

2021 2022

ANNUAL Report



Narrandera
Shire Council

Welcome

**Nginyanhi Wiradjuri mayiny gawaymbanha nginyalgir Wiradjuri-gu
Ngurambung-gu We the Narrungdera Wiradjuri people welcome
you all to Wiradjuri Country**

Acknowledgement

Narrandera Shire acknowledges Aboriginal and Torres Strait Islanders as the first Australians and recognises that they have a unique relationship with the land and water. Council recognises that we are situated on the traditional lands of the Narrungdera Clan, of the Wiradjuri Nation who have lived here for thousands of years. We offer our respect to their elders past and present and through them, to all Aboriginal and Torres Strait Islander people.



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COVER PHOTO

*The third art installation on Narrandera Water
Tower by Apparition Media.*

NARRANDERA SHIRE COUNCIL

Annual Report to 30 June 2022

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ABOUT THIS DOCUMENT

This document has been prepared in accordance with Sections 406 and 428 of the *Local Government Act 1993* and also the *Local Government (General) Regulation 2021*. Other statutory and guideline documents include the *Government Information (Public Access) Act 2009*, *Privacy and Personal Information Protection Act 1998*, *Public Interest Disclosures Act 1994*, *Carers' Recognition Act 2010*, *Disability Inclusion Act, 2014* and the Integrated Planning and Reporting Guidelines for local government in NSW issued September 2021 by the Office of Local Government.

This document is accessible for viewing and printing from Council's website with each section created as a separate PDF document. Please visit www.narrandera.nsw.gov.au, select Council from the main menu and then select Council Reporting.

Copies of this document are on public display at Council's Administration Centre located at 141 East Street, Narrandera and may be viewed between the hours of 9am and 4:30pm weekdays. Photocopy charges apply if any page or pages are requested to be copied.

LOCATION OF COUNCIL'S ADMINISTRATION CENTRE

	141 East Street
	NARRANDERA NSW 2700
	(02) 6959 5510
	(02) 6959 1884
	council@narrandera.nsw.gov.au
	www.narrandera.nsw.gov.au
	https://www.facebook.com/NarranderaShire/
	https://www.instagram.com/narranderashirecouncil/
	https://www.linkedin.com/company/narrandera-shire-council/

HOURS OF OPERATION OF COUNCIL'S ADMINISTRATION CENTRE

Enquiries	9.00am	-	4.30pm
Cashier	9.00am	-	4.00pm

2019-2020 MANAGEMENT TEAM

General Manager
Deputy General Manager Corporate & Community Services
Deputy General Manager Infrastructure Services

Mr George Cowan
Mr Martin Hiscox
Mr Shane Wilson

2021-2022 COUNCILLORS ELECTED 20 SEPTEMBER 2016

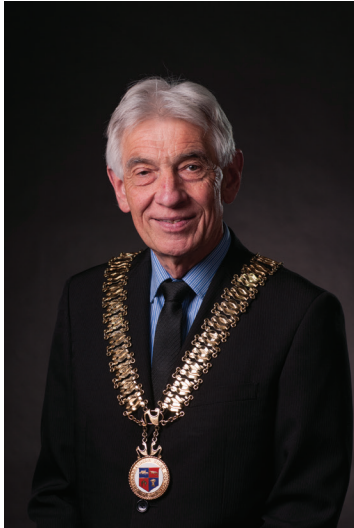
Term Ending 3 December 2021

Mayor
Deputy Mayor
Councillors

Cr Neville Kschenka
Cr David Fahey OAM
Cr Jenny Clarke OAM
Cr Tracey Lewis
Cr Kevin Morris
Cr Barbara Bryon
Cr Narelle Payne

*Mayor of Narrandera Shire
2016 - 2018 and 2018 - 2021*

*Deputy Mayor of Narrandera Shire
2016 - 2018 and 2018 - 2021*



Councillor Neville Kschenka



Councillor David Fahey OAM



Councillor Barbara Bryon



Councillor Jenny Clarke OAM



Councillor Tracey Lewis



Councillor Kevin Morris



Councillor Narelle Payne

2021-2022 COUNCILLORS ELECTED 4 DECEMBER 2021

Term Ending September 2024

Mayor
Deputy Mayor
Councillors

Cr Neville Kschenka
Cr Cameron Lander
Cr Jenny Clarke OAM JP
Cr Peter Dawson
Cr Tracey Lewis
Cr Braden Lyons

Cr Kevin Morris
Cr Narelle Payne
Cr Sue Ruffles

*Mayor of Narrandera Shire
2016 - 2018, 2018 - 2021 and
2021 - current*



Councillor Neville Kschenka

*Deputy Mayor of Narrandera
Shire 2021 - current*



Councillor Cameron Lander



Councillor Jenny Clarke OAM



Councillor Peter Dawson



Councillor Tracey Lewis



Councillor Braden Lyons



Councillor Kevin Morris



Councillor Narelle Payne



Councillor Sue Ruffles

Message from The Mayor

It gives me great pleasure to present the annual report for the financial year ending 30 June 2022. I would firstly like to acknowledge the traditional owners of the land of Narrandera Shire, the Wiradjuri people, and pay my respects to the Elders past, present and emerging.

In the 2020-2021 Annual Report I reflected on how COVID-19 had affected our lives so far. Unfortunately the start of the 2021-2022 financial year saw further infections and also additional lockdowns restricting movement locally, regionally and Australia-wide. I was very impressed that many residents of our Shire listened to the messages to get vaccinated and fortunately the spread of infections seems to be under control. I want to take this opportunity to acknowledge the many health professionals, not only from within our Shire but regionally as well, for their dedication to their profession and the empathy that they continually show toward their clients. I also want to thank the many businesses across our Shire for their commitment to maintaining their services and making our Shire a great place to live.

Across the financial year, Council continued to receive support from both the Federal and State Governments and I recognise their commitment to our Shire and regional Australia during these extreme times.

Despite the continued pandemic, there were many highlights across the year with one of the most visible being demolition of the former Visitor Information Centre located on the Cadell Street side of Marie Bashir Park. The building served visitors to our Shire for over 40 years and its replacement will be known as the Narrandera Destination & Discovery Hub. The Hub will contain a dedicated area for visitor services, a permanent exhibition area where people can discover Narrandera Shire's nature-based and cultural stories in a contemporary space with interactive displays, improved access, public amenities and workspaces. The Hub will help establish Narrandera as a starting point for exploring many of the attractions and opportunities available in the Riverina.

Other equally important projects include the new amenities block at the Lake Talbot Tourist Park and attached camp kitchen. The tourist park is a favourite with many visitors; hopefully they are telling their friends about the park and what our Shire has to offer. Details of other projects across 2021-2022 are included throughout this report.

I would like to thank the previous Council whose term finished 3 December 2021 and again extend a warm welcome to the new Councillors elected 4 December 2021. At this point in time, the next ordinary Council election will be held September 2024. New Councillors elected were Cameron Lander, Sue Ruffles, Braden Lyons and Peter Dawson. Councillors re-elected were Narelle Payne, Tracy Lewis, Kevin Morris, Jenny Clarke and myself.

One of the first tasks of the new Council was to engage with the Shire community to develop a new Community Strategic Plan and supporting documents, including the Delivery Program and the Operational Plan. Council engaged a consultant to facilitate the community consultation sessions, with a mixture of traditional face-to-face sessions and QR code technology giving residents across the Shire the opportunity to participate in development of these strategic documents.

Council also engaged directly with the disability sector, including persons living with a disability and service providers, to develop our new Disability Inclusion Action Plan. One of the outcomes of this document is that Council remains committed to considering the needs of all members of the community when planning for future community facilities and upgrading existing facilities.

The General Manager and I continued to work with the local Health Alliance, Murrumbidgee Local Health District, and our local Members of Parliament to enhance our existing medical services. In particular, we are campaigning for the provision of life-saving dialysis for seriously ill patients.

We also support the Riverina and Murray Joint Organisation (RAMJO) which continues to gain momentum and direction. RAMJO is making a real difference in areas of infrastructure funding, health services, connectivity and energy. Priorities for RAMJO include health, transport, energy, telecommunications, and water supply.

I take this opportunity to thank my fellow Councillors, both past and present, and the employees of Narrandera Shire Council for their efforts, loyalty and support during the reporting year.

Councillor Neville Kschenka
Mayor

Message from George Cowan, General Manager

At 30 June 2022, Council completed another successful year having delivered a number of community projects and Council's financial position remaining strong. During the year, Council employees continued to focus on engaging with the community through our website, our Facebook page and through direct communication such as our newsletter, in person or by telephone.

Similar to the Mayor, I too would like to again welcome the new Council elected in December 2021. The new Councillors were quickly initiated into local government with one of the first tasks being to review and adopt a new Community Strategic Plan and supporting documents by 30 June 2022. The Councillors were asked to provide details of what they would like to achieve during their time in office, which was then combined and considered with the feedback received from the members of our Shire community. The new Community Strategic Plan titled 'Our Narrandera Shire 2034' and other supporting plans such as 'Our Disability Inclusion Action Plan 2022-2026' can be found on Council's website or by selecting the following link – Council Plans.

Our Shire felt the impact of COVID-19 restrictions again during 2021-2022 and Council was forced to change its operations, such as expanding cleaning regimes in amenities and encouraging physical distancing.

In January 2022, Narrandera township was impacted by an extreme weather event, when a localised storm and cyclonic winds caused major damage across the town and surrounds. This was followed by a further localised rain event within 24 hours that delivered 55 millimetres of rain into the stormwater catchment area and caused major flooding in East Street and other areas along Victoria Avenue. Council is currently looking at options to better manage stormwater in a similar event and how associated works will be financed.

Financially, Council remains strong and is meeting most of the financial ratios used to assess its performance.

We eagerly await completion and fitout of the Narrandera Shire Destination and Discovery Hub which is planned to be opened early 2023. This new centre will replace the now demolished Visitor Information Centre, creating a destination for visitors and encouraging them to stay and discover our natural features, our culture, our koalas, our art and our heritage features.

I would like to take this opportunity to thank the Mayor, Councillors both past and present for their leadership during the reporting year, and to also thank the employees for their loyalty, efforts and achievements across the year.

George Cowan
General Manager



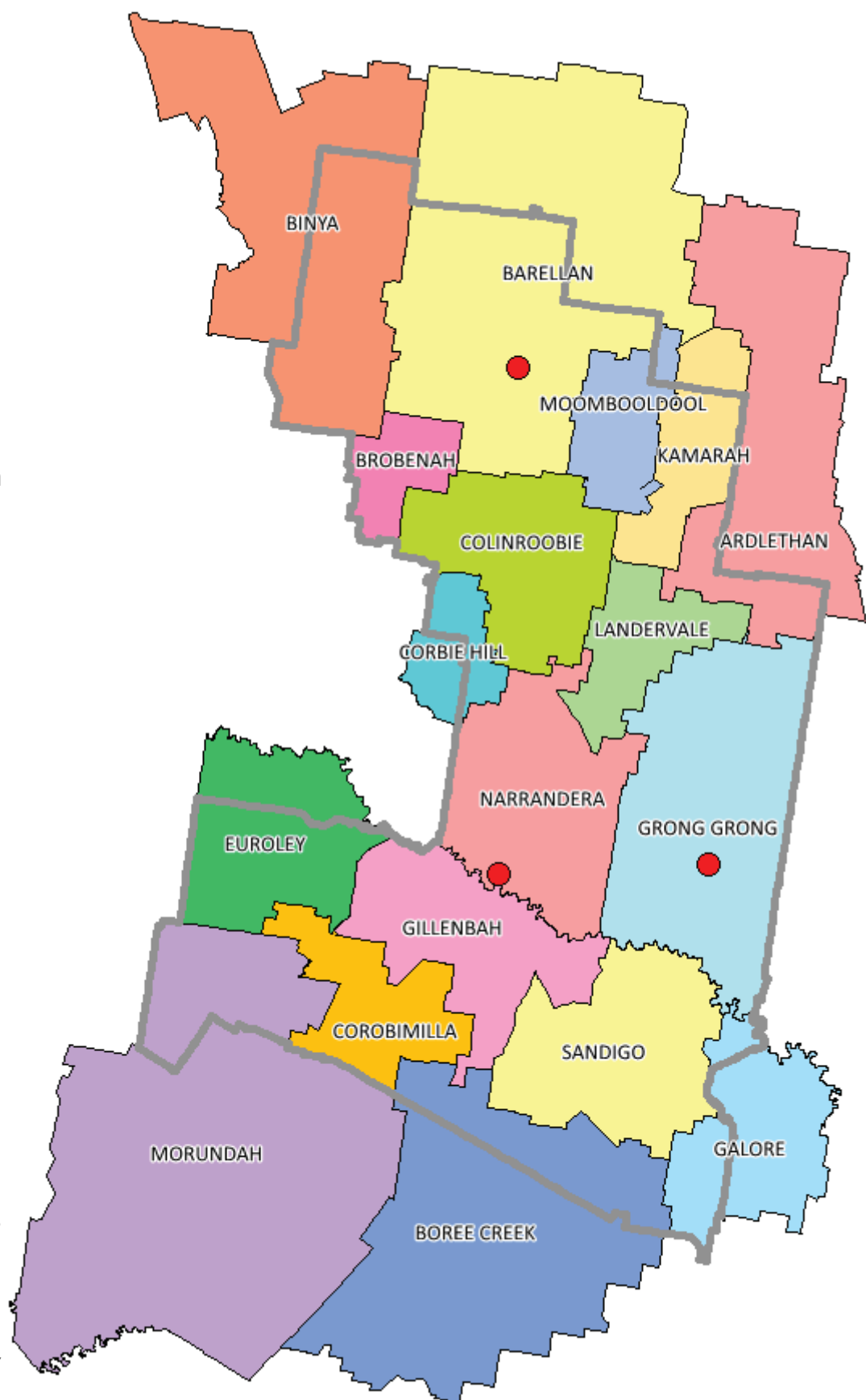
Narrandera Shire area

The Shire has an area of 4,117 square kilometres and provides for a population of 5,698 persons*. The principal centres of population are Narrandera, Barellan and Grong Grong.

Narrandera Shire Council manages a broad range of general community services including Narrandera Community Transport, Narrandera-Leeton Airport, Narrandera Shire Library, Narrandera Visitor Information Centre, Narrandera Arts and Community Centre, as well as recreational facilities such as Narrandera's Lake Talbot Water Park and the Barellan War Memorial Swimming Pool.

Council controls amenities and services such as sporting fields, waste management and recycling services across the Shire, essential water supply and sewerage infrastructure for the town of Narrandera.

Council is also responsible for a number of environmental and public health services, like planning and development services, companion animals' control, and managing infrastructure including roads, bridges, cemeteries, open space parks and gardens, public amenities, skate park and picnic areas.



(* source 2021 Census data supplied by the Australian Bureau of Statistics – 2021 Census All Persons QuickStats viewed 31 August, 2022
<https://abs.gov.au/census/find-census-data/quickstats/2021/LGA15800>)

2016 - 2021

End of Term Report

For the reporting year where an ordinary election of Councillors is held, the annual report must also contain details of the outgoing Council's achievements in implementing the community strategic plan. The achievements of the Councillors elected 20 September 2016 to 3 December 2021 are extensive and reported to the community through End of Term Report 2016-2021 which can be viewed online.

