takers for the development of the site in accordance with any of the concepts will incur cost with no positive outcome.
3. Select all the concepts to enable an extensive marketing campaign to find a potential developer of a preferred concept.

- i) Benefit: The market will determine what concept is most applicable to the Narrandera market and a new housing development will eventuate
- ii) Risk: No takers for a development on the site in accordance with any concepts will incur costs with no positive outcome.

CONCLUSION

The availability of professionally prepared concept plans will enable the economic development team to market the availability of the site to industry providers and investors for the preferred Independent Living Village Option 3 (above).

The process of promoting the concept plans will be a marketing exercise that the Council can embrace and pursue with the knowledge there is a core group of residents who are potentially ready to take up the Independent Living Option in the subject location.

RECOMMENDATION

That Council

1. Receives and notes the Design Report Oct 2020 from Noel Thomson Architects
2. Endorses the concept plans and development plans attached hereto and noted as 2007-MP0;2007-MP1; 2007-MP2; 2007-MP3; 2007-MP4; 2007-MP5; 2007-MP6; 2007-MP7; 2007-MP8; 2007-CD1; 2007-CD2; 2007-CD3; 2007-CD4; 2007-CD5; 2007-CD6.
3. Notes the several concept options presented by Noel Thomson Architects and the marketing strategy for the preferred option being Independent Living Village.
4. Adopts the marketing strategy as presented for the architect's site option 3, map plan 2007-MP5, Independent Living Village.
5. Allocates \$5,000 From Shire Property Reserve Fund to cover advertising costs and valuation fees as indicated in the marketing strategy attached hereto.

17 OUR INFRASTRUCTURE**17.1 LOCAL ROADS & COMMUNITY INFRASTRUCTURE PROGRAM****Document ID: 529431****Author: Deputy General Manager Infrastructure****Authoriser: Deputy General Manager Infrastructure****Theme: Our Infrastructure****Attachments: Nil****RECOMMENDATION**

That Council:

1. Accepts the \$819,975 grant through the Local Roads and Community Infrastructure Program; and
2. Approves the community projects identified within Table 1 of the report.

PURPOSE

The purpose of this report is select the projects to be undertaken with the \$819,975 granted through the extension of the Local Roads and Community Infrastructure Program (LRCI Program).

SUMMARY

On 6 October 2020, the Australian Government announced an extension (second round) of \$1 Billion through the LRCI Program.

This program will support local councils to deliver priority local road and community infrastructure projects across Australia, supporting jobs and the resilience of local economies to help communities bounce back from the COVID-19 pandemic.

Narrandera Shire Council has been granted an additional \$819,975 to undertake road and community infrastructure projects which stimulate the local economy, with Council expected to use local contractors where possible. The guidelines and associated criteria are yet to be announced, however they are expected to be similar to the previous round. It is known that the funds will be available from 1 January 2021 and construction undertaken by 31 December 2021.

BACKGROUND

The objective of the LRCI Program is to stimulate additional infrastructure construction activity in local communities across Australia to assist communities to manage the economic impacts of COVID-19.

The intended outcomes of the LRCI Program are to:

- provide stimulus to protect and create local short-term employment opportunities through funded projects following the impacts of COVID-19; and
- deliver benefits to communities, such as improved road safety, accessibility, and visual amenity.

The LRCI Program is administered by the Department of Infrastructure, Transport, Regional Development and Communications.

Based on the previous round, there is expected to be an extensive list of eligibility criteria that needs to be met by each project, with separate work schedules required for each project. If approved, the construction activity on eligible projects must be undertaken between 1 January 2021 and 31 December 2021.

Upon the announcement of the first grant round, Council considered an extensive potential project list which identified nearly 100 community infrastructure projects. The list below was identified as the current priorities for this and future grant funding opportunities.

It was agreed, upon receiving advice of this funding, that it would be directed to community infrastructure projects as there are other funding sources for road type projects.

Below is the list of community projects that are recommended to be selected for the LRCI Program. Should any of the projects be ineligible, then the next suitable project will be elevated from the future projects list as previously prepared.

Table 1.

LRCI Program Nominated Community Project List		
Title	Description/Comments	Estimated cost
Barellan Pump Track	Creation of a bike pump track or alike for the youth of Barellan.	\$ 160,000
Grong Grong Village	Purchase of small mower/tractor/slasher/water cart and storage facility for Grong Grong residents to look after trees and public areas.	\$ 110,000
Wiradjuri Memorial Wall	Stage 1 - construct and install Wiradjuri Aboriginal memorial wall, including stonework, paving, fire pit and signage.	\$ 260,000
Narrandera Sportsground	Disabled spectator access areas.	\$ 40,000
Narrandera Sportsground	Installation of a digital scoreboard, with video capability.	\$ 120,000
Barellan Cemetery	Installation of an accessible unisex toilet at the cemetery, including onsite sewerage management system.	\$ 75,000
Narrandera Flora and Fauna reserve	Upgrade of the carpark and entrance to the reserve.	\$ 54,975

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

Theme

Our Infrastructure

Strategy

4.1 - To have an improved and adequately maintained road network

4.2 - To improve, maintain and value-add to our essential public and recreational infrastructure

Action

4.2.1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure

ISSUES AND IMPLICATIONS

Policy

Nil applicable.

Financial

Proposed projects are fully funded through the LRCI Program, with minimal ongoing operational expenditure required.

Legal / Statutory

Projects must be undertaken in accordance with the funding deed and Council's procurement requirements.

Community Engagement / Communication

Community engagement will be undertaken as require, with the projects to be actively communicated to the community throughout the progression of the projects.

Human Resources / Industrial Relations (if applicable)

Nil

RISKS

The risk associated with acceptance of the grant funds is the ability to deliver the nominated projects on time and budget. This has been considered for all the identified projects, with all being able to be delivered in accordance with the program.

OPTIONS

- The only feasible option is to accept the identified projects and submit works schedules for each of the projects in accordance with the funding deed.
- Commence the project nominations again and sign the funding deed, which will delay the planning and commencement of the projects and impact on the ability to meet the requirements of the deed.
- Refuse to accept the fund offer and advise the Government of such decision.

CONCLUSION

The \$819,975 granted through the Local Roads and Community Infrastructure Program, provides a great opportunity for a variety community projects to be undertaken. The community projects listed in Table 1 are considered to be eligible and deliverable in accordance with the funding requirements.

RECOMMENDATION

That Council:

1. Accepts the \$819,975 grant through the Local Roads and Community Infrastructure Program; and
2. Approves the community projects identified within Table 1 of the report.

17.2 PURCHASE OF WATER METER MANAGEMENT SOFTWARE

Document ID: 530585
Author: Water and Sewer Engineering Officer
Authoriser: Deputy General Manager Infrastructure
Theme: Our Infrastructure
Attachments: Nil

RECOMMENDATION

That Council:

1. That allocate \$60,000 from the internally restricted water reserve for the procurement and project management of Aqualus Water integrated meter data management software.

PURPOSE

The purpose of this report is to approve a budget allocation for procurement of water meter management water software.

SUMMARY

Council operates a fleet of Taggle automatic meter reading devices that supply water consumption data for billing purposes.