Council

Meetings

Council meetings are held on the third Tuesday of the month commencing at 2:00pm, with any approved public presentations made to Council from 1:30pm. The December meeting is traditionally brought forward to the second Wednesday of the month and there is often no meeting in the month of January. Council's website and social media channels confirm meeting details and any changes of date for the community.

Community members are encouraged to attend public meetings of the Council and livestreaming of Council meetings is available through Council's website and Facebook page.

Council conducts most of its business in an open forum. Exceptions are those matters deemed confidential in accordance with Section 10A of the Local Government Act, 1993, such as personnel matters, the personal hardship of any resident or ratepayer, commercial information of a confidential nature or alleged contravention of any code of conduct.

Our community Strategic Plan vision

‘To preserve and enhance the lifestyle of our communities by encouraging, promoting and facilitating the sustainable development of the Shire.’

Our vision

Achieving Together

Our values

Ethical

Transparent and equitable in all our actions

Caring

Helpful, supportive and thoughtful towards each other and our community

Loyalty

Pride in our work and our organisation

Accountability

Responsible for our actions

Integrity

Trustworthy, honest and consistent

Respect

For each other and the role we play

Safety

To work safely to protect ourselves and the public.

Section 1

The Reporting

OVERVIEW

In 2009 a new planning and reporting framework for NSW Local Government was introduced. These reforms replaced the former Management Plan and Social Plan with an integrated reporting framework. For the 2021-2022 reporting year, Council either retained or amended the following strategic documents:

- Community Strategic Plan - long term 2017-2030
- Delivery Program - four year term
- Operating Plan - one year term (annually)
- Resourcing Strategy (including a Long Term Financial Plan, an Asset Management Strategy, and a Workforce Plan)

One of the first tasks of the new Council elected 4 December 2021 was to both support and have input into the development of a new Community Strategic Plan and other documents which were subsequently adopted in June 2022. The new Community Strategic Plan titled 'Our Narrandera Shire 2034' and other supporting plans such as 'Our Disability Inclusion Action Plan 2022-2026' can be found on Council's website or by selecting the following link – Council Plans. These strategic documents were developed from an extensive community consultation process which included face-to-face sessions with a facilitator and QR coded surveys.

To achieve our vision, Council aligns programs and services with the key themes and directions and gauges success through the achievement of actions and measures reported on every six months.

The Narrandera Shire Council Community Strategic Plan was developed to continue to build strong partnerships within our community as well as to celebrate what we have achieved. Our community and partners have been instrumental in helping to identify the strategic priorities, which are demonstrated in our five themes.

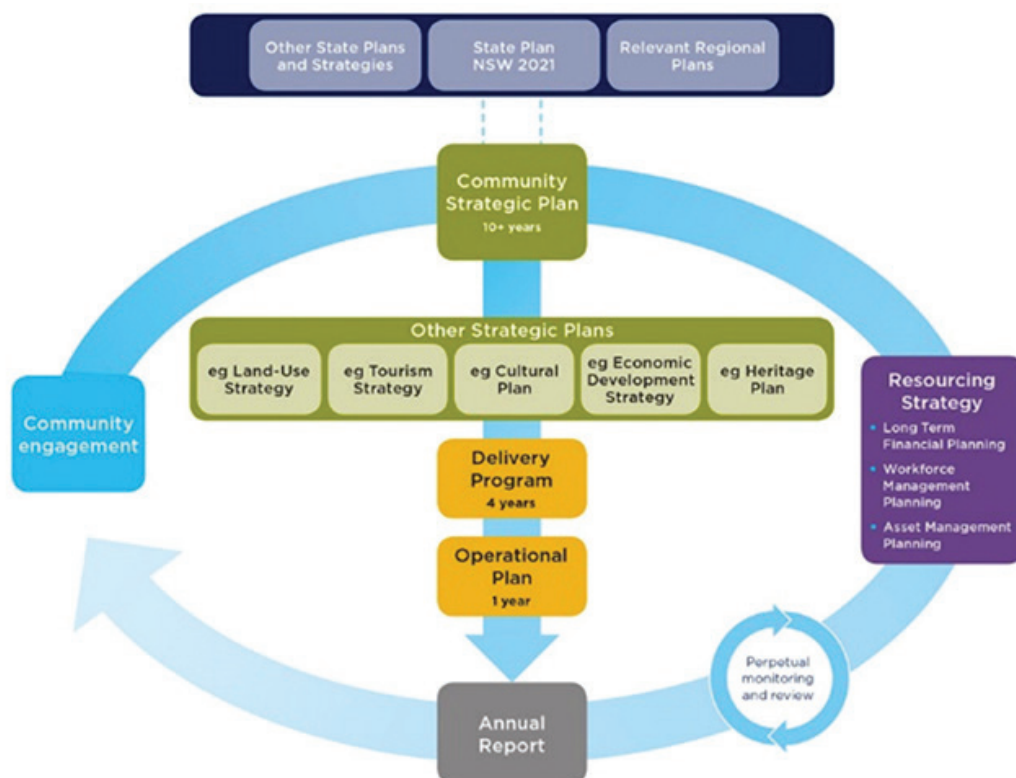
1 Our Civic Leadership

2 Our Community

3 Our Economy

4 Our Infrastructure

5 Our Environment



Local Government in New South Wales is governed primarily by the Local Government Act 1993, and the Local Government (General) Regulation 2021, however there are many additional statutes that Council must also observe. A particular area where Council has taken a proactive approach over many years to ensure good governance is the establishment of an Audit, Risk and Improvement Committee. The Annual Report from the Committee for the 2021-2022 reporting year is provided below and prepared by the Chairperson, Mr John Batchelor:

AUDIT, RISK & IMPROVEMENT COMMITTEE REPORT – YEAR ENDED 30 JUNE 2022

Introduction

This report is made in accordance with clause 7 of the Audit, Risk and Improvement Committee's Charter and covers the financial year ended 30 June 2022.

The Committee has a key role in the governance framework of Council by providing Council with independent oversight, objective assurance and monitoring of Council's audit processes, internal controls, external reporting, risk management activities, compliance with Council's policies and procedures, and performance improvement activities.

Background

The Committee was formed in 2014 as part of Council's governance structure following the issue of guidelines by the Office Local Government in 2010. The Committee operates under a revised Charter adopted by Council on 17 September 2019 with the objectives of the Committee supported by obligations under Section 428A of the Local Government Act, 1993 for keeping under review the following aspects of Council's operations

- Compliance
- Risk management
- Fraud control
- Financial management
- Governance
- Implementation of the strategic plan, delivery program and strategies
- Service reviews
- Collection of performance measurement data by the Council, and
- Any other matters prescribed by the regulations.

Also under this Section, the Committee is also to provide information to Council for the purpose of improving the Council's performance of its functions.

The Committee met on the following dates

- 7 July 2021
- 3 September 2021
- 3 December 2021
- 6 April 2022, and
- An extraordinary meeting was held on 4 August 2021 to consider the draft Financial Statements.

Attendances at meetings have included by Zoom where appropriate.

Membership

The Committee comprised the following membership during the reporting period:

<u>Voting Independent External Members</u>	Meetings Attended
John Batchelor (Chairperson) - from 3 March 2021	5
Gayle Murphy	5
Cameron Lander	4

<u>Voting Council Representative *</u>	Meetings Attended
Cr Narelle Payne	4
Cr Cameron Lander	1

Non-Voting Attendees

George Cowan - General Manager	5
Martin Hiscox - Deputy GM Corporate & Community	5
Craig Taylor - Governance and Engagement Manager	5
Bec Best – Finance Manager	2
Melissa Gilmour - Secretariat Support	4
Amanda Collins – Secretariat Support	1

Note*: At the 4 December 2021 General Council election, Cr Payne was re-elected for a further term with Cr Lander elected for a first term. Cr Lander was appointed as the Council representative to the Audit, Risk and Improvement Committee at the 18 January 2022 meeting of Council.

Representatives from the NSW Audit Office also Councils external auditors are invited to the ordinary meetings and attended using Zoom technology.

Mr Phil Swaffield from the National Audits Group is also invited to the ordinary meetings and attends in person where possible, otherwise attendance is by using Zoom technology.

Internal Audit Program

The National Audits Group continues to provide Internal Audit services and will continue in this role until 30 September 2023.

During 2021-2022 the following Internal Audit reports were received by the Committee:

- Budget Process.

As at 30 June 2022 the following Internal Audit reports were in draft format:

- Contracts and Contractor Management
- Following up of Previous Audit Recommendations
- Building Maintenance

For 2022-2023 the following Internal Audit workplan was set and the following reports are sought:

- Fleet/Plant Management
- Managing Grant Funding Applications and Acquittals
- Work Health and Safety Framework
- Succession Planning/Attraction and Retention of staff

The Committee acknowledges that the implementation of recommendations requires the commitment of significant resources, particularly at senior officer level. The Committee will continue to take an active role in the scoping of internal audit assignments with a view to more precise targeting of assignments to specific areas of risk. It is anticipated that this will reduce the range and number of recommendations that require the attention of senior staff.

The Committee has continued to monitor management actions in relation to issues raised in previous Internal Audit Reports.

In addition to the above it is also recognised by the Committee that management:

- Issues reminders to key staff in relation to the importance of identifying risks and then recording options to deal with these risks to ensure that they are within acceptable risk parameters,
- Monitors identified risks and reports any significant incidents or near misses to the Committee,
- Develops and reviews key strategic documents such as the Strategic Internal Audit Plan in consultation with the Committee and the internal auditor. This annual review allows the Committee or internal auditor to identify emerging risks and the opportunity to assess current controls.
- Makes presentations to the Committee on any key documents issued by external authorities such as the Audit Office NSW findings on procurement within local government identifying areas of concern and how Narrandera Shire Council adapted processes and/or procedures to reduce risks in these areas.

Annual Financial Statements and External Audit

At the meeting held 4 August 2021, the Committee reviewed the draft Annual Financial Statements for the year ended 30 June 2021. The Committee reported to Council that it knew of no matter that would prevent Council from executing the certificates required by section 413 of the Local Government Act, 1993.

The Committee also congratulated Council's finance team and staff involved in being the first Council to submit their Annual Financial Statements for the year ended 30 June 2021.

The Committee has also reviewed all correspondence from the external auditor in relation to the external audit and has not identified any specific matter to which it wishes to draw the attention of Council. The major items of correspondence were:

- Audit Reports 2021
- Final Management letter 2021
- Engagement Closing Report 2021
- Annual Engagement Plan 2022.

Approach of the Committee

The Committee takes what may broadly be described as a 'risk management' approach which includes

- Monitoring the risk exposure of Council
- Reviewing the level of resources allocated to internal audit and the scope of its authority
- Reviewing the scope of internal audit plans and the effectiveness of the function
- Reviewing reports of internal audit and the extent to which Council and Management react to matters raised by internal audit
- Facilitating liaison between the internal and external auditor to promote compatibility, to the extent appropriate, between their audit programs
- Critically analysing and following up on any internal or external audit report that raises significant issues relating to risk management, internal control, financial reporting and other accountability or governance issues raised
- Identifying and referring specific projects or investigations deemed necessary through the General Manager, internal auditor, and the Council as appropriate,
- Addressing issues brought to the attention of the Committee that are within the parameters of its Charter
- Considering and recommending any changes to the Committee's Charter and the Internal Audit Charter.

Other Committee Operations

One of the biggest issues of the reporting year was how the Committee and Council would deal with the proposed guidelines issued by the Office of Local Government for the future management of Audit, Risk and Improvement Committees. Both Council and the Committee made a submission with the submission from the Committee below:

Dear Sir/- Madam,

Submission - Risk Management and Internal Audit for local councils in NSW

As Chairperson of Narrandera Shire Council's Audit Risk and Improvement Committee (ARIC), I wish to make the following comments in relation to the abovementioned draft guidelines.

Background

Narrandera Shire Council (NSC) has had a focus on the area of internal audit and risk management for almost 10 years and has an established ARIC that has been functioning very well during this time.

The composition of the NSC ARIC meets all existing requirements in terms of membership, has a very good balance of skills and knowledge, has an appointed Internal Auditor, and the ARIC has developed a good working relationship with Council. A key factor in developing this working relationship is local knowledge of the matters and issues most affecting, and impacting on Council.

The biggest issues are in the areas of service provision, and how to maintain satisfactory levels for Council's communities in the face of increasing financial and resourcing pressures.

A four (4) year rolling internal audit programme is in place and the ARIC provides very relevant feedback and comments from reports presented by the Internal Auditor. Council's senior staff and managers are already under pressure to respond to, and enact recommendations coming from reports by the Internal Auditor.

Comments

Following a review of the draft guidelines I make the following comments -

- Narrandera cannot afford the financial costs, or additional requirements set out in the guidelines when it has a perfectly workable ARIC model already operating. In Narrandera's case introduction of the guidelines will impose an estimated additional \$25k on the cost of funding internal audit and risk management. Current budget for 2021/22 is \$56k - these guidelines if introduced will increase council costs by an estimated whopping 45%. This would be the case for many rural based council areas.
- The NSC ARIC does not support the requirement for Chairpersons to be prequalified under the NSW Government prequalification scheme. Such an arrangement may

work for metro based Councils but is considered a costly and unnecessary burden to place on rural based councils. Rural based councils have other options including through their affiliated JO if finding a well credentialed chairperson is found to be difficult.

- It is noted that the guidelines have the ARICs reviewing all matters listed in s428A of the Local Government Act over the Council term rather than annually. Section 428A lists all areas of responsibilities of ARICs and I believe that its role is to report on those listed matters to Council, not on the performance of the Council itself. I don't believe the latter is the role of an ARIC.
- The role of an ARIC should be to review processes that may improve council operations, lessen risks financially, physically and administratively, and to provide an overview in terms of assurance. As such this then helps form an ongoing internal audit programme.
- The guidelines will mean an increase in the reporting requirements such as –
 - Development of a strategic plan
 - Development of an annual workplan
 - Providing quarterly updates to Council and the General Manager
 - Providing a strategic assessment and action plans every 4 years in accordance with the Council term
 - Providing an annual attestation statement for inclusion within the Council Annual Report

Summary

The proposed guidelines will be costly to implement both financially and through staff resourcing, and will offer little to no benefit to those Councils that have in place at present a very workable ARIC arrangement as is the case with Narrandera.

I am sure that if you asked the residents of Narrandera Shire if they would like to spend an additional and unnecessary \$25k on the administration of its internal audit function the answer would be a resounding No.

Yours faithfully



John Batchelor

Chairperson

Narrandera Shire Council ARIC

The Office of Local Government issued a Circular on 20 July 2022 advising that in agreement with NSW Treasury the NSW Government's Prequalification Scheme for Audit, Risk and Improvement Committees will not be suitable for use by Councils or Joint Organisations – new guidelines are currently pending.

Recognition of Long Serving Member – Cr Payne

In 2011 Council advertised for community members to join the newly established Internal Audit Committee, Cr Payne submitted an expression of interest which was endorsed by Council on 21 June 2011. The first meeting of the Internal Audit Committee was held 8 November 2011.