BACKGROUND

In 2014 Council engaged Goldenfields Water to install Taggle radio water meter reading devices on all suitable water meters.

Since then, these devices have replaced the need for Council staff to manually attend each property to read water meters for billing purposes, except in cases where the meter or Taggle device had failed in between billing periods.

Data for water consumption billing purposes is supplied by Goldenfields Water three times per year for a fee of approximately \$13,000.

The initial contract between Goldenfields Water and Council did not have ongoing support or maintenance for the Taggle devices included and, over time, meters and taggle devices have failed through a variety of causes. Currently there are approximately 350 properties with malfunctioning or broken Taggle devices and this number is increasing over time. As a result, staff are spending an increasingly large amount of time manually checking meter reads.

After consultation with Goldenfields and Taggle, it was determined that it was preferable for Council to take over data collection and Taggle device management. This would enable staff to replace and repair malfunctioning Taggle devices in the same way they manage the water meters themselves.

Council will be required to purchase Aqualus Water integrated meter data management software to enable staff to maintain the meter and Taggle device database. This will reduce the administrative burden on finance staff during billing periods. It will enable water staff to proactively maintain the Taggle device network, replacing devices as they fail, as water meters are replaced, or as new meters are installed.

The software will also include a customer portal providing staff and customers the opportunity to monitor water consumption in real time, and to quickly detect water leaks or water main breaks.

Utilising different meter data management software would require the replacement of the Taggle devices with a different brand utilising similar automatic meter reading technology at a likely cost upwards of \$400,000 plus software costs.

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

Theme

Our Infrastructure

Strategy

4.2 - To improve, maintain and value-add to our essential public and recreational infrastructure

Action

4.2.3 - An ongoing program of capital works for both water and sewer operations of Council

ISSUES AND IMPLICATIONS

Policy

Controlling its own water meter data will allow Council to potentially make changes to billing period intervals, introduce stepped or timed tariffs for water consumption and detect customer leaks. These actions would require changes to multiple Council policies.

Financial

The capital cost of the project is \$60,000 which is proposed to be funded from the internally restricted water reserve.

Legal / Statutory

Nil

Community Engagement / Communication

Significant community engagement will be required once the system is installed and running to enable customers to access their own billing data via the online portal.

Human Resources / Industrial Relations (if applicable)

Nil

RISKS

There is a risk that the administrative burden on staff will not decrease due to additional data handling requirements.

OPTIONS

1. Approve a budget of \$60,000 from the water fund for procurement and project management of Aqualus Water software.

2. Not approve a budget of \$60,000 for procurement and project management of Aqualus Water software.

CONCLUSION

Council taking control of the water meter billing data and Taggle device maintenance will lead to improved billing accuracy, reduced administrative burden for Finance staff, and more transparency and control for customers regarding their water bills.

RECOMMENDATION

That Council:

1. That allocate \$60,000 from the internally restricted water reserve for the procurement and project management of Aqualus Water integrated meter data management software.

18 OUR CIVIC LEADERSHIP**18.1 POLICY REVIEW - ES130 COUNCILLOR TRAINING DEVELOPMENT****Document ID:** 528973**Author:** Executive Assistant**Authoriser:** General Manager**Theme:** Our Civic Leadership**Attachments:** 1. **UNDER REVIEW ES130 Councillor Training Development Policy 2018.DOC** [↓](#)**RECOMMENDATION**

That Council:

1. Review and endorse Policy ES130 Councillor Training Development as presented for the purpose of public exhibition for a period of 28 days seeking community comment.
2. Should no submissions be received from the community at the conclusion of the exhibition, ES130 Councillor Training Development as presented be deemed as adopted.

PURPOSE

The purpose of this report is to provide Council with the amended Policy ES130 for adoption and exhibition prior to implementation.

SUMMARY

The expiration date on Policy ES130 has been reached. Following Council protocol and procedure to review and adopt changes to policies every two years, this policy has been reviewed and minor changes have been made.

Recommended exclusions marked with a strikethrough and inclusions marked in red.

BACKGROUND

Policy ES130 Councillor Training Development is reviewed each two years. The policy was last adopted in October 2018 with a review date set for December 2020. That timeframe would have been in line with the next sitting Council.

With the 2020 Local Government Elections reschedule to September 2021 due to COVID-19, and the requirement for a new council to review all policies within the first six months of term, Policy ES130 will be set for review again in December 2021.

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

Our Civic Leadership

Strategy

5.1 - To have a Council that demonstrates effective management consistently, also a Council that communicates and engages well with the community and works collaboratively

Action

5.1.2 - A highly skilled and motivated workforce

ISSUES AND IMPLICATIONS**Policy**

Revision of Policy ES130

Financial

An annual budget allocation is provided to support the training and development activities for Councillors. There is a \$2,000 budget allocation per Councillor per year to cover training and induction. Total fund is \$25,000 per year.

Legal / Statutory

Local Government (General) Regulation 2005 [NSW]

Part 8A Induction training and professional development for Councillors

Section 185 Ongoing professional development program for Councillors and mayors

- (1) The general manager must ensure that an ongoing professional development program is delivered to the mayor and to each other councillor elected to the council, during the course of the term of office of the mayor or councillor concerned.
- (2) The ongoing professional development program required by this clause
 - (a) Must provide support and assistance to mayors and other councillors in the development of the skills necessary to perform the role of mayor or councillor (as the case may be), and
 - (b) Must ensure that those skills are maintained over the term of office of the mayor and of each councillor.
- (3) The content of the ongoing professional development program required by this clause is to be developed.
 - (a) In consultation with the mayor and each councillor, and
 - (b) Having regard to the specific skills required by the mayor, each individual councillor and the governing body of the council as a whole to perform the role of mayor, councillor or the governing body (as the case may be).
- (4) A mayor or other councillor must make all reasonable efforts to participate in any ongoing professional development program delivered to the mayor or councillor in accordance with a requirement under this clause.

Community Engagement

The revised policy will be placed on public exhibition calling for community comment prior to adoption by Council.

Human Resources / Industrial Relations

The Policy provides guidance as to obligations for Councillors regarding training and development.

RISKS

Could result in an uninformed council.

OPTIONS

- Adopt the amended Policy ES130 to be placed on exhibition.
- Adopt the amended Policy ES130 with further amendments to be placed on exhibition.
- Return Policy ES130 to staff for further review and subsequent return to Council.

CONCLUSION

That Council endorse Policy ES130 Councillor Training Development as presented for the purpose of Public Exhibition for a period of 28 days seeking community comment and should no submissions be received from the community at the conclusion of the exhibition, ES130 Councillor Training Development as presented be deemed as adopted.

RECOMMENDATION

That Council:

1. Review and endorse Policy ES130 Councillor Training Development as presented for the purpose of public exhibition for a period of 28 days seeking community comment.
2. Should no submissions be received from the community at the conclusion of the exhibition, ES130 Councillor Training Development as presented be deemed as adopted.

COUNCILLOR TRAINING AND DEVELOPMENT

ES130

Policy No:	ES130
Policy Title:	COUNCILLOR TRAINING AND DEVELOPMENT
Section Responsible:	Executive Services
Minute No:	TBA
MagiQ No:	8372
Next Review Date:	December 2020 2021

Objectives

The objective of the Councillor Training and Development policy is to ensure that activities are available to all Councillors which contribute to the achievement of Narrandera Shire Council's strategic and good governance objectives.

Scope of Policy

The policy applies to all elected representatives of Narrandera Shire Council.

Training Needs

Councillors training must include subjects which specifically relates to Councillors legislative and governance roles and functions. Topics for training will include, but not be limited to, the following:

- Role and Responsibilities of Councillors
- Relationships between Councillors and Council staff
- Meeting procedures
- Conflict of Interest
- Code of Conduct
- Good Governance
- Strategic Management
- Planning legislation
- Media Skills.

Additional relevant training areas will be assessed as they arise.

Training Delivery

A range of delivery methods will be required to support the training needs of Councillors:

- Workshops, seminars and informal briefing sessions conducted by Council with relevant guest speakers and trainers
- Attendance at workshops, seminars and conferences offered by organisations such as Local Government Learning Solutions, Local Government Association, NSW Department of Local Government, Independent Commission Against Corruption (ICAC) and private providers
- Distribution of training booklets and discussion papers for information
- Online training delivery
- **Formal Tertiary training in a related discipline.**

Annual Budget Allocation

An annual budget allocation will be provided to support the training and development activities for Councillors.

NOTE - There is a \$2,000 budget allocation per Councillor per year to cover training and induction. Job Cost 4000-135-0, total fund is \$25,000 per year.

Training Register

Councillor Training register maintained by the General Manager's Personal **Executive** Assistant to record Councillors attendances at training sessions.

Variation

Council reserves the right to review, vary or revoke this policy.

Policy History

Adopted	17 February 2009
Adopted	2 October 2018
Reviewed by ELT	13 October 2020
Briefing Session	20 October 2020

Adopted



Signed General Manager

Date ~~2 October 2018~~

18.2 MILBRAE QUARRIES PTY LTD - RENEWAL OF LEASE OF LAND FOR PURPOSES OF A PRIVATE HANGAR AT THE NARRANDERA-LEETON AIRPORT**Document ID: 529750****Author: Governance and Engagement Manager****Authoriser: Deputy General Manager Corporate and Community****Theme: Our Civic Leadership****Attachments: Nil****RECOMMENDATION**

That Council:

1. Enter into a new lease agreement with Milbrae Quarries Pty Ltd for approximately 1,292 square metres of land located on Lot 1 DP 187822 (located west of the main passenger terminal) at the Narrandera-Leeton Airport concluding 31 August 2023.
2. Grant delegated authority to the Mayor and the General Manager to sign the lease agreement with Milbrae Quarries Pty Ltd on behalf of Council.
3. Authorise the placement of the Seal of Council to this lease document or any other document relating to this matter.

PURPOSE

The purpose of this report is to advise Council that Milbrae Quarries Pty Ltd is seeking the endorsement and execution of a new lease agreement for approximately 1,292 square metres of land located on Lot 1 DP 187822 (an area located west of the main passenger terminal) at the Narrandera-Leeton Airport for the period 1 September 2020 to 31 August 2023.

SUMMARY

Milbrae Quarries Pty Ltd has held a lease over this area of land since 2013 with the most recent lease agreement expiring 31 August 2020. The proposed lease agreement is for a further three-year period expiring 31 August 2023 with no options to renew. The reason for a three-year term and no options is that a lease greater than three years must be registered on the Certificate of Title of the land. The proposed lease agreement contains the same provisions as the now expired lease agreement.

BACKGROUND

Milbrae Quarries Pty Ltd lodged a Development Application for the construction of a private hangar at the Narrandera-Leeton Airport in 2012-2013, with a lease agreement created to formalise the use of this land.

The site held under lease comprises approximately 1,292 square metres of land upon which is a private hangar and a sealed surface area.

The annual rental amount is payable in advance and indexed annually at the rate of 3.5 percent. The amount for 2020-2021 is \$1,521.84 (excl GST).



Locality map of the area held under lease by Milbrae Quarries Pty Ltd

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

Theme

Our Civic Leadership

Strategy

5.1 - To have a Council that demonstrates effective management consistently, also a Council that communicates and engages well with the community and works collaboratively

Action

5.1.1 - Accountable, transparent and ensure open communication between the community and Council

ISSUES AND IMPLICATIONS

Policy

Nil

Financial

The renewal of the lease agreement retains a revenue stream of just over \$1,500 per annum indexed at 3.5% per annum.

Legal / Statutory

Local Government Act 1993

Local Government (General) Regulation 2005

Community Engagement / Communication

By presenting this report in the open format of the Council business paper

Human Resources / Industrial Relations (if applicable)

Nil

RISKS

There are no perceived risks with the proposed lease agreement.

OPTIONS

The options available are for Council to endorse the new lease agreement, or for Council to not endorse the new lease agreement.

CONCLUSION

Milbrae Quarries Pty Ltd has invested significant capital into a private hangar facility at the Narrandera-Leeton Airport with no past issues with their occupation of this site. The recommendation will be for Council to enter into the new lease agreement concluding 31 August 2023.

RECOMMENDATION

That Council:

1. Enter into a new lease agreement with Milbrae Quarries Pty Ltd for approximately 1,292 square metres of land located on Lot 1 DP 187822 (located west of the main passenger terminal) at the Narrandera-Leeton Airport concluding 31 August 2023.
2. Grant delegated authority to the Mayor and the General Manager to sign the lease agreement with Milbrae Quarries Pty Ltd on behalf of Council.
3. Authorise the placement of the Seal of Council to this lease document or any other document relating to this matter.

18.3 MODEL CODE OF CONDUCT COMPLAINTS STATISTICS - 1 SEPTEMBER 2019 TO 31 AUGUST 2020**Document ID:** 530328**Author:** Deputy General Manager Corporate and Community**Authoriser:** Deputy General Manager Corporate and Community**Theme:** Our Civic Leadership**Attachments:** 1. Model Code of Conduct Complaints Statistics 2019-20 [↓](#)**RECOMMENDATION**

That Council:

1. Note the Model Code of Conduct complaints statistics for the reporting year 1 September 2019 to 31 August 2020 and that the statistical return as presented is to be submitted to the Office of Local Government by 31 December 2020.

PURPOSE

The purpose of this report is to comply with Part 11 of the Procedures for the Administration of the Model Code of Conduct.

SUMMARY

The document titled Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW requires the reporting of code of conduct statistics to both Council and the Office of Local Government on an annual basis. The current reporting year is for the period 1 September 2019 to 31 August 2020, with the statistics to be submitted by 31 December 2020.

BACKGROUND

Part 11 of the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW requires that a statistical return be submitted to both Council and the Office of the Local Government by the 31 December annually on Code of Conduct complaints lodged against Councillors or the General Manager for the reporting period 1 September to 31 August.

Council has received no Code of Conduct complaints against Councillors or the General Manager in the reporting period. The statistical return prepared for the Office of Local Government is attached.