In 2013 a review of the Internal Audit Committee created a new focus for the Committee to become the Audit, Risk and Improvement Committee, again Cr Payne was endorsed by Council to continue as a community member.

Cr Payne was elected to Council in September 2016 and was endorsed as one of two Council delegates to the Committee – Cr Payne did not seek reappointment to the Committee following the December 2021 election.

For over a decade Cr Payne has shown great commitment to the functions of the Committee with Cr Payne providing valuable feedback on many matters including the annual financial audits, the monitoring of recommendations and actions also the scheduling of internal audits and the findings report.

In recent times, Cr Payne was part of the assessment and selection of the current Internal Auditor, the National Audits Group – Cr Payne applied due diligence in assessing each application and making a recommendation to Council.

Thank you, Narelle, for your dedication to this Committee.

Staff

The Committee wishes to formally record its appreciation for the assistance it has received from the General Manager, George Cowan, Deputy General Manager Corporate and Community, Martin Hiscox, Governance and Engagement Manager, Craig Taylor, Finance Manager, Bec Best and the secretarial support provided by Melissa Gilmour and Amanda Collins.

Conclusion

Council's Audit, Risk and Improvement Committee continues to operate effectively and will continue to monitor issues raised both in the External Audit Reports and the Internal Audit Reports and where necessary will highlight issues for the consideration of Council.

John Batchelor
Chairperson
Narrandera Shire Council Audit Risk and Improvement Committee
7 September 2022

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

Access to Council Records

The focus of Government Information (Public Access) Act 2009 (GIPA) is to maintain and advance a system of responsible and representative democratic government that is open, accountable, fair and effective. The GIPA requires Council to proactively release information where possible, providing there is no over-riding public interest against disclosure. The GIPA establishes four ways that the community can access Council information being Mandatory Disclosure, Informal Release, Formal Access and Proactive Release. Council continues to work toward providing as much open access information as it can to the community through its website and other mediums.

Disclosure Log

The following disclosure log records information that has been released in response to a formal access application and which may be of interest to other members of the public (unless the applicant objects to its recording). The complete 2021-2022 GIPA Annual Report was submitted to the Information and Privacy Commission of NSW on 31 August 2022 and has also been attached to this annual report in

Public Interest Disclosures Act 1994

Reference	Date of Decision	Topic/Information Requested	Information Released
GIPA-22-1	17 March 2022	Sought information specific to stormwater management for Narrandera township, inclusive of the CBD.	Available information provided.
GIPA-22-5	9 March 2022	Sought permission to inspect the property file for Lot 1 DP 621225.	Available information provided with the floorplan of the residential areas of the property obscured from view by the applicant.

Council is required to report annually on its obligations under the Public Interest Disclosures Act 1994 (PID Act).

This is where a disclosure can be made by members of an organisation of illegal, immoral, or illegitimate practices under the control of their employers to persons or organisations that may be able to initiate remedial action.

The report must be in accordance with the requirements of Section 31 of the PID Act and Clause 4 of the Public Interest Disclosures Regulation 2011 (PID Regulation).

For the reporting period there were **no** disclosures received.

The complete 2021-2022 PID Annual Report was submitted to the Office of the NSW Ombudsman on 28 September 2022 and has also been attached to this annual report in Section 2 Appendix B.

Privacy and Personal Information Protection Act 1998

Council has adopted the Model Privacy Management Plan as provided to Council by the Office of Local Government without amendment. There were no privacy complaints received during the reporting period.

Mayoral and Councillor Financial Provisions

Council's policy Councillor Expenses and Facilities Policy. is available for viewing from Council's website and details the expenses provided for elected members available to Councillors. This policy was reviewed and adopted by Council on 5 January 2022 in accordance with the Local Government Act 1993.

Payments made during the 2021-2022 relating to the Mayor and Councillors totalled \$136,229 and comprise the following:

Expense Item	Amount
Mayoral allowance	\$ 24,805
Councillor fees	\$ 93,006
Councillor travelling costs – Councillors	\$ 2,912
Councillor attendance at LGNSW conference	\$ 2,480
Councillor professional development	\$ 8,402
iPad and other technology	\$ 1,804
Telecommunication costs	\$ 2,160
Value of telephone calls made by the <u>Mayor</u> or reimbursed to Councillors	\$ 660
Interstate visits by Councillors	\$ NIL
Overseas visits by Councillors	\$ NIL
Expenses of any spouse or partner of a Councillor	\$ NIL
Expenses for childcare or immediate family care	\$ NIL

For the reporting year, the following Councillors undertook professional development either through personal studies or other delivery methods:

Councillor	Amount
All Councillors – Local Government NSW Councillor Workshop	\$ 2,744

MAYORAL AND COUNCILLOR EQUIPMENT AND FACILITIES

Commitment to Participation, Equity and Access

Narrandera Shire Council encourages all members of the community to be involved in Local Government, in particular to nominate for election to Council. An elevator from the ground floor to the first floor of Council's Administration Centre is available for any person living with a disability, also a microphone and sound system, a large screen monitor, as well as a hearing aid loop has been installed to support people with a hearing impairment.

Council is committed to providing transportation or other reasonable facilities to assist people with disabilities who are involved in civic duties as an elected member.

Use of Equipment and Facilities

Council's policy Councillor Expenses and Facilities Policy. is available for viewing from Council's website and details the expenses provided for elected members available to Councillors.

Return of Equipment and Facilities

Councillors are to return to the General Manager any Council-owned and provided equipment following completion of their term in office or prior to commencing a period of extended leave of absence or at the cessation of their civic duties.

Use of Equipment and Facilities by the Mayor

Appropriate administrative support is provided to the Mayor to carry out the duties of the Office, including a fully furnished Mayoral Office for Council business and a ceremonial chain. The administrative support cost for the Mayor is estimated to be \$13,977 per year (based on a single support employee for an average of one hour per day multiplied by 250 workdays).

Appropriate stationery such as pens, paper, diary and other appropriate items are provided to assist the Mayor in the performance of the day to day duties at a cost of approximating \$250. The Mayor is provided with a mobile telephone for Council use only which is capped at a monthly limit of \$150.

Appropriate refreshments and beverages are provided as required by the Mayor for hospitality purposes.

OTHER ENTITIES THAT CAN EXERCISE SOME FUNCTIONS OF THE COUNCIL

Section 355 Committees

Section 355 of the Local Government Act 1993 allows Council to delegate some of its functions to an approved Committee. Council uses this delegation in several key areas and appoints community-spirited people to manage a few facilities or functions through the committee structure.

Community involvement in managing community facilities provides better outcomes for residents, engaging and promoting inclusiveness and providing the opportunity for individuals to participate in local community life.

The revitalised Section 355 Committee structure was adopted by Council in September 2018 and was again endorsed by the new Council in January 2022.

The following are Committees that operate under the Local Government Act 1993 and have delegated functions:

- Audit, Risk and Improvement Committee
- Narrandera-Leeton Shire Council's Joint Airport Management Committee
- Parkside Cottage Museum Committee

The following 2021-2022 Advisory Groups did not have delegated functions, but assisted Council in its decision making:

- Arts and Cultural Advisory Committee
- Australia Day Planning Advisory Committee
- Bettering Barellan Advisory Committee
- Grong Grong Community Advisory Committee
- Koala Regeneration Advisory Committee
- Lake Talbot Environs Advisory Committee
- Narrandera Domestic Advisory Committee
- Narrandera Railway Station Management Advisory Committee
- Narrandera Stadium Advisory Committee
- Parks and Gardens Advisory Committee
- Sports Facilities Advisory Committee

Partnerships, Co-Operatives and Joint Ventures

Partnerships, co-operatives or other joint ventures to which Council was a party in 2021-2022 included:

- MIA Rural Fire Zone Service Agreement
- Riverina and Murray Joint Organisation (RAMJO)
- Western Riverina Arts
- Western Riverina Libraries

Fit for the Future

The Fit for the Future (FFTF) process continued with Council remaining committed to benchmarking strongly against the ratios. The Community Strategic Plan 2017-2030 and supporting documents, such as the Long-Term Financial Plan, the Delivery Program and Resourcing Strategy, are aligned to reflect the actions and strategies to achieve the objectives of the improvement proposal.

One of the outcomes of the FFTF process was creation of a network of joint organisations across the

regional areas of the State to help deliver better planning, economic development and service delivery. Narrandera Shire Council is an active member of the Riverina and Murray Joint Organisation (RAMJO) comprising the City of Albury, Berrigan Shire Council, Carrathool Shire Council, Edward River Council, Federation Council, City of Griffith, Hay Shire Council, Leeton Shire Council, Murray River Council and Murrumbidgee Council.

The audited financial statements for the year ending 30 June 2022 show that Council mostly meets or exceeds the benchmarks established by New South Wales Treasury Corporation (TCorp).

The following graphs have been extracted from the Narrandera Shire Council audited financial statements for the year ending 30 June 2022 which are attached to this document in full within Section 2 Annexure C.

1. Operating performance ratio



Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2021/22 result

2021/22 ratio 0.28%

Council's operating performance is slightly above the benchmark. Additional expenses were incurred for flood and storm damage as well as depreciation expenses resulting from the construction of new assets.

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2021/22 result

2021/22 ratio 46.51%

Own source revenue has again been impacted by additional grant funding for Local Roads and Community Infrastructure (Covid-19 economic stimulus), Stronger Country Communities, Fixing Local Roads, Fixing Country Bridges and Regional Airport program.

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2021/22 result

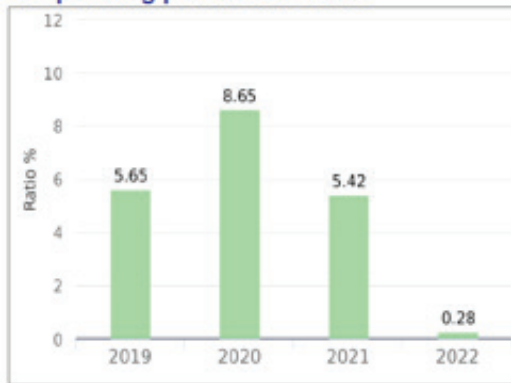
2021/22 ratio 5.99x

Council's ratio remains well above the benchmark with more than adequate funds to satisfy its short term obligations.

Ratio achieves benchmark

Ratio is outside benchmark

1. Operating performance ratio



Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2021/22 result

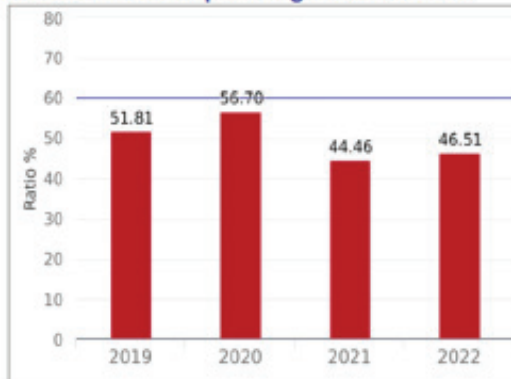
2021/22 ratio 0.28%

Council's operating performance is slightly above the benchmark. Additional expenses were incurred for flood and storm damage as well as depreciation expenses resulting from the construction of new assets.

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Purpose of own source operating revenue ratio

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Commentary on 2021/22 result

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Own source revenue has again been impacted by additional grant funding for Local Roads and Community Infrastructure (Covid-19 economic stimulus), Stronger Country Communities, Fixing Local Roads, Fixing Country Bridges and Regional Airport program.

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Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2021/22 result

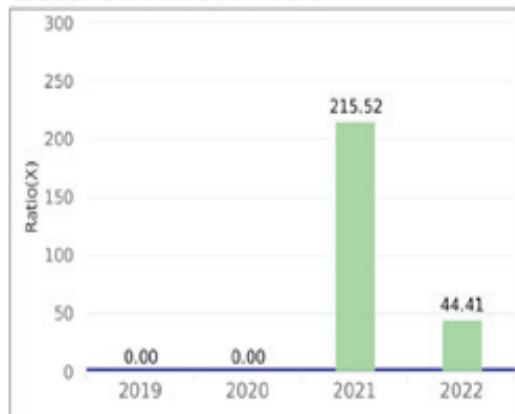
2021/22 ratio 5.99x

Council's ratio remains well above the benchmark with more than adequate funds to satisfy its short term obligations.

Ratio achieves benchmark

Ratio is outside benchmark

4. Debt service cover ratio



Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2021/22 result

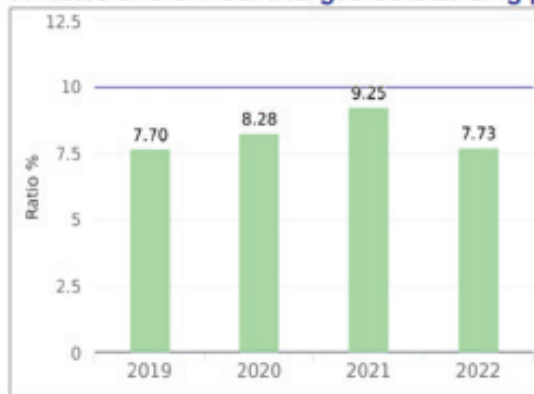
2021/22 ratio 44.41x

Council currently has two external loans with the uptake of the Barellan sewer loan in 2022 and Lake Talbot pool in 2021. Internal loans exist from the Water fund to the General fund \$201,000

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2021/22 result

2021/22 ratio 7.73%

Council's outstanding rates have improved considerably and are at a satisfactory level having been achieved through a fair debt recovery program.

Benchmark: — < 10.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2021/22 result

2021/22 ratio 18.40 mths

Council has more than adequate cash to meet ongoing expenses for over 18 months without requiring additional cash inflows.

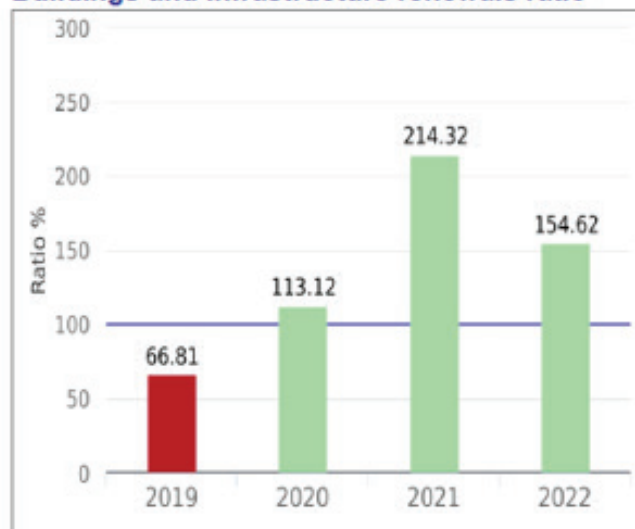
Benchmark: — > 3.00mths

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

Buildings and infrastructure renewals ratio



Buildings and infrastructure renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Commentary on result

21/22 ratio 154.62%

At 30 June 2022 Council has a significant amount of renewal projects listed as work in progress

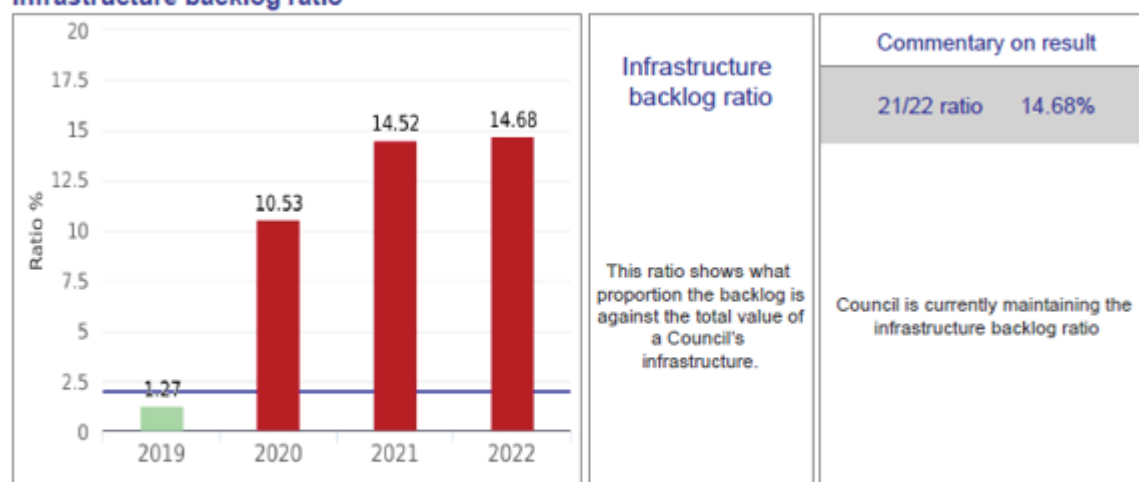
Benchmark: — >= 100.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

Infrastructure backlog ratio



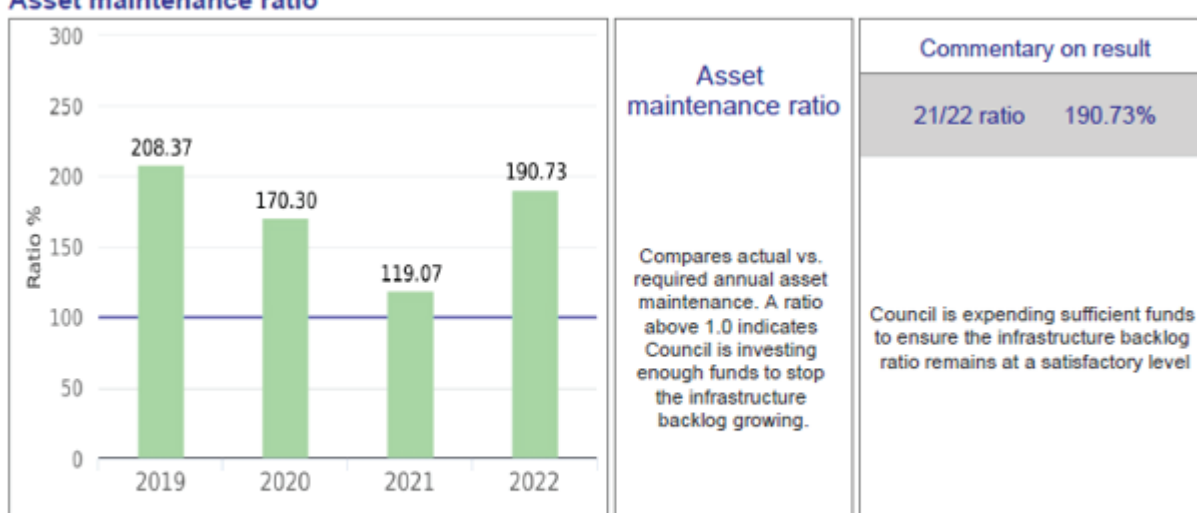
Benchmark: — < 2.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

Asset maintenance ratio



Benchmark: — > 100.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

COMMUNITY STRATEGIC PLAN

Council adopted its Community Strategic Plan 2017-2030 and Delivery Program 2017-2021 (incorporating the Operational Plan) in June 2016, with a revised Delivery Program and Operational Plan adopted in 2017. These documents were developed following extensive community consultation on what the community and Council determined were the priorities for the Shire. The priorities are contained within one or more of the five themes within the Plan and have identified actions and measurable targets that need to be delivered.

During 2021-2022, Council again initiated extensive consultation with the community to develop the latest Community Strategic Plan titled – 'Our Narrandera Shire 2034' and a number of other supporting key documents. The latest strategic documents are available for viewing on Council's website www.narrandera.nsw.gov.au or by selecting the following link Council Plans.

A major element of Integrated Planning is that Council must report to the community on actions and progress to date of the elements within the Delivery Program. Narrandera Shire Council reports on these achievements every six months. These reports are also available for viewing or download from Council's website www.narrandera.nsw.gov.au or by selecting the following link Council Reporting.

Attached within Section 2 Appendix E are the 2021-2022 Delivery Program comments as at 30 June 2021.

COMPETITIVE NEUTRALITY

Council in 2021-2022 operated one Category 1 businesses and one Category 2 business.

Category 1 Business

- At 30 June 2022 Council operated one Category 1 business being the Narrandera Water Fund.
- Financial statements for these activities are included within Council's financial statements which form Appendix C to this report.
- The financial statement for Council's Category 1 business activity discloses National Competition Policy National Payments including corporate taxation equivalents, dividends paid and rate of return on capital.

Where there are concerns about Council not complying with competitive neutrality arrangements applying to the public sector, Council has a complaint handling mechanism to deal with these issues.

For the financial year 2021-2022 Council did not receive any complaints in relation to its Category 1 businesses.

Category 2 Business

- At 30 June 2022 Council operated one Category 2 business, being the Narrandera Sewer Fund. Financial statements for this activity are included within Council's financial statements which form Appendix C to this report.
- The financial statements for Council's Category 2 business activities disclose National Competition Policy National Payments including corporate taxation equivalents, dividends paid and rate of return on capital.

Where there are concerns about Council not complying with competitive neutrality arrangements applying to the public sector, Council has a complaint handling mechanism to deal with these issues. For the financial year 2021-2022 Council did not receive any complaints in relation to its Category 2 business.

RATES AND CHARGES

Abandonments

During the 2021-2022 reporting year, rates and charges totalling \$8,230.63 were abandoned due to a statutory requirement or the amount deemed as irrecoverable based on legal advice. Sundry debtor amounts totalling \$38,183.04 (exclusive of GST) were abandoned as irrecoverable.

Pensioner Rebates Granted and Subsidy Claimed

Pensioner rebates totalling \$209,824 were granted during 2021-2022. Of this amount \$115,403 was recovered through subsidies received from the NSW State Government.

FINANCIAL REPORTING

Council's audited financial reports for the year ending 30 June 2022 are attached as Appendix C.

STATEMENT OF COUNCIL'S PRINCIPAL ACTIVITIES

Following is a statement for each of Council's principal activities setting out:

- Revenue and expenses for 2021-2022
- Assets held by Council at 30 June 2022

B Financial Performance

B1 Functions or activities

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

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

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

DEBT RECOVERY

Legal Proceedings for the Recovery of Overdue Amounts

During 2021-2022 Council was involved in legal action for the recovery of overdue rates and charges in addition to overdue debtor accounts.

For the twelve months ending 30 June 2022, Council initiated the following action for recovery of outstanding:

Nature of Action	Amount excluding legal expenses	Legal Expenses	Result
Sundry Debtors 12 sundry debtor matters actioned during the reporting period.	\$22,322.37	\$9,459.80	Recovered \$6,894.10 Abandoned as irrecoverable \$0 Continuing Legal Action \$15,428.27
Rate/Water Debtors 123 matters actioned with Executive Collections for issues such as letters of demand, Statement of Liquidated Claim, Judgement, Summons of Examination, Writ, Warrant, and Garnishee.	\$541,402.12	\$43,438.80	Recovered \$215,225.45 Continuing legal action \$326,176.67
Sale of Land 8 matters actioned during 2021-2022 sale of land proceedings	\$19,132.49	\$36,206.01	Recovered \$19,129.19 Abandoned as irrecoverable \$1,496.42

Summary Of Legal Expenses

Activity Centre	Amount \$ (excl GST)
General advice, property matters, human resource matters	\$ 23,876
Debt recovery matters	\$ 89,105
Sale of industrial land	\$ 5,674
TOTAL	\$ 118,655

Contracts

During 2021-2022 there were eight contracts awarded by Council equal to or above \$150,000 being:

T 20-21-01	Supply of Modular Bridge Components awarded to InQuik Bridging Systems at a cost of	\$583,990.00
T 20-21-09	Cleaning of Council Buildings and Public Toilets awarded to Peopleworks Cleaning Services at a cost of	\$356,654.29
T 20-21-10	Provision of Security and Patrol Services awarded to Narrandera Security Services at a cost of	\$165,240.00
T 20-21-11	Lease for Management of the Lake Talbot Water Park awarded to Eskapold Logistics at a cost of	\$1,527,272.00
T 20-21-12	Waste & Recycling Kerbside Collections Contract awarded to Cleanaway Pty Ltd at an annual cost of	\$323,433.74
T 21-22-02	Construction of the Narrandera Destination & Discovery Hub awarded to Burton Constructions Pty Ltd at a cost of	\$2,593,660.00
T 22-22-03	Main Canal Pedestrian Bridge awarded to Nelmac Pty Ltd at a cost of	\$328,250.00
T 21-22-05	Replacement Jet Patcher awarded to Ausroad Systems Pty Ltd at a cost of	\$527,044.10

Controlling Interest in Companies

During the reporting period Council did not hold any controlling interests, either by itself or in conjunction with other Councils in any company.

Participating Interest in Companies or Other Entities

Council is a member of the Western Riverina Libraries (WRL) which is a collaborative of six local government areas to share resources and technical services. The WRL provides the Narrandera Shire Library with access to the greater regional library facility and allows access to the mobile library vehicle where clients in remote areas of the Shire or who are confined to their house are able to access public library facilities.

Council is a funding contributor to Western Riverina Arts (WRA) with the Community Development Manager a member of the Board. WRA is a not-for-profit organisation dedicated to supporting the development and promotion of the arts.

Council owns 10,000 shares in Narrandera District Investments Limited being the Narrandera Franchise of the Bendigo Bank.

Works On Private Land

Council undertook a number of works such as installing culverts, roadworks, mowing grass or removing excess vegetation on private land in 2021-2022 raising revenue of \$809,400.

Council policy about charging for these private rates is as follows:

Plant hire rates	Reviewed each year based on commercial rates, includes operator
Additional labour	Actual cost plus on costs and overheads
Stores and materials	Actual cost plus 25% for overheads

Section 67 of the Local Government Act 1993 provides that Council must not carry out work under this section if it is proposed to charge an amount less than the approved fee unless the proposed fee is made by resolution of the Council at an open meeting of Council before the work is carried out.

During the reporting year there were no Private Works undertaken at less than the rates set and therefore there are no Council resolutions required by Section 67 (2) (b) of the Act.

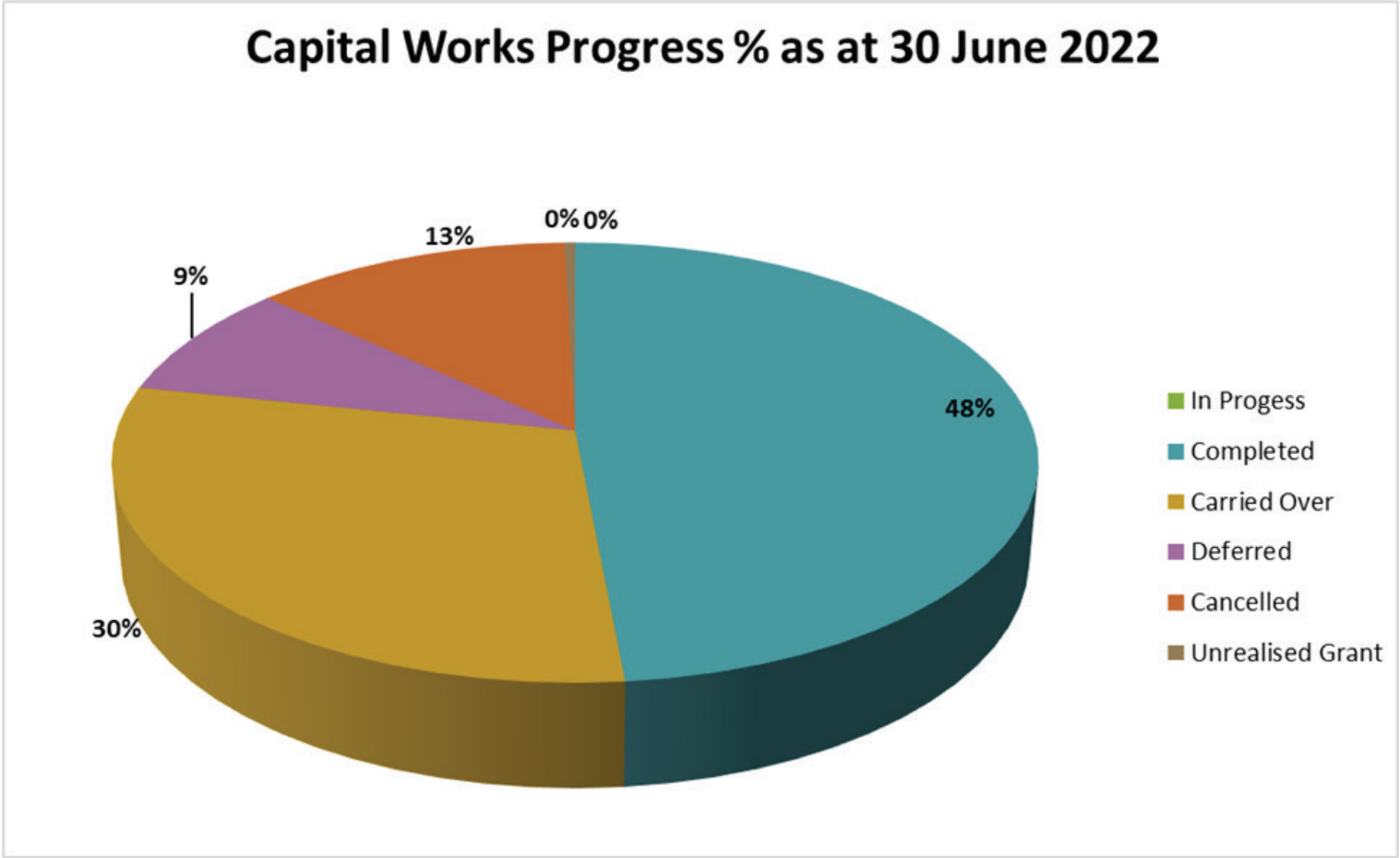
CAPITAL WORKS PROGRAM 2021-2022

For 2021-2022, Council adopted an original budget of \$14,991 Million for its capital works program. Amounts of \$11,051 Million was for identified for general capital works projects, \$1,135 Million was for identified water fund projects, \$2,805 Million was for identified sewer fund projects.