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

Our Civic Leadership

Strategy

5.1 - To have a Council that demonstrates effective management consistently, also a Council that communicates and engages well with the community and works collaboratively

Action

5.1.1 - Accountable, transparent and ensure open communication between the community and Council

ISSUES AND IMPLICATIONS**Policy**

N/A

Financial

While there have been no Code of Conduct complaints lodged in the reporting period there have been administrative costs in updating Council's Code to incorporate the 2020 revisions to the Model Code and its adoption by Council.

Legal / Statutory

Local Government Act 1993

Model Code of Conduct for Local Councils in NSW

Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW

Community Engagement / Communication

By presenting the Code of Conduct complaint statistics to the November 2020 meeting of Council and supplying data to the Office of Local Government for sector reporting.

Human Resources / Industrial Relations (if applicable)

N/A

RISKS

There are no perceived risks.

OPTIONS

The options available are to:

1. Submit the statistical report as presented to the Office of Local Government; or
2. Require an amendment to the statistical report before submitting to the Office of Local Government.

CONCLUSION

The statistical report on the number of Code of Conduct complaints made about Councillors and the General Manager is a statutory requirement with the report based on the number of complaints received, how the complaints were managed and the outcome of the preliminary assessment or investigation.

RECOMMENDATION

That Council:

1. Note the Model Code of Conduct complaints statistics for the reporting year 1 September 2019 to 31 August 2020 and that the statistical return as presented is to be submitted to the Office of Local Government by 31 December 2020.

Model Code of Conduct Complaints Statistics Narrandera Shire Council		
Number of Complaints		
1 a	The total number of complaints received in the period about councillors and the General Manager (GM) under the code of conduct	0
b	The total number of complaints finalised in the period about councillors and the GM under the code of conduct	0
Overview of Complaints and Cost		
2 a	The number of complaints finalised at the outset by alternative means by the GM or Mayor	0
b	The number of complaints referred to the Office of Local Government (OLG) under a special complaints management arrangement	0
c	The number of code of conduct complaints referred to a conduct reviewer	0
d	The number of code of conduct complaints finalised at preliminary assessment by conduct reviewer	0
e	The number of code of conduct complaints referred back to GM or Mayor for resolution after preliminary assessment by conduct reviewer	0
f	The number of finalised code of conduct complaints investigated by a conduct reviewer	0
g	The number of finalised complaints investigated where there was found to be no breach	0
h	The number of finalised complaints investigated where there was found to be a breach	0
i	The number of complaints referred by the GM or Mayor to another agency or body such as the ICAC, the NSW Ombudsman, OLG or the Police	0
j	The number of complaints being investigated that are not yet finalised	0
k	The total cost of dealing with code of conduct complaints within the period made about councillors and the GM including staff costs	0

Preliminary Assessment Statistics	
3	The number of complaints determined by the conduct reviewer at the preliminary assessment stage by each of the following actions:
a	To take no action (clause 6.13(a) of the 2018 and 2020 Procedures) 0
b	To resolve the complaint by alternative and appropriate strategies (clause 6.13(b) of the 2018 and 2020 Procedures) 0
c	To refer the matter back to the GM or the Mayor, for resolution by alternative and appropriate strategies (clause 6.13(c) of the 2018 and 2020 Procedures) 0
d	To refer the matter to another agency or body such as the ICAC, the NSW Ombudsman, OLG or the Police (clause 6.13(d) of the 2018 and 2020 Procedures) 0
e	To investigate the matter (clause 6.13(e) of the 2018 and 2020 Procedures) 0
Investigation Statistics	
4	The number of investigated complaints resulting in a determination that there was no breach , in which the following recommendations were made:
a	That the council revise its policies or procedures 0
b	That a person or persons undertake training or other education (clause 7.37 of the 2018 Procedures or clause 7.40 of the 2020 Procedures) 0
5	The number of investigated complaints resulting in a determination that there was a breach in which the following recommendations were made:
a	That the council revise any of its policies or procedures (clause 7.36(a) of the 2018 Procedures or clause 7.39 of the 2020 Procedures) 0
b	In the case of a breach by the GM, that action be taken under the GM’s contract for the breach (clause 7.36(h) of the 2018 Procedures or clause 7.37(a) of the 2020 Procedures) 0
c	In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993 (clause 7.36(i) of the 2018 Procedures or clause 7.37(b) of the 2020 Procedures) 0
d	In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993 and that the matter be referred to OLG for further action (clause 7.36(j) of the 2018 Procedures or clause 7.37(c) of the 2020 Procedures) 0
6	Matter referred or resolved after commencement of an investigation (clause 7.20 of the 2018 or 2020 Procedures) 0

Categories of misconduct	
7	The number of investigated complaints resulting in a determination that there was a breach with respect to each of the following categories of conduct:
a	General conduct (Part 3) 0
b	Non-pecuniary conflict of interest (Part 5) 0
c	Personal benefit (Part 6) 0
d	Relationship between council officials (Part 7) 0
e	Access to information and resources (Part 8) 0
Outcome of determinations	
8	The number of investigated complaints resulting in a determination that there was a breach in which the council failed to adopt the conduct reviewers recommendation 0
9	The number of investigated complaints resulting in a determination that there was a breach in which the council's decision was overturned following a review by OLG 0

18.4 STATE ELECTORAL BOUNDARIES**Document ID:** 530711**Author:** General Manager**Authoriser:** General Manager**Theme:** Our Civic Leadership**Attachments:** 1. 2020-11-09 Proposed Electoral District-Cootamundra.pdf [↓](#)**RECOMMENDATION**

That Council:

1. Resolve to support the proposed draft electoral boundaries for the seat of Cootamundra and to advise the Electoral Commission accordingly.

PURPOSE

The purpose of this report is to advise Council of the release of the draft electoral boundaries and to allow Council to resolve to adopt a position on those boundaries.

SUMMARY

THE NSW ELECTORAL COMMISSION HAS RELEASED THE DRAFT BOUNDARIES FOR THE ELECTORATES IN NSW TO BE USED AT THE NEXT ELECTION. PUBLIC COMMENT HAS BEEN INVITED AND IT IS APPROPRIATE AT THIS STAGE FOR COUNCIL TO ADVISE THE COMMISSION OF COUNCIL'S POSITION. BACKGROUND

Some months ago, the NSW Electoral Commission commenced the process of reviewing the electoral boundaries in NSW in the lead up to the next state election. Whilst not making an initial suggestion as to any changes to the current boundaries, the General Manager on behalf of Council did lodge a submission supporting retention of Narrandera Shire in the electorate of Cootamundra.

That submission identified the community of interest currently established within the electorate and the difficulties faced in servicing some proposed very large electorates.

The Commission recently released its draft findings, and those proposals would see Narrandera retained in the electorate of Cootamundra. The proposed boundary of the electorate of Cootamundra is attached for Council's information.

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

Our Civic Leadership

Strategy

1.1 - To live in an inclusive, tolerant and healthy community which demonstrates a positive attitude

Action

1.1.1 - Develop relationships with both local and regional communities fostering a healthy and community attitude

ISSUES AND IMPLICATIONS**Policy**

Narrandera Shire Community Strategic Plan

Financial

No direct implications

Legal / Statutory

N/A

Community Engagement / Communication

N/A

Human Resources / Industrial Relations (if applicable)

N/A

RISKS

Local Government faces challenges in meeting the needs of the community and building a strong relationship with an effective local member greatly assists in that task. A change in electoral boundaries always possess some risk to the future delivery of services.