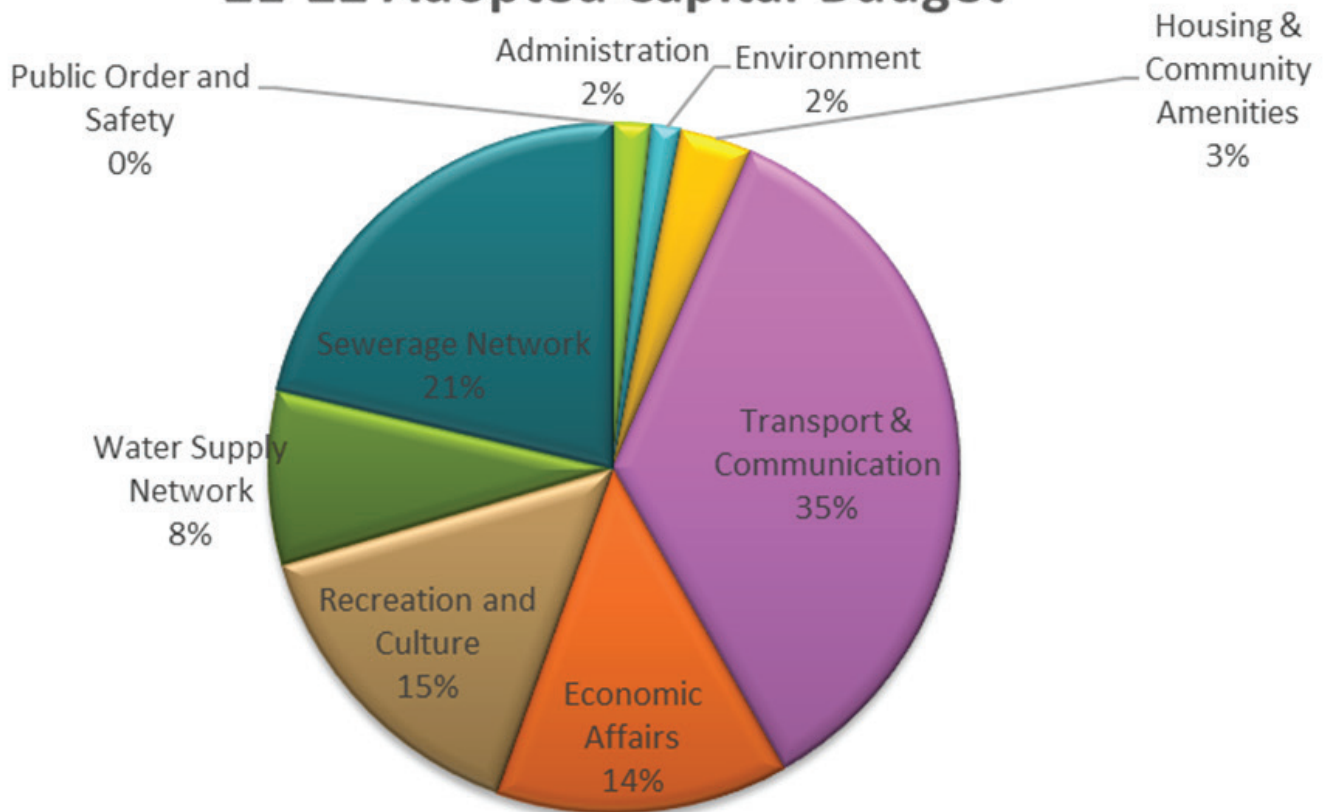
During the year, Council adopted carry over works and other items not originally in the budget to be added to the program leaving the total budget of the program to be \$24,930 Million.

As at 30 June 2022:

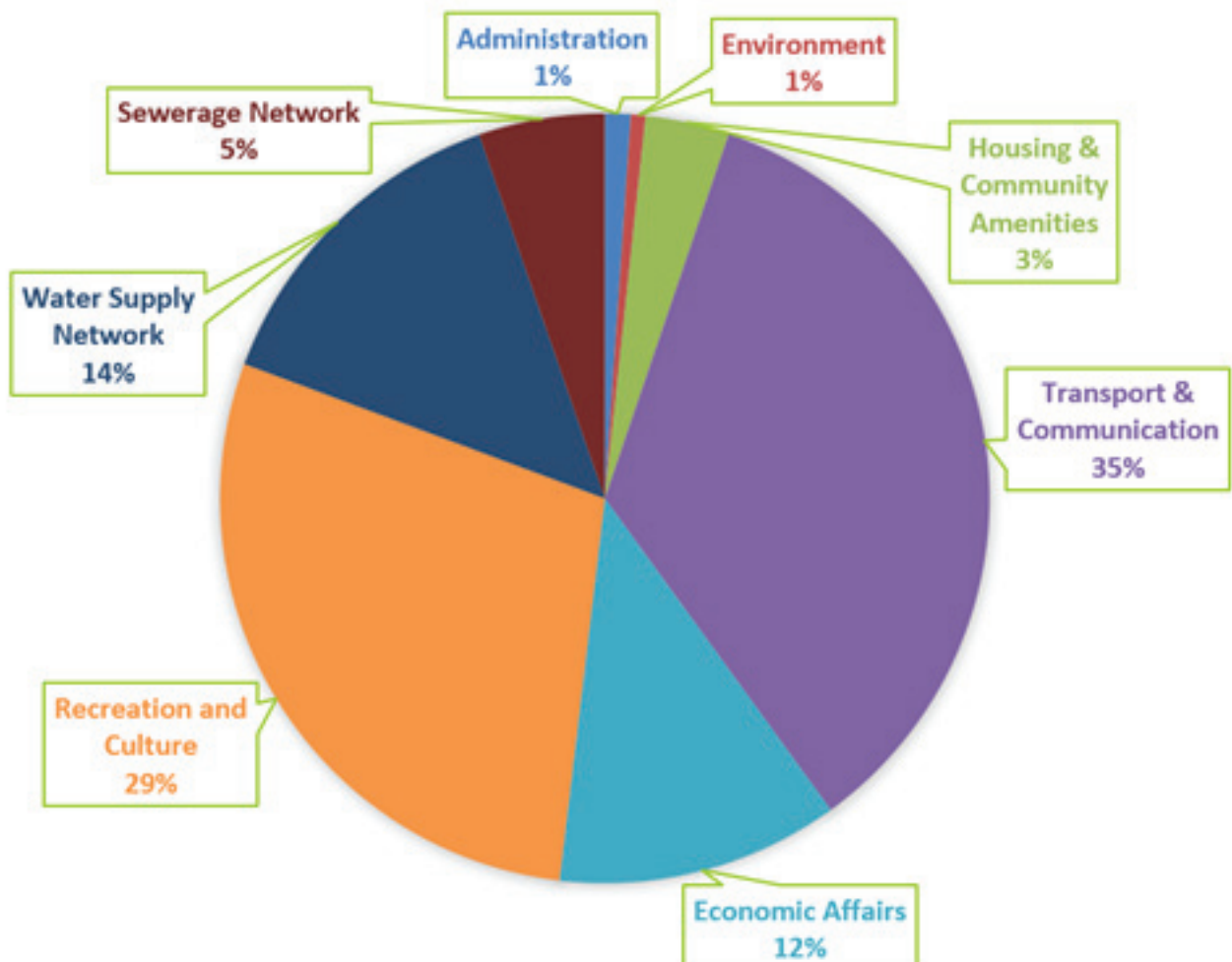
- 48% of the program was complete
- 13% were cancelled
- 30% was identified as being in progress and will be carry-over projects
- 9% of the program was deferred until a later date.



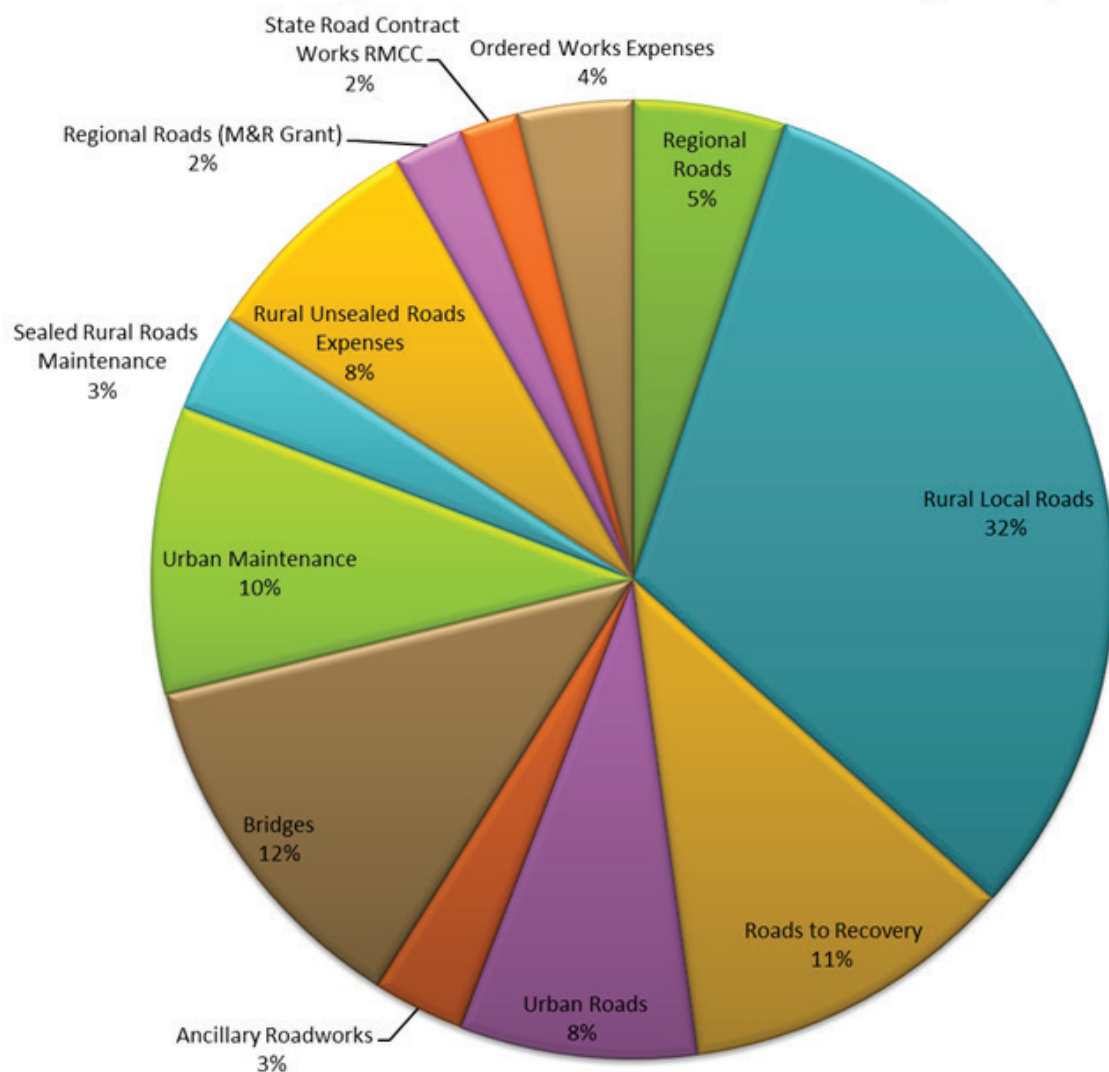
21-22 Adopted Capital Budget



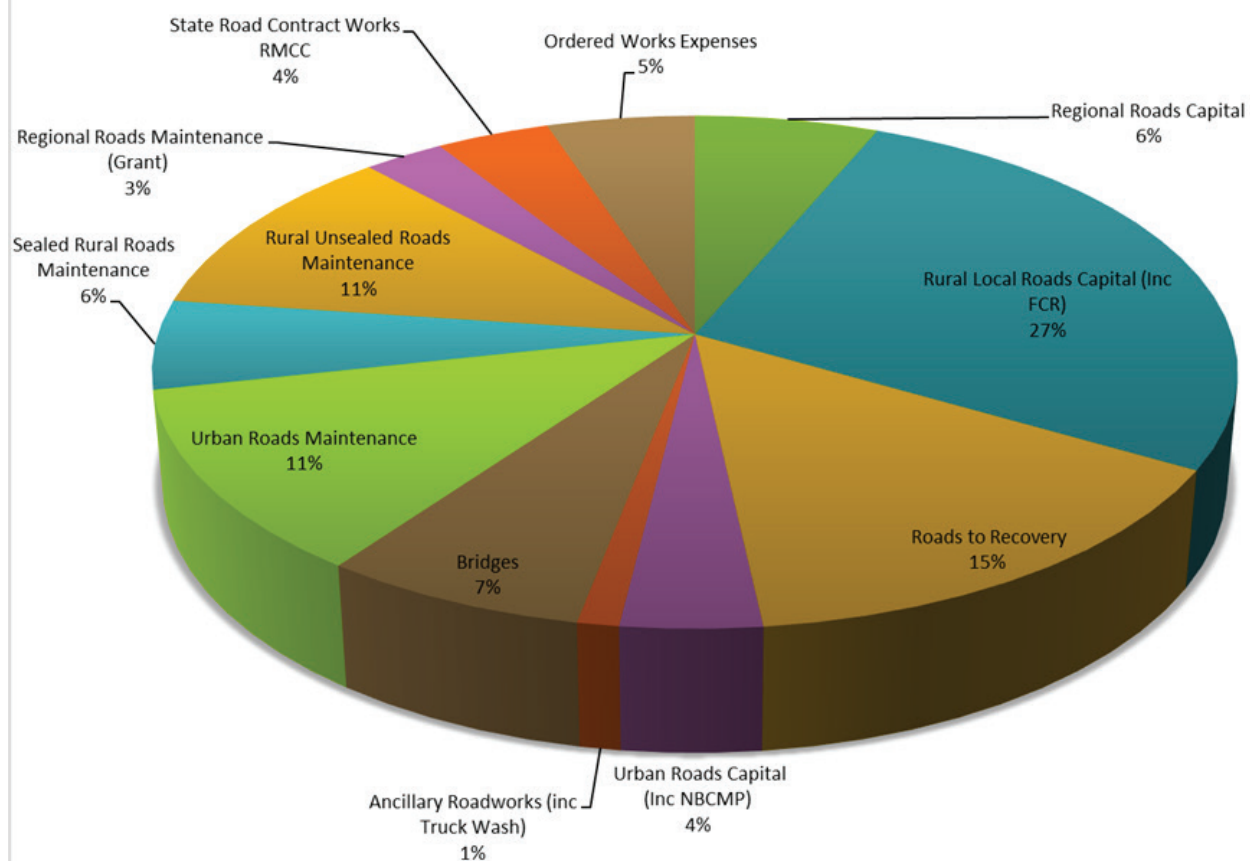
CAPITAL EXPENDITURE AS AT 30 JUNE 2022



% Total Roads Budget as at 30 June 2022 - 100% of year lapsed



% of Roads Expenditure as at 30 June 2022 - 100% of year lapsed



2 Our community

The 2021 Census information provided by the Australian Bureau of Statistics (ABS) details that there were 5,698 residents within Narrandera Shire. Of these persons, 50.49% were female and 49.51% were male.

Of the total Shire population, 12.68% identified as being of Aboriginal or Torres Strait Islander descent and 23.28% of the population aged 65+. Analysing the Shire workforce 2,475 persons were reported as being in the workforce, with 60.1% employed full-time, 26.9% employed part-time and 13% employed under other conditions.

YOUTH



The Narrandera Youth Advisory Council held regular monthly meetings to discuss important matters relating to the Youth of the Shire, including access to mental health services such as the Blue Tree Project initiative, development and implementation of the Youth Strategy, and the launch of the Youth Food Trailer. The Youth Advisory Council welcomed six new members and currently has 10 active Youth Councillors. At the Youth Mayoral elections, Cr Wesley Bamblett was elected Youth Mayor and Cr Madeline Fraser was elected Youth Deputy Mayor.

The Community Liaison Officer made several successful grant submissions to facilitate youth-led programs activities, including Youth Week Activities, Winter Break Funding, Boredom Buster Days, Resume and Cover Letter Creation Workshops, Pilates in the Park, Boxercise for Youth, and completion of the Creating Future Farmers program with welding workshops, White Card training and various farm ready workshops through Tocal College.

The Community Liaison Officer continues to work in partnership with the Narrandera High School to facilitate the girl's groups which meet each Wednesday and focusses on wellbeing programs for girls in years 7-10.

Assistance to Narrandera Little Connections Playgroup

Council continues to provide a building for use by the Narrandera Play Group to conduct its weekly activities. The premises are at the rear of the Emergency Operations Centre and the building is currently provided free of charge.

Assistance to Narrandera Pre-school On Dixon Park

Council is the owner of the land upon which the Narrandera Pre-School on Dixon Park is sited. The centre provides learning-based activities and social interaction for children prior to entering mainstream schools. The rental per year to occupy the site is a peppercorn amount.

Recreational Activities

Council continues to support where possible through the efforts of the Community Liaison Officer and the Community Support Manager who actively seek funding to hold events for the children of the Shire.

Playground Equipment

Council continues to replace and enhance play equipment at various locations across the Shire. The adventure playground located at Marie Bashir Park continues to be a much used and loved facility by locals and visitors alike.

Festivals/Street Parades and Competitions

Where possible to do so, children from all schools within the Shire are invited and encouraged to participate in various street festival parades and also participate in colouring in competitions, such as those run as part of the annual bike week.

Assistance With School And TAFE Awards

Council continues to financially sponsor scholastic and merit awards at annual school presentations across the Shire and, where possible, the Mayor or the General Manager represent Council.

ABORIGINAL COMMUNITY

Council continues to support the Aboriginal community through representation on relevant committees and administrative support for the interagency group. The Mayor, General Manager and Community Liaison Officer meet quarterly with the Aboriginal Elders Group to discuss matters of interest and concern within the community. These meetings give the Aboriginal community a platform to raise important issues such as employment and education with Council.

The Aboriginal Elders Liaison Committee held four formal meetings and several informal meetings to discuss matters of importance including the Wiradjuri Wall, NAIDOC Celebrations, the Water Tower Artwork and several other Council projects.

Council has implemented an Aboriginal careers initiative with the placement of two employees within Council's operations.

NAIDOC Week 2021 was unfortunately postponed due to COVID-19 restrictions. The Narrungdera NAIDOC Committee was formed and will be responsible for planning NAIDOC Events with assistance from the Community Liaison Officer. Planned events will provide an opportunity for the community to come together to celebrate Aboriginal culture and highlight the significance of the traditions within the Aboriginal culture.

Council worked closely with the Aboriginal community when creating the Narrandera Shire Council Cultural Plan to ensure that the plan represented the local Aboriginal community accurately.

NARRUNGDERA EARTHFEST

In May 2022 Council held the Narrungdera Earthfest, a three-day festival celebrating Aboriginal culture. The event was facilitated by Prickly Lizard and showcased local talent, including artists, fashion designers, tour leaders and musicians.

The first of its kind in the area, our community came together with people from across the region to celebrate local Wiradjuri culture and learn history and skills of the Wiradjuri peoples.

Gawaymbahna (Welcome) Event at the Narrandera Fisheries, opened the festival, welcoming visitors to Wiradjuri Country. Attended by Aboriginal Elders, community and approximately 200 school children from surrounding communities experienced the attractions at the John Lake Narrandera Fisheries Centre.



The formalities were emceed by Narrandera Shire Councillor, Braden Lyons and featured a Welcome to Country by Wiradjuri Elder, Aunty Joy Ingram, with addresses by Mayor, Neville Kschenka and Matthew McLellan of Narrandera Fisheries.

The audience were then emersed in culture with a smoking ceremony performed by Wiradjuri Elder, Uncle Michael Lyons and a traditional dance performance by Dinawan's Connection. The event finished with a bush tucker lunch cooked by Sandhills Artefacts.

In the evening, people ventured to Narrandera Showground to enjoy music and storytelling. A feature of the event was the debut of "Sandhill Stories", a film by Dr Jessica Byre featuring memories of growing up on the Narrandera Sandhills. The hotly contested didgeridoo competition showcased playing by

young boys (primary school age) and older boys (high school age). After a demonstration by Owen Williams and Michael Lyons, the adult category drew entrants from as far away as Sydney.



At Saturday's Narrungdera Cultural Day, Narrandera born Master of Ceremony, Wiradjuri man Anthony Galluzzo, introduced Aunty Joy Ingram for a Welcome to Country, a Smoking Ceremony by local knowledge holder Neville Bamblett and a tradition dance performance by Dinawan's Connection, who invited attendees to join in and learn traditional dance.

Activities included a rock-climbing wall, market stalls, food vendors, Aboriginal art, Lions Train rides around town, face painting by local Aboriginal artist Trinity McDuff, a cooking demonstration by celebrity chef the Black Olive, Mark Olive, and animal encounters by Taronga Zoo.

On the main stage, attendees were treated to a didgeridoo performance, local youth Xavier Beauchamp performing his original rap song, and music by Dookie Thorne, River Country Band, Amanda Hayes, Lisa Byrne, and Tahaliana Soward who recently performed on TV series The Voice.

Sunday included a charity lunch for Elders and community with a three-course meal inspired by traditional foods, prepared by celebrity chef Mark Olive. Attendees enjoyed a screening of Dr Jessica Byrne's Sandhills Stories and performance by local youth Stella Hunt and visiting Aboriginal singer/songwriter Dane Kennedy. Ticket sales from this function are being invested back into community towards suicide prevention initiatives.

ROAD SAFETY

As a partner in the NSW Government's Local Government Road Safety Program (LGRSP), Narrandera Shire Council employs a Road Safety Officer to develop and implement local road safety projects.



This year, Council supported NRMA Safer Driving - Wagga Wagga to provide the Safer Drivers Course locally in September 2021 and the again in March 2022. Had this not been available, Narrandera learner drivers would need to travel to Wagga Wagga or Griffith to complete the course, placing Narrandera residents at a disadvantage compared to learner drivers in larger centres.



Council provided a venue, promoted the course and covered the travel costs of the course presenters to bring the course to Narrandera. The Safer Drivers Course helps young drivers on their L-plates prepare for driving solo when they graduate to provisional licences. The learner drivers who participated received 20 hours of logbook credit for completing the five-hour course.

Helping Learner Drivers Become Safer Drivers (HLDBSD) workshops were held at the same time as the Safer Drivers Course. The HLDBSD workshop is for anyone supervising a learner driver including parents, relatives, friends and carers of the learner driver. The workshop helps these supervisors to feel confident and motivated to provide supervision for learner drivers. Having the Safer Drivers Course and the HLDBSD workshop starting at the same time at

same venue provided a unique opportunity for the learners and their supervising drivers. An additional online HLDBSD workshop was held during National Road Safety Week in May 2022.

A free 'win a swag' Facebook competition, highlighting sleeping in a swag as a Plan B option was held over the Christmas/New Year period. To enter participants needed to share their Plan B on the 'win a swag' posts on Council's Facebook page.

Courtesy Breath Testing (CBT) was again impacted by COVID-19 restrictions. This year, CBT was held in conjunction with the 'win a swag' promotion at the TC Lee Memorial and LW Peacock Memorial race days. This initiative aims to increase awareness and discussion in the community regarding drink driving and reinforce the Plan B message to avoid driving drinking.

Variable Message Sign boards were placed on state roads within Narrandera Shire for the October long weekend, the December-January holiday period, Easter and ANZAC Day holiday period. A range of messages were displayed to drivers, focusing on speed, fatigue and drink-drug driving. This was supported by a local social media campaign over the same periods.

Due to COVID-19 restrictions, child restraint checking days were replaced by free child restraint checks by authorised fitter Rodney Flanagan from Safari Motors. Vouchers were provided for 25 child restraints to be correctly fitted.

Motorcyclists travelled to Narrandera from as far as Griffith, Wagga Wagga and Albury in June to attend a first aid course developed specifically for motorcyclists. The course is



after



usually held during October to coincide with Motorcycle Awareness Month but had been postponed due to the impact of COVID-19 restrictions. The course focused on motorcycle related first aid trauma management, especially the 'stop the bleed' techniques and understanding how to confidently manage a crash scene.

Motorcycle riders are more exposed than vehicle drivers and risk serious injuries if they are in a crash. From 2015-2019 there were eight motorcycle crashes which were 11 per cent of all casualty crashes within Narrandera Shire. Motorcyclists often ride with others, so it is likely they will be first on the scene of a motorcycle crash. Managing a crash scene safely and providing emergency first aid immediately can improve the outcome of a crash.

A range of activities including 'Coffee with a Cop' were held for National Road Safety Week to highlight road safety messages and encourage residents to take the Road Safety pledge to 'lead the way and drive so others survive'.

Seniors' Road Safety Workshops held during Seniors' Week and National Road Safety Week provided information and tips to improve safety when on or near roads. The workshop included information and checklists for all road use whether driving, riding, walking, catching public transport or using a mobility scooter.

Bicycle, skateboard and scooter safety was highlighted during Youth Week using an online quiz with questions highlighting rules related to road safety and riding on footpaths. The immediate feedback to nearly 50 entrants helped improve their knowledge of the relevant rules and potential consequences.

A monthly road safety editorial was published in the Narrandera Argus to provide continual road safety messages with local content and relevance. This proactive campaign included promotion of timely road safety messages such as double demerit point periods, fatigue during holiday periods, rural road safety, drink and drug driving, local crash statistics and road safety tips.

In addition, a social media campaign was used to deliver road safety messages across a broad range of issues. There were over 100 road safety social media posts on Council's Facebook page throughout the year.



NARRANDERA SHIRE LIBRARY

The 2021-2022 reporting year was a year of change and adaptation for our Narrandera Shire Library, with both the pandemic and a stormwater flood event in January 2022 changing the way in which services were delivered.

We welcomed 2022 with the hope that all library services would be able to return to pre COVID-19 levels, only to experience a flood which kept the doors to the library closed for over three months while repairs and remediation were carried out. Fortunately, two years of COVID-19 experience allowed us to transition to a combination of home library and call-and-collect services which meant that the community still had access to resources. The Centrelink Rural Agency equipment was relocated to the library foyer to enable the service to continue. Following removal and reinstallation of all cabinetry, the compactus and all floor coverings, the library re-opened in May 2022 much to the joy of regular users.

The Library provides a range of activities for all members of the community, such as Children's Book Week with visits from local schools, conducts a wide range of school holiday activities, twice monthly story times and weekly Lego Club and Little Lego sessions. A range of services and facilities are provided within the library including internet and computer access, free wi-fi and Centrelink Rural Agency services.

Extensive fiction and non-fiction collections provide for adults as well as young adult, with junior and picture book collections for younger readers. It also offers a wide selection of DVD titles, magazines, large print and audio books, and access to a wide collection of eBooks and eAudio through BorrowBox and eMagazines through the Libby App. The Library is a popular venue for community meetings and activities and for outside organisations providing services to the Narrandera community.

With the launch of the Library's Youth Space, options for activities increased dramatically with movies, Virtual Reality (VR) sharing space and conferencing facilities. The conferencing facilities, and in particular the ability to have groups and individuals attend Zoom meetings and virtual events, was particularly useful while lockdowns and restrictions were in place to facilitate community members virtually attending meetings, award ceremonies, workshops, webinars, and even memorial services and funerals.

The Library has a strong focus on literacy, providing support materials for teachers parents and students and coordinating the John O'Brien Writing Competition for schools. It is also a valuable resource for local and family history researchers as it holds a collection of local history materials including the Murrumbidgee Cemeteries Database and microfilm copies of the Narrandera Ensign from 1888-1913 and the Narrandera Argus from 1899 to the present day.

The mobile library vehicle provides a visiting service to schools and pre-schools in Narrandera, Barellan and Binya, as well as providing town stops and a home library service in Barellan, Binya, Grong Grong and Narrandera.

MULTICULTURALISM

Council

Narrandera Shire Library 2021-2022 Statistics	
Population (2016 ABS Census)	5,853 persons
Membership	2,769 or 47.31% of Shire population
Total circulation	29,010 items
Stock holdings	30,485 items
Loans per capita	5 items
Library visits	16,374 persons
Computer/internet usage	1,009 occasions
Wi-fi usage	504 occasions

acknowledges the diversity of people within the community and the community has access to LOTE (Languages Other Than English) materials and resources through Narrandera Shire Library, via the State Library of NSW and the Western Riverina Libraries co-operative.

Customer service employees across the organisation are aware of the Translating and Interpreting Service (TIS National) where telephone or online assistance is available for people who do not speak English and for English speakers who need to communicate with them. Brochures and publications in languages other than English are readily available from the NSW Office

of Local Government website.

NARRANDERA SHIRE CULTURAL PLAN

The Narrandera Shire Cultural Plan 2021-2031 was adopted in May 2021 and is a ten-year guide for Council's investment in the arts and cultural sector. It is intended to be actioned within the context of Council's Long Term Financial Plan, Community Strategic Plan, Disability Inclusion Action Plan, Positive Aging and Youth Strategies. The Narrandera Arts and Cultural Advisory Committee is currently examining the plan and will be working with the Narrandera Arts and Creative Network, Western Riverina Arts and LCAIN to identify opportunities and work towards achieving the plan's goals.

POSITIVE AGEING STRATEGY

Positive Ageing means creating an aged-friendly community by enhancing the quality of life for older people. This can be achieved through the provision of opportunities for improving and preserving a person's health, their independence, their degree of personal responsibility and their participation and security within the community.

The Positive Ageing Strategy identifies priority issues, addresses Council's role, and outlines actions both in the short and medium term. The strategy is also integrated into Council's Community Strategic Plan.



Although Council has adopted the Positive Ageing Strategy, this does not mean all of the issues identified can be completed by Council alone. Often Council requires the support, resources, goodwill and assistance of community groups, business community, individuals and other levels of Government. For example, where there is a need for additional services at the local hospital this is the responsibility of the NSW State Government, however Council can act as an advocate on behalf of the community.

DISABILITY INCLUSION ACCESS PLAN

The Narrandera Shire Council Disability Inclusion Action Plan 2017-2021 (DIAP) is guiding Council to meet its requirements under the Disability Inclusion Act, 2014. The Disability Inclusion Act, 2014 has four focus areas:

- Developing positive attitudes and behaviours
- Creating liveable communities
- Supporting access to meaningful employment
- Improving access to services through provision of better systems and processes.

Development of the plan involved extensive community consultation with Council continuing to ensure that priorities remain current and appropriate budgets are included.