OPTIONS

Council has three options:

1. Council could resolve to support the draft boundaries with the retention of Narrandera in the electorate of Cootamundra.
2. Council could resolve to object to the proposal and suggest some other boundary adjustment.
3. Council could resolve to not express a view.

CONCLUSION

Council and the Shire community have been able to establish a strong working relationship with the sitting member for Cootamundra, and it is reasonable to resolve to support the proposed boundary and to make that submission to the Commission, which is the recommendation.

RECOMMENDATION

That Council:

1. Resolve to support the proposed draft electoral boundaries for the seat of Cootamundra and to advise the Electoral Commission accordingly.

NSW
STATE OF NEW SOUTH WALES
MAP OF THE PROPOSED ELECTORAL DISTRICT OF
COOTAMUNDRA

As determined by the Electoral Districts Redistribution Panel Pursuant to the Electoral Act 2017 and Constitution Act 1902

Further information, including copies of this map, may be obtained at www.elections.nsw.gov.au/redistribution

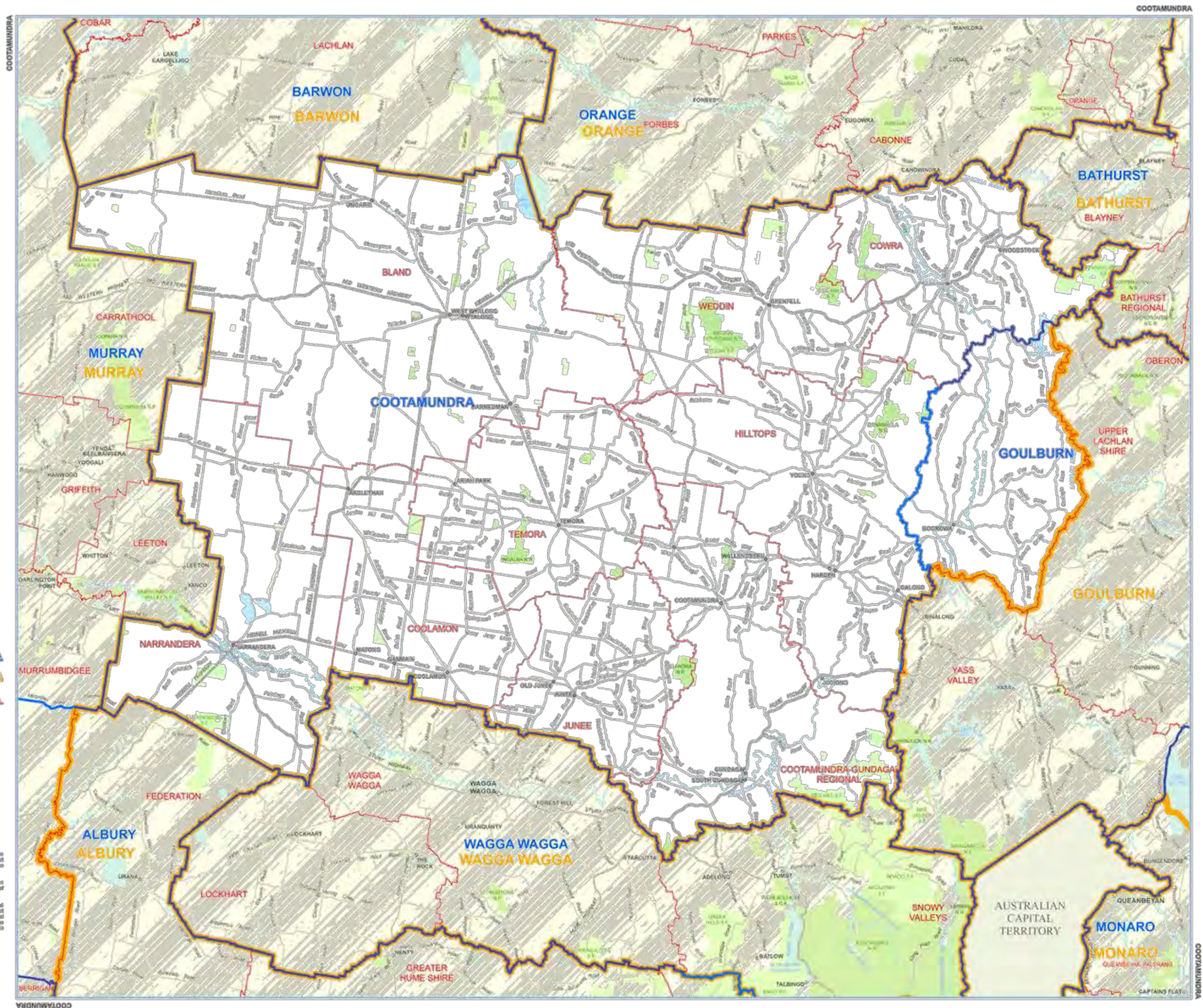
PROPOSED ELECTORAL DISTRICT

2013 Redistribution Electoral District names and boundaries (as determined - 14 of the Parliamentary Electorates and Elections Act)

2020 Redistribution proposed Electoral District names and boundaries (as determined - 29 of the Electoral Act 2017)

Local Government Area names and boundaries (as at September 2020)

2013
2020
LGA



© Spatial Services (a division of the Department of Customer Service) 2020
NSW Electoral Commission 2020

Digital data used in this plan has been created from spatial services. The pre-existing Administrative Boundaries and names are sourced from the Digital Cadastral Database (DCDB) and agree with those as at the date of capture. The electoral fabric used to produce this plan was extracted from the DCDB. The DCDB is linked to the NSW State Cadastral Survey.

Disclaimer: The publisher of earlier editions to this publication accept no responsibility for any injury, loss or damage arising from its use or even an omission to use, or that it is outdated. Spatial Services and NSWEC give no warranty in relation to the information. Spatial Services and NSWEC accept no liability for loss, damage, or costs that you may incur relating to any use or reliance upon the information in this map.

18.5 2018-2022 DELIVERY PROGRAM - 30 SEPTEMBER 2020 QUARTERLY REVIEW**Document ID: 530729****Author: Governance and Engagement Manager****Authoriser: Deputy General Manager Corporate and Community****Theme: Our Civic Leadership****Attachments: 1. 30 September 2020 Delivery Program Review.pdf [↓](#)****RECOMMENDATION**

That Council:

1. Endorse the 2018-2022 Delivery Program quarterly review dated 30 September 2020 as presented and publish the report to the community using the website of Council.

PURPOSE

The purpose of this report is for Council to endorse the 2018-2022 Delivery Program quarterly review as of 30 September 2020.

SUMMARY

The attached quarterly review contains updated actions as of 30 September 2020 from the 2018-2022 Delivery Program.