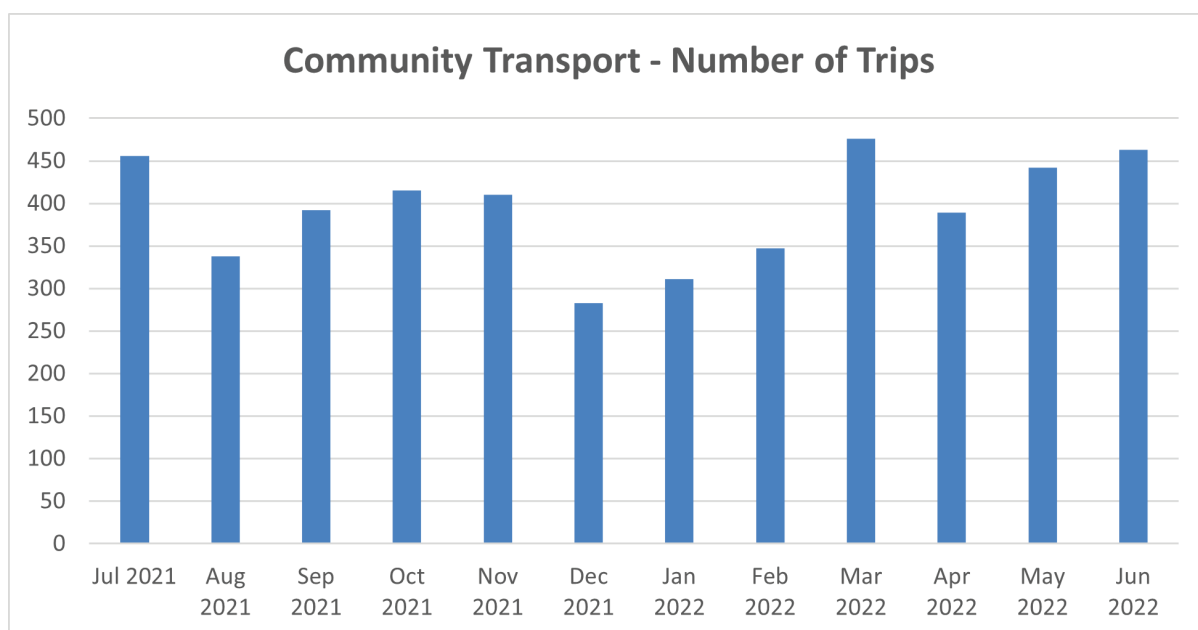
Council initiated extensive consultation with the community during 2021 and 2022 to develop the latest Disability Inclusion Action Plan titled 'Our Disability Inclusion Action Plan – 2022-2026'. The latest strategic documents are available for viewing Council's website www.narrandera.nsw.gov.au or by selecting the following link Council Plans.

COMMUNITY TRANSPORT AND HOME SUPPORT PROGRAMS

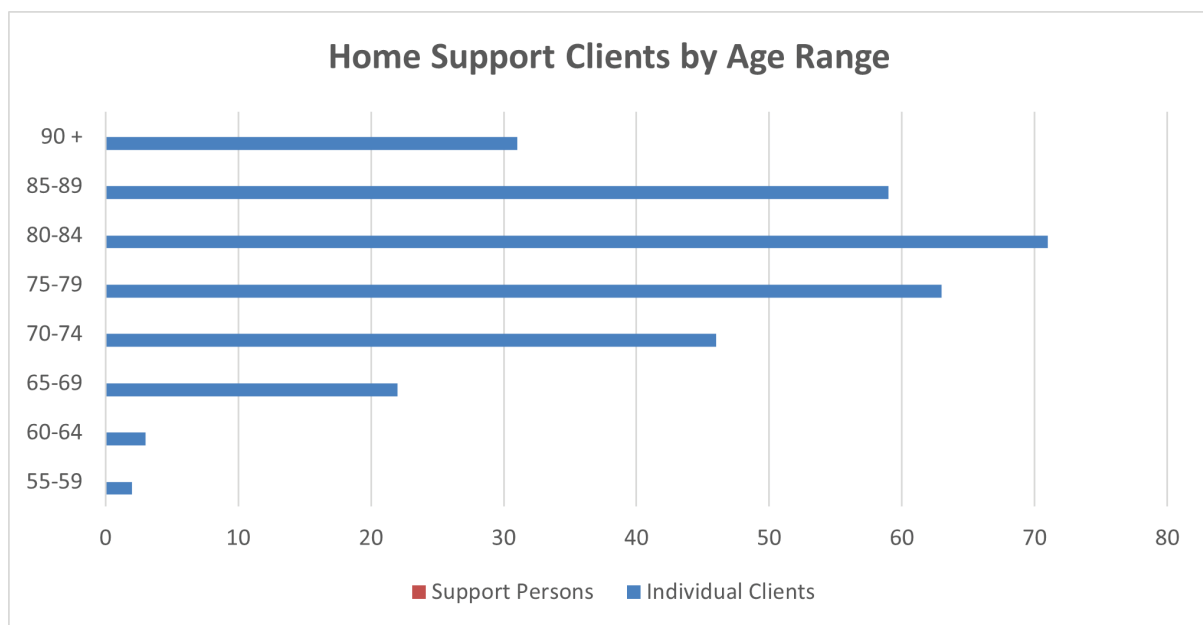
Narrandera Shire Council administers five services under the Commonwealth Home Support Program (CHSP) supported by four part-time employees, one casual employee, 25 volunteers and a fleet of 10 vehicles, and services both Narrandera and Leeton Shires. All Narrandera Shire CHSP services are located within the Community Services Building at 4 Victoria Square in Narrandera, and the Leeton Community Transport Office is located within the Multi-Services Building at 3 Wade Avenue, Leeton.

The Commonwealth Home Support Programs funded through the Commonwealth Government are aimed at helping aged community members remain safely in their own homes. During the 2020-2021 reporting year, Council provided services such as community transport, social support, flexible respite, home modifications and maintenance to over 345 individual clients aged 65 years and older, or 50 years and over for Aboriginal and Torres Strait Islanders.

The Community Transport and Home Support programs both implemented safety measures to limit the spread of COVID-19 and to ensure that effective infection control measures were in place. These included providing grocery shopping for clients to limit the need for vulnerable persons to leave their homes, limiting numbers in vehicles to allow for social distancing requirements, strict hygiene measures such as the stringent cleaning of vehicles, hand hygiene requirements and the use of masks. Additionally, clients were advised that the service was able to provide transport for essential reasons only and all social trips were suspended.



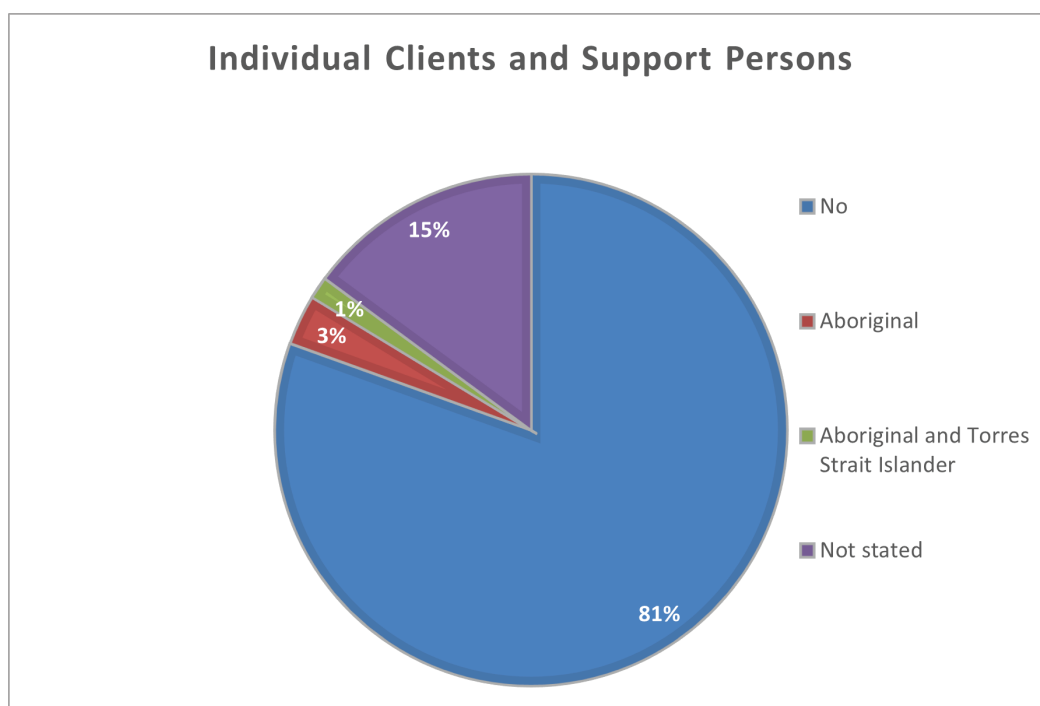
Community Transport clients 65 years and older or 50 Years and older for Aboriginal and Torres Strait Islander per month.



Commonwealth Home Support clients by age group.

Community Transport - Providing Access for our Communities

The Narrandera Leeton Community Transport service is funded by Transport for NSW on behalf of the Commonwealth Government/ Its aim is to provide access and social inclusion to the aged and transport disadvantaged members of the Narrandera Shire and Leeton Shire communities.



Clients aged 65 years and over, or 50 years and over for Aboriginal and Torres Strait Islanders, are able to access Community Transport through the My Aged Care referral portal. Those who are transport disadvantaged can access Community Transport by registering for the service at the Community Services Building, Leeton Community Transport Office or by telephoning 02 6959 5558.

Community Transport works in partnership with organisations such as Murrumbidgee Local Health District, Murrumbidgee Primary Health Network, Marathon Health, Narrandera CanAssist and Leeton CanAssist to provide transport options to residents needing to access medical appointments in Wagga Wagga, Griffith and Albury. Community Transport also works with the Narrandera Flag booking provider, providing vouchers to eligible clients for local out-of-hours transport needs.

Equally important is the transport provided to access the local community for shopping and social

events. Where possible, regular prescheduled bus services are provided from Barellan to Leeton, Barellan to Wagga Wagga, Leeton to Wagga Wagga, Leeton to Griffith and Narrandera to Wagga Wagga.

All Community Transport vehicles display Community Transport branding and are easily identifiable for clients and the general public. Whilst Community Transport did see a slight decline in service delivery due to COVID-19, in 2020-2021 the Narrandera-Leeton Community Transport provided 11,117 trips to residents and travelled over 251,900 kilometres, providing services to over 1,400 active clients. Many of the clients use the service on a regular basis as their sole means of transport.

Both Narrandera and Leeton Community Transport heavily rely on the incredible generosity of 28 volunteer drivers who worked a staggering 7,713 hours within the reporting period. Wheelchair accessible vehicles are located in both Narrandera and Leeton Shires, with the service increasing its wheelchair accessible vehicles from three to four to accommodate the loss of a wheelchair accessible taxi in Leeton.

CanAssist had limited opportunities for fundraising due to the COVID-19 pandemic. To ensure CanAssist was able to continue to support local community members, Community Transport provided free transport to CanAssist clients.

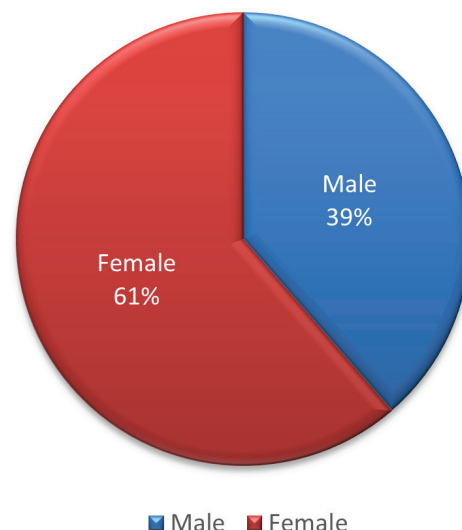
Social Support and Respite

Social isolation is a critical issue for the aged. Through Social Support services provided by CHSP workers and volunteers, eligible clients are assisted to remain integrated in the community, which in turn leads to better health and well-being. Under this program a companion (either a staff member or volunteer) assists clients to attend social activities of the client's choice. This is a flexible program and has been highly successful in making a real difference to socially isolated people. For the 2020-2021 reporting year, over 2,262 hours of combined Social Support was provided to 46 clients located within both Narrandera and Leeton Shires

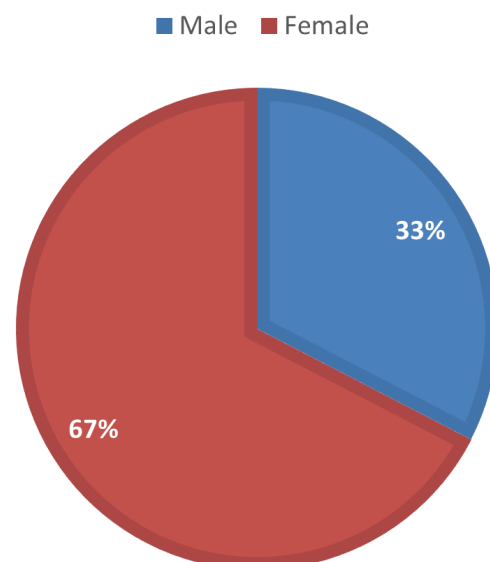
Social support services were modified due to the COVID-19 pandemic to adhere to all restrictions. Modified services included weekly phone calls to clients and assistance with grocery shopping to allow clients to remain safe at home.

A small program for respite care is provided, primarily for the benefit of carers of frail aged people or people with a disability. It allows the carer to have time out to attend to personal matters.