BACKGROUND

Section 402 of the Local Government Act 1993 (the Act) requires each local government area to have a Community Strategic Plan (CSP) that contains the visions and aspirations of the community and Council for at least a 10-year period. Supporting the CSP are several strategic documents, including a Resourcing Strategy, Delivery Program, and an Operational Plan. The Delivery Program contains the strategies, goals and actions to achieve the objectives contained within the CSP.

Section 404 of the Act requires the General Manager to provide regular reports at least every six months to Council on the progress of actions within the Delivery Program. Narrandera Shire Council has chosen to monitor the progress of actions more frequently by reporting at the end of September, December, March and June annually.

The attached report provides action statements and also percentage completion indicators for those strategies contained within the 2018-2022 Delivery Program.

In summary there are 60 actions contained within the 2018-2022 Delivery Program, with the status of these actions as of 30 September 2020 being:

- 5 actions or 8.33% have been completed.
- 20 actions or 33.33% have an ongoing commitment.
- 35 actions or 58.34% are progressing.

Highlights of the 30 September 2020 reporting quarter are:

- Council has engaged the community through many broadcasting channels. The Mayor and General Manager conducted monthly radio interviews with Narrandera Community Radio and Triple M after each Council meeting. This quarter, Council posted 23 videos, 54 status updates, two shared videos, 86 photo posts and 38 posts with links - a total of 203 posts on Facebook. The top engaged post was promoting local young artists for the Youth Food Trailer, with a total of 920 engaging the post. Instagram had 32 posts with 835 engagements and LinkedIn posted eight posts with 29 engagements. The website, including all 375 pages ever created, has been viewed a total of 26,158 times this quarter with news and media collectively viewed 750 times for the news page and 10 media releases. Council released three print and digital newsletters, 12 print advertisements and three radio advertisements.
- Conduct of Committee meetings has been restricted due to COVID-19 gathering rules, along with the closure of halls and museums. With the easing of restrictions, it is anticipated that committees will return to scheduled meetings during the second quarter of the financial year. The new Parkside Museum Committee and also the Arts and Community Centre Advisory Committee have been formed and initial meetings held.
- The Mayor and the General Manager have taken part in monthly Murrumbidgee Local Health District webcasts relating to the management of COVID-19 and have lobbied for increased testing facilities for Narrandera and villages within the Shire.
- Narrandera Leeton Community Transport provided 1,929 trips to residents of the Narrandera and Leeton Shires during the reporting period. Of these trips 1,071 were delivered to clients aged 65 years or older, or 50 years for Aboriginal and Torres Strait Islander; a total of 538 were provided to those who are transport disadvantaged. The remainder of the trips were delivered through non-emergency health related transport, to NDIS participants and through brokerage agreements. A total of 270 trips were delivered to those who identify as Aboriginal or Torres Strait Islander.
- The Narrandera Leeton Social Support program provided 124 hours of Social Support and 33 hours of Flexible Respite to individual clients aged 65 years and over, or 50 years and over for Aboriginal and Torres Strait Islander. All clients are referred through the MyAgedCare portal. An additional 24 hours of Social Support were provided to National Disability Insurance Scheme (NDIS) participants. Social Support is an individualised service aimed at reducing social isolation amongst vulnerable members of the community. Activities include assisting with shopping and errands, home visits, outings and over the phone support.
- The development of the Cultural Plan continues with post COVID-19 Community Consultation resuming this quarter including:

Cultural Plan information and invitations to:

 - Narrandera Business Group
 - Community Groups (Rotary, Lions, CWA, etc)
 - Members of all Council S355 and Advisory Committees
 - All businesses in Council's contact list
 - Narrandera Argus
 - Narrandera Community Radio

- Councillors
- All Council Staff

Engagement tools include:

- Promotional Facebook campaign
- Community Radio Interview
- Face to Face Community Consultation - 16 attendees
- Zoom Community Consultation - nine Attendees
- Public Submissions
- Have Your Say Narrandera Facebook - 12 Days / 12 Questions reached 29,909 users with 520 responses received.

Presentations have been made to:

- NACNET
 - Arts and Cultural Committee
 - Parkside Cottage Museum Committee
 - Narrandera Nattering Knitters
 - Youth Council Consultation
- A total of 120 trees were planted during the reporting period, with 30 trees removed for various reasons such as structural integrity issues. The current tree maintenance package has been completed.
 - Council-managed Crown Reserve Plans of Management are currently under review.
 - Narrandera Shire parks are continuing to be maintained to a high standard. Shade sails are to be installed at two new playgrounds, being the Narrandera Sportsground and the Barellan Sportsground.
 - During this reporting quarter Council appointed consultants to begin the development of a Master Plan for the operations at the Narrandera Landfill site.
 - The Narrandera Business Group cancelled meetings in the last quarter because of the impact on business and meetings caused by the COVID-19 pandemic restrictions. Meetings recommenced in August 2020.

Progressive distribution of business recovery information relevant to COVID-19 impacts has been regularly communicated to the business database. The online initiative 'Narrandera Business as Usual' developed by the Economic Development team has attracted over 700 followers and been a great success. It is planned to conduct an independent survey of business providing the following benefits for Council:

- To quantify the impacts of COVID-19 pandemic on industry and employment.
 - To understand the needs of the local business community.
 - To provide an evidence base preparing for a new economic development strategy.
- This period has seen some promising activity in the Red Hill Industrial Estate with two land sales occurring on adjoining allotments: one was purchased from Council with another purchased from a private owner. One of the proposed developments is now possible over a total site area of 5,240 sq metres. This established business is

relocating from the Sydney metropolitan area and will produce a unique road base material with an anticipated employment base of eight persons during the initial months of operation. Commencing in 2021, the facility is expected to employ 13 people. Consideration of further subdivision of medium sized lots of land (approximately 3000 sq m) in Paterson Place is being discussed.

- The Narrandera Youth Advisory Council held three formal meetings during the reporting period and held one competition to design the artwork for the Youth Food Trailer. During these meetings, members participated in a presentation about operating the food trailer, discussed the Cultural Plan (under development) and begun working on the Youth Strategy. Planning for upcoming events also took place.
- During the reporting quarter Council submitted three applications for bridge replacements under the Fixing Country Bridges program. Council also finalised the Deeds for \$497,363 of additional works under the Local Roads and Community Infrastructure funding. Council received an additional \$472,000 in Roads to Recovery funding for this year for works to be completed before 31 December 2020.
- The following works were completed during the reporting period: 7.52 kilometres of new sealing works and 121.7 kilometres of maintenance grading works. The full list of works programmed for this year is available on the Council's website.
- Council's general purpose financial reports for the year ending 30 June 2020 indicate that Council met the Fit for The Future ratios, except for the Own Source Revenue ratio. The Own Source Revenue ratio has been reduced due to Council's success in obtaining grant funding which is not categorised as own source revenue. This ratio was impacted in the same way during the 2018-2019 financial year.
- The Human Resources (HR) team reports monthly to the Executive Leadership Team (ELT) on staff demographics. The August 2020 ELT report was submitted in an improved format, providing more statistical information on staff demographics. This information provides a clearer picture of the current workforce. During this quarter, the HR team completed the 2019-2020 Price Waterhouse Cooper (PWC) staff demographic survey. Council is waiting for PWC to provide Council with a comparison report comparing staff demographic data from all participating group 10 and RAMJO Councils. When received, this report will be tabled at the Executive Leadership Team Meeting. The reports provided by PWC will also provide valuable data for the Workforce Strategic Plan 2021-2025.
- Preparatory work has commenced to review the Local Environmental Plan (LEP) now that the Local Strategic Planning Statement (LSPS) has been adopted by Council and approved by the Department of Planning, Industry & Environment. The first (housekeeping) review of the LEP will be to rectify any minor anomalies and omissions, with a comprehensive review to align with the completion of the studies identified within the LSPS over the next four years.
- During this reporting quarter a total of nine Development Applications were received. In the same quarter in 2019-2020 11 Development Applications were received and in 2018-2019 13 Development Applications were received.
- During this reporting quarter, the average Development Application assessment timeframe was 34.6 days compared to the statutory period of 40 days.

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

Our Civic Leadership

Strategy

5.1 - To have a Council that demonstrates effective management consistently, also a Council that communicates and engages well with the community and works collaboratively

Action

5.1.1 - Accountable, transparent and ensure open communication between the community and Council

ISSUES AND IMPLICATIONS

There are no perceived issues or implications

Policy

Nil

Financial

Nil

Legal / Statutory

Local Government Act 1993

Local Government (General) Regulation 2005

Integrated Planning and Reporting Guidelines published March 2013

Community Engagement / Communication

Achieved by discussing the 30 September 2020 quarterly Delivery Program report in the Ordinary section of the business paper then placement of the report on Council's website following endorsement

Human Resources / Industrial Relations (if applicable)

Nil

RISKS

Nil

OPTIONS

That Council:

1. Endorse the 30 September 2020 quarterly review of the 2018-2022 Delivery Program as presented; or
2. Not endorse the 30 September 2020 quarterly review of the 2018-2022 Delivery Program as presented and require identified amendments to be made before publishing the report to the community using the website of Council.

CONCLUSION

The attached quarterly review as of 30 September 2020 contains a comprehensive update of actions from the 2018-2022 Delivery Program.

It will be recommended that Council endorse the 2018-2022 Delivery Program quarterly review dated 30 September 2020 as presented and publish the report to the community using the website of Council.

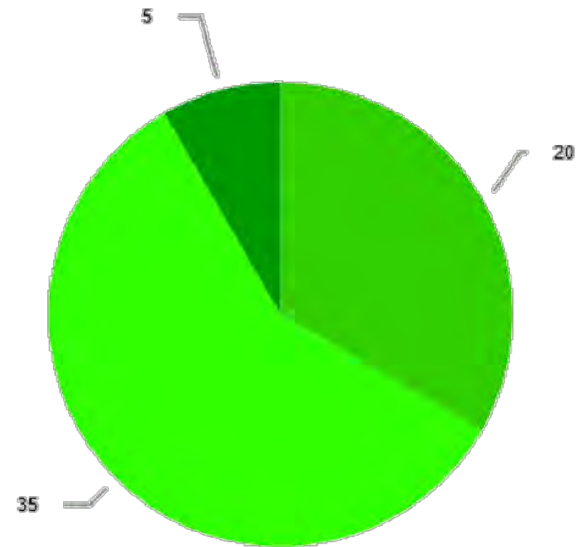
RECOMMENDATION

That Council:

1. Endorse the 2018-2022 Delivery Program quarterly review dated 30 September 2020 as presented and publish the report to the community using the website of Council.



2018-2022 Delivery Program
Quarterly Delivery Program Review
Quarter 1 of the 2020-2021 reporting year as at
30 September 2020



Of the 60 actions contained within the 2018-2022 Delivery Program the status of these actions as of 30 September 2020 are: -

- 5 actions or 8.33% have been completed;
- 20 actions or 33.33% have an ongoing commitment;
- 35 actions or 58.34% are progressing.

THEME 1 - OUR COMMUNITY

STRATEGY 1 - TO LIVE IN AN INCLUSIVE, TOLERANT AND HEALTHY COMMUNITY WHICH DEMONSTRATES A POSITIVE ATTITUDE

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
<p>ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community attitude</p>	<p>The number of items broadcast for each reporting period with cumulative totals combined along with available web page and Facebook statistics. In 2020 the community survey will measure success since the 2016 survey.</p>	<p>Regular media items broadcast to the community.</p>	<p>As of 30 September 2020 - Council has engaged the community through many broadcasting channels. The Mayor and General Manager conducted monthly radio interviews with Narrandera Community Radio also Triple M after each Council meeting. This quarter Council posted 23 videos, 54 status updates, 2 shared videos, 86 photo posts and 38 posts with links - a total of 203 posts on Facebook. The top engaged post was promoting local young artists for the Youth Food Trailer with a total of 920 engaging the post. Instagram had 32 posts with 835 engagements and LinkedIn posted 8 posts with 29 engagements. The website, including all 375 pages ever create, has been viewed a total of 26,158 times this quarter with news and media collectively viewed 750 times for the news page and 10 media releases. Council released 3 print and digital newsletters, 12 print advertisements and 3 radio advertisements.</p>	<p>Communications Officer</p>	<p>Ongoing commitment</p>	<p>100%</p>

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community attitude	Details of engagement opportunities for each reporting period with cumulative totals.	Number of formal Councillor and Senior Staff engagement opportunities.	As of 30 September 2020 - Council published 3 community newsletters online also in the Narrandera Argus. This quarter Council conducted an online Zoom meeting and public meeting to identify key issues for the Cultural Plan, followed by a series of daily questions totalling 12 posted to Facebook to engage residents about Narrandera Shire's cultural aspirations, these posts were engaged a cumulative total of 6,084 times. Also open for public engagement were major projects including the Destination Discovery Hub, Northbank Bridge and walking track also the Youth Food Trailer artist competition all of which were promoted with videos and paid online advertising to encourage feedback. Feedback for these projects totalled 8, with 39 submissions through the website for issues, compliments and complaints.	Communications Officer	Ongoing commitment	100%
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy	Proactive committees with meetings conducted as per terms of reference and held as scheduled.	Proactive S.355 Committees with the monitoring of outcomes achieved and compliance with the Local	As of 30 September 2020- Conduct of meetings has been restricted due to Covid gathering rules along with the closure of halls and museums. With the easing of restrictions it is anticipated that committees will return to scheduled meetings during	Deputy GM Corporate & Community	Ongoing commitment	10%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
and community attitude	Minutes of Committees made available to Council and the community.	Government Act, 1993.	the second quarter of the financial year. The new Parkside Museum Committee also the Arts and Community Centre Advisory Committee have been formed and initial meetings held.			
ACTION 2 - Continue with strategic advocacy for the delivery of integrated health and wellbeing programs	Details of advocacy efforts during the reporting period and outcomes.	Details of the number of meetings held and details of outcomes from these meetings.	As of 30 September 2020 - The Mayor and the General Manager have taken part in monthly Murrumbidgee Local Health District webcasts relating to the management of COVID-19 and have lobbied for increased testing facilities for Narrandera and villages within the Shire.	General Manager	Progressing	25%
ACTION 3 - Continue positive interactions with the Narrandera Interagency also the Aboriginal representative bodies within the community	Number of meetings attended and outcomes from the meetings.	Where possible attend meetings with the outcome being stronger links for inclusiveness in service planning and delivery.	As of 30 September 2020 - Unfortunately the Narrandera Interagency meeting was not held during this reporting period due to COVID-19 restrictions, nor were any other relevant meetings.	Community Support Manager	Ongoing commitment	25%
ACTION 4 - Implementation and monitoring of the Positive Aging Strategy & Disability	Details of progressive achievements measured against the relevant plan.	Documented achievements arising from both the Positive Aging Strategy and the	As of 30 September 2020 - There were very few seniors activities held due to COVID-19 restrictions, however during this reporting period a new yoga studio was established for community patronage. The	Community Support Manager	Ongoing commitment	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
Inclusion Action Plan		Disability Inclusion Action Plan.	Nattering Knitters returned to the library and Narrandera Leeton Social Support alongside other community services groups offered a range of services to ensure that the senior members of the community were well supported during a time of uncertainty. These services included an increase in Meals on Wheels services, grocery shopping services, home library services and weekly phone calls to vulnerable members of the community to ensure they remained connected whilst in self-isolation.			
ACTION 5 - Transport options are available to identified members of the community	The number of clients provided with community transport during the reporting period.	Details of the number of clients utilising the service and cumulative totals categorised as Aged, Transport Disadvantaged and Aboriginal.	As of 30 September 2020 - Narrandera Leeton Community Transport provided 1,929 trips to residents of the Narrandera and Leeton Shires during the reporting period. Of these trips 1,071 were delivered to clients aged 65 years or older, or 50 years for Aboriginal and Torres Strait Islander, a total of 538 were provided to those who are transport disadvantaged. The remainder of the trips were delivered through non-emergency health related transport, to NDIS participants and through brokerage agreements. A total of 270 trips were	Community Support Manager	Progressing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			delivered to those who identify as Aboriginal or Torres Strait Islander.			
ACTION 6 - Information about community services that are accessible within the Shire to be broadcast through various means	The currency and accuracy of information available to the community also the number of website page hits and Facebook page likes.	Current information delivered through traditional print material and also Council social media opportunities.	As of 30 September 2020 - The Community Services page on the Narrandera Shire Council website received 207 page views. The Council's Facebook page published 177 posts relating to various community services. These posts included updates and information from the Murrumbidgee Local Health District, service disruptions, various works projects, grant opportunities, tender opportunities and upcoming events. Through these posts 18,477 unique users were reached.	Community Support Manager	Progressing	25%
ACTION 7 - Where possible ensure socially disadvantaged members of the community have access to or are advised of how services can reduce their isolation	The number of persons that have been assisted with social support during the reporting period who may have been referred through the My Aged Care portal or NDIS planners.	Through other activities of Council such as Ageing, Disability and Home Care identify members of the community where social isolation may be an issue.	As of 30 September 2020 - The Narrandera Leeton Social Support program provided 124 hours of Social Support and 33 hours of Flexible Respite to individual clients aged 65 years and over, or 50 years and over for Aboriginal and Torres Strait Islander. All clients are referred through the MyAgedCare portal. An additional 24 hours of Social Support were provided to National Disability Insurance Scheme (NDIS) participants. Social Support is an individualised service aimed at	Community Support Manager	Progressing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			reducing social isolation amongst vulnerable members of the community. Activities include assisting with shopping and errands, home visits, outings and over the phone support.			

STRATEGY 2 - TO ADVOCATE FOR QUALITY EDUCATIONAL AND CULTURAL OPPORTUNITIES

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Continued strategic advocacy for strengthening of the Narrandera centres of learning	When required details of advocacy efforts.	Outcomes of advocacy efforts for Narrandera TAFE as well as early childhood centres to secondary schools.	As of 30 September 2020 - The General Manager has extended an invitation to Narrandera High School to propose students for work experience and traineeships. Support for the Narrandera campus of TAFE in ongoing.	General Manager	Progressing	25%
ACTION 2 - Develop a Narrandera Shire Cultural Plan to increase community participation in the Arts and cultural activities	Details of events held at the centre including type of event and attendance statistics.	Increased usage and patronage of the Narrandera Arts and Community Centre.	As of 30 September 2020 - Following the COVID-19 shutdown the Arts centre has been utilised for Regional Meetings, Community Consultation and Council Committee meetings. Unfortunately the Victorian COVID-19 lockdown has meant that an extended booking for the CAD Factory's Shadow Laces Exhibition had to be cancelled as the exhibition was stranded in Victoria. It will be rescheduled for a later date.	Community Development (including Library) Manager	Progressing	20%
ACTION 2 - Develop a Narrandera Shire Cultural Plan to increase community participation in the Arts and cultural activities	Regular review of strategies and target groups in response to event statistics.	Events that cater for a wide spectrum of the community, making the Arts accessible and increasing community involvement.	As of 30 September 2020 - The development of the Cultural Plan continues with post COVID Community Consultation resuming this quarter including: Cultural Plan Information and invitations to:	Community Development (including Library) Manager	Progressing	40%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<ul style="list-style-type: none"> - Narrandera Business Group - Community Groups (Rotary, Lions, CWA etc) - Members of all Council S355 and Advisory Committees - All Businesses in Council's contact list 116 emails - Narrandera Argus - Narrandera Community Radio - Councillors - All Council Staff <p>Promotional Facebook campaign</p> <p>Community Radio Interview</p> <p>Face to Face Community Consultation 16 attendees</p> <p>Zoom Community Consultation 9 Attendees</p> <p>Public Submissions</p> <p>Presentations to:</p> <ul style="list-style-type: none"> - NACNET - Arts and Cultural Committee - Parkside Cottage Museum Committee - Narrandera Nattering Knitters 			

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>Youth Council Consultation</p> <p>Have Your Say Narrandera Facebook 12 Days / 12 Questions reached 29,909 users with 520 responses received.</p> <p>Work is continuing on developing the framework.</p>			

STRATEGY 3 - TO FEEL CONNECTED AND SAFE

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Strategic advocacy for an enhanced Police presence, at the very least the maintenance of current levels	Number of advocacy interactions and outcomes.	Details on the number of advocacy meetings held with decision makers.	As of 30 September 2020 - Quarterly meeting held with senior police to discuss issues and staffing levels. The Mayor is in regular phone contact with District and area management on individual matters.	General Manager	Progressing	25%
ACTION 2 - Maintain and enhance the current network of CCTV cameras in key locations	Number of cameras within current network and a timeline for upgrade and/or the installation of new cameras; also ongoing statistical information on how many times the footage has been requested for viewing by NSW Police.	Maintain current CCTV cameras in working order and plan for enhancements so to assist the Police and the local community to discourage crime and anti-social behaviour.	As of 30 September 2020 - Council continues to maintain the existing cameras in the CCTV system with staff recently including a project in the 2020-2021 Capital Works Program for a CCTV Review. During the reporting period Council received one request to view footage from the NSW Police.	Information Technology Manager	Ongoing commitment	50%