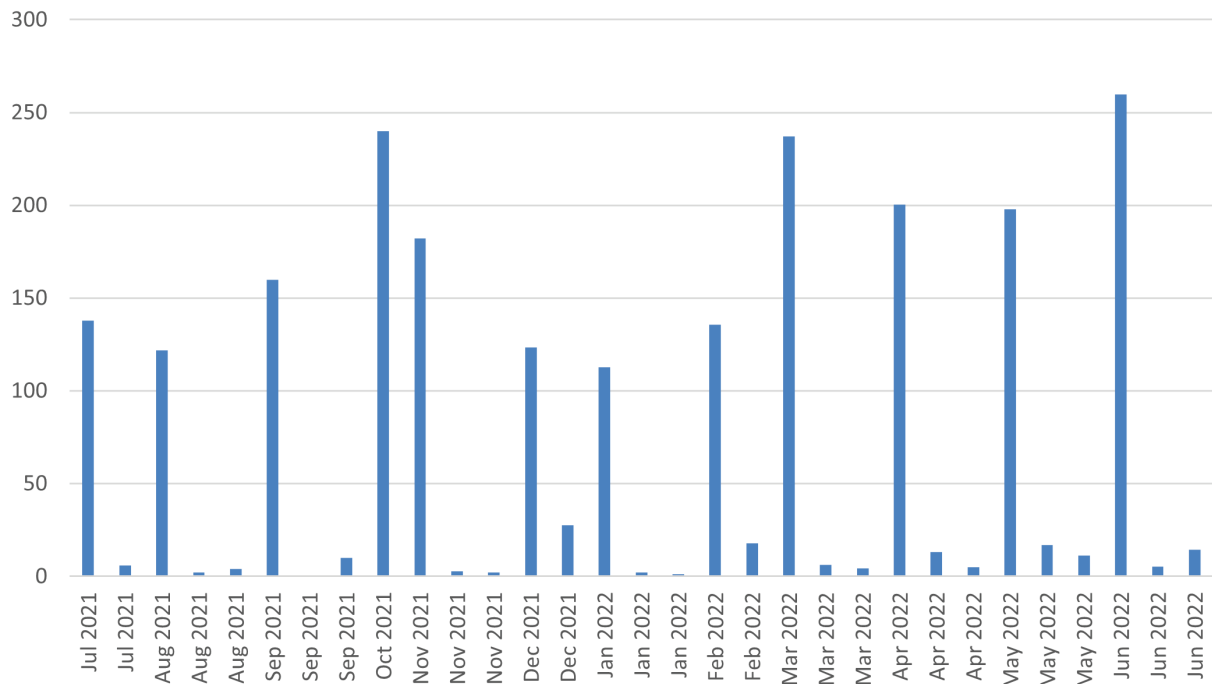
Home Support Clients



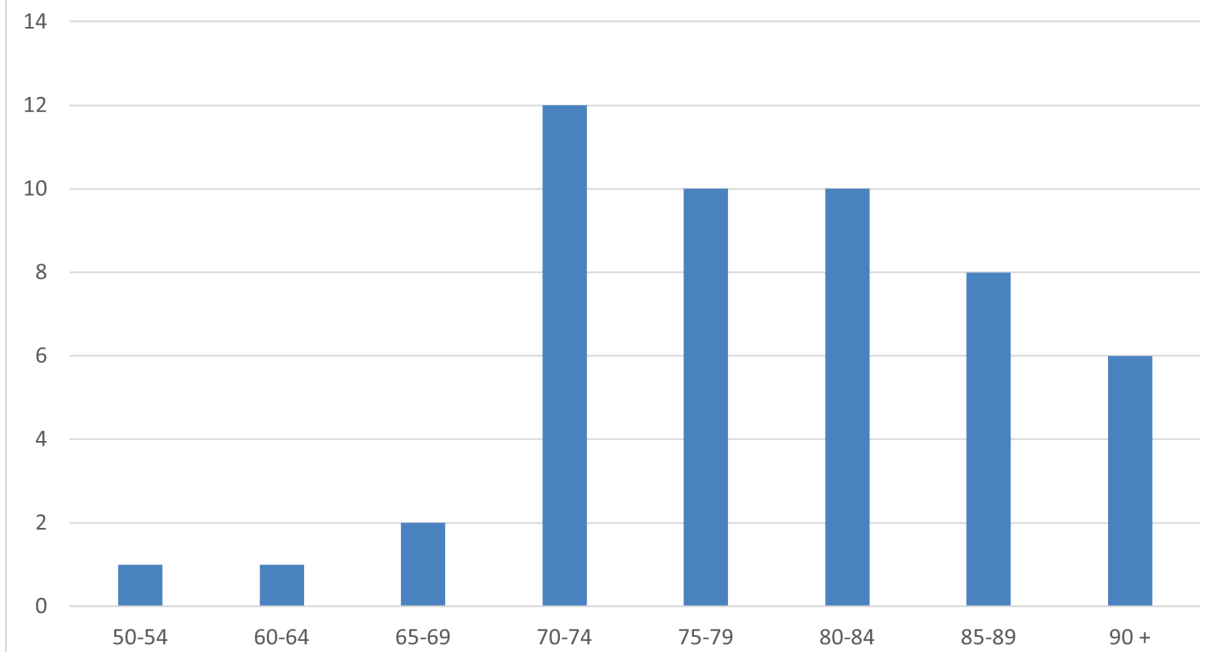
Social Support - Individual Clients



Social Support - Hours per Month



Social Support - Individual Clients by Age



Individual Clients and Support Persons



Home Modification and Maintenance

Home modification is a service where the necessary changes are made to a client's home that enable them to move around safely and continue to live in their own home. Many clients are referred to the service upon discharge from hospital. Modifications are clinically assessed by an occupational therapist and mainly include fitting of handrails, ramps and handheld showers. For the reporting year, 39 clients were assisted with modifications.

Under the home maintenance program, eligible Commonwealth Home Support Program clients access services such as yard and garden maintenance, changing light globes, replacing tap washers. The emphasis with this program is to assist clients to maintain their home environment as a safe and habitable area. A total of 704 hours of maintenance was provided during the 2020-2021 reporting year.

My Aged Care

As of 1 July 2015, all clients over 65, or over 50 for Aboriginal and Torres Strait Islanders must apply for services through the My Aged Care portal. If seeking only one service, the client is assessed over the phone and a referral sent to the service for eligible clients. Where client needs are more complex, they are referred to the Regional Assessment Service (RAS) for a face-to-face assessment.

National Disability Insurance Scheme

The National Disability Insurance Scheme (NDIS) is a program funded by the Commonwealth Government to help persons under 65 years of age, or 50 years of age for Aboriginal and Torres Strait Islanders, who live with a significant or permanent disability. This program commenced on 1 January 2018 providing people with a disability a choice and greater control over the support services that they receive. It is designed to facilitate greater access for community members and to help set goals for a successful future.

When the NDIS is fully operational it is estimated that 140,000 people with a disability in New South Wales alone will have access to support services.

Compliance with the NSW Carers (Recognition) Act 2010

The Act establishes obligations for public sector agencies and additional obligations for human service agencies. For Council this means ensuring that its employees and agents have an awareness and understanding of the NSW Carers Charter. Council employees and volunteers are made aware of their obligations at induction.

Events like National Volunteer Week recognise the valuable contribution that volunteers make to the community as a whole.

THE ARTS

Narrandera Arts and Community Centre

The Narrandera Arts and Community Centre experienced a major change in the past year with the temporary relocation of the Visitor Information Centre (VIC) into the performance area of the building while work progresses on the new Destination and Discovery Hub.

Although halving the useable exhibition space, relocation of the VIC provided a unique opportunity for local artists to hold exhibitions through the Wide Open Narrandera 2022 program. With the assistance of Council and sponsorship from Bendigo Bank, auspiced by the Narrandera Arts and Cultural Advisory Committee, and run by the Narrandera Arts and Creative Network (NACNET) each participating artist exhibits their work for a month, along with the opportunity of a formal launch and artist presentation.

Museums

Narrandera Shire Council supports two volunteer-run museums. Narrandera Parkside Cottage Museum and Barellan Museum are operated by committees with assistance from Council employees. Council also partners with Museums and Galleries NSW to fund a part-time museum advisor to assist with development and sustainability of the museums.

Further improvements this year included external painting, new kitchenette and installation of concrete paths around the outside exhibition space at the Parkside Cottage Museum. Grant funding resulted in new labels and signage for both museums and a new display cabinet for the Evonne Goolagong Cawley exhibit at the Barellan museum. Museum volunteers have undertaken grant funded training in cataloguing and marketing for museums. The grant funded Soundscape Project, pairing local stories with one of Parkside's vintage telephone exchanges, developed in partnership with the CAD Factory, is now complete.

Western Riverina Arts Board

Narrandera Shire is a member Council of Western Riverina Arts Inc (WRA). WRA is dedicated to actively supporting the development and promotion of the arts in the Narrandera, Leeton and Murrumbidgee Shires and the City of Griffith Council. The Board and Regional Arts Director's mission is to ensure the vitality and sustainability of our community's diverse and rich culture. The Arts Board, funded by Regional Arts NSW and the local government areas, works in partnership with artists and communities to encourage participation, involvement and passion for all things creative in the Western Riverina.

Community Financial Assistance

Council contributed a total of \$19,914.00 to a number of community organisations across the reporting year for a variety of projects and also contributed financially to a number of special projects.

The contributions were contributed or granted by Council in accordance with Section 356 of the Local Government Act 1993.

2021-2022 Financial Assistance	Value
AAPA – rental subsidy	\$5,200.00
Barellan & District Netball Association	\$2,000.00
Barellan & District Progressive Association	\$150.00
Barellan Amateur Swimming Club	\$2,000.00
Barellan Show Society	\$693.00
Binya Public School P&C Association	\$2,000.00
Golden Boot Charity – Ground Hire Charge	\$491.00

Kamarah hall Committee	\$250.00
Narrandera Junior Lizards Rugby League	\$600.00
Narrandera Shed for Men	\$2,000.00
School academic awards within the Shire and TAFE NSW	\$560.00
Soroptimist Narrandera	\$1,250.00
South Wagga Rotary Club	\$420.00
Southern Sports Academy	\$800.00
Veteran Car Club of Australia	\$1,500.00

Council also supported the community in other ways such as:

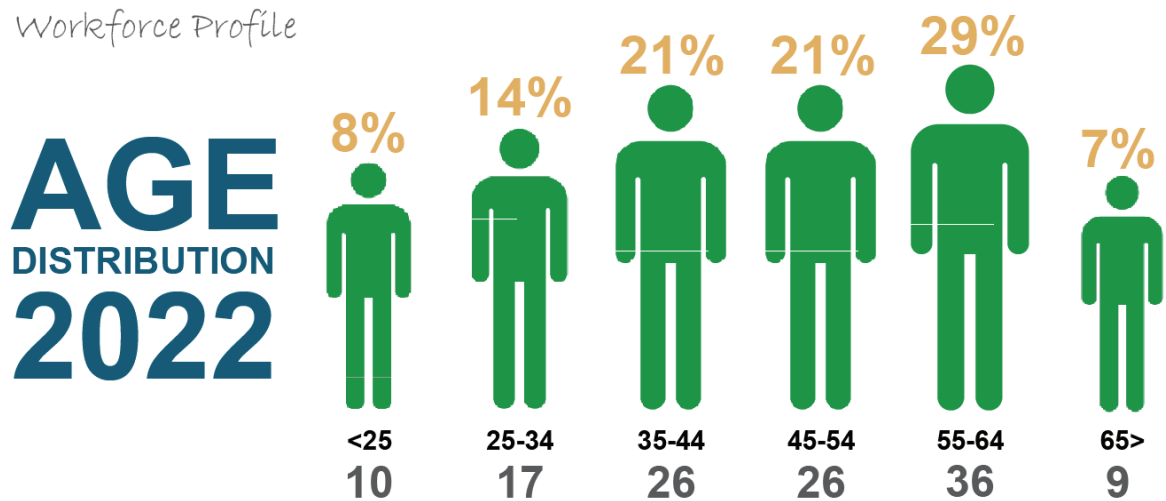
- Donation of a Square Up ePOS system to Narrandera Junior Rugby League Football Club, originally purchased in April 2022 for \$321.25. The Club is a not-for-profit community organisation and has partnered with both Council and the Youth Council for NAIDOC celebrations, the drive-in movie night and Narrandera Earthfest.
- Assistance by subsidising community art exhibitions at the Narrandera Arts and Community Centre, six months totalling \$1,164 (incl GST).
- Subsidisation of rental for two tenants of Council owned properties:
 - o The former residence at the Narrandera-Leeton Airport has been leased to the Australian Airline Pilot Academy (AAPA) as a debriefing centre for use by trainee pilots. It is hoped that the AAPA will recognise the significance of the airport location also the commitment of Council to enhancing the aviation industry that at a future date, the airport may be considered as a site of a new flight school. Rental subsidy for the debriefing centre for 2021-2022 was \$5,200.
 - o A residential property owned by Council is currently leased by a medical doctor from the Narrandera Medical Centre, so to retain a skilled professional in Narrandera a subsidised rental is provided and for 2021-2022 the subsidy was \$5,200.

OUR PEOPLE

Human Resources

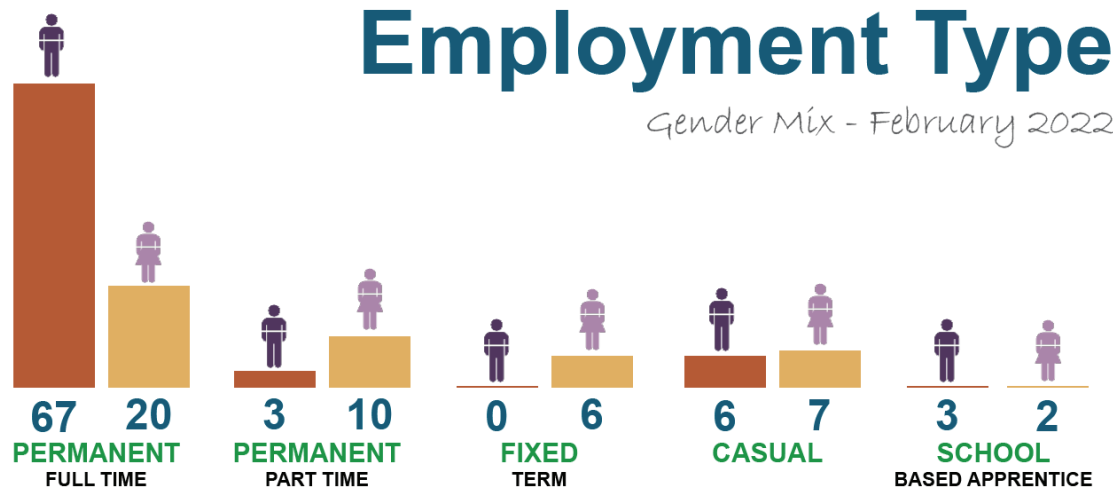
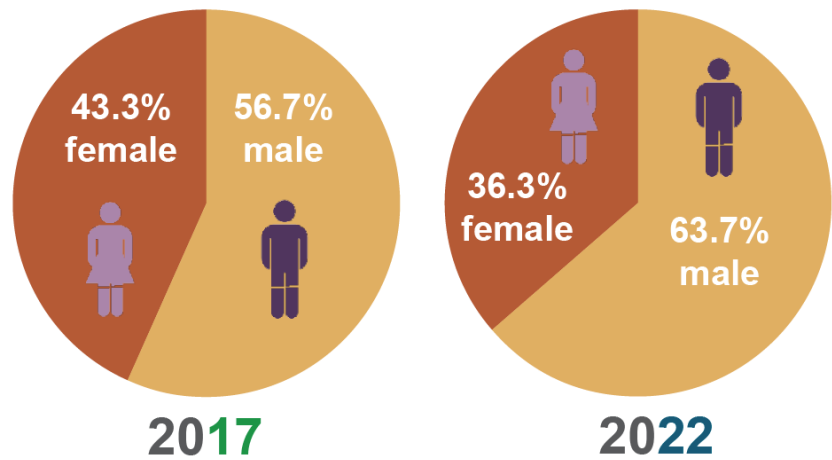
Council continues to recognise that its human capital is one of its most valuable resources and strives to develop a highly skilled and motivated workforce. The 2022-2026 Workforce Management Plan was developed, endorsed and adopted by Council during the reporting period.

Workforce Profile



Gender Mix

Whole Organisation
February 2022



Employee Training

Employees attend training to maintain and develop the skills required by Council to fulfil its statutory obligations and to efficiently carry out its functions to serve the residents of Narrandera Shire.

Training in 2021-2022 was unfortunately disrupted due to COVID-19 restrictions.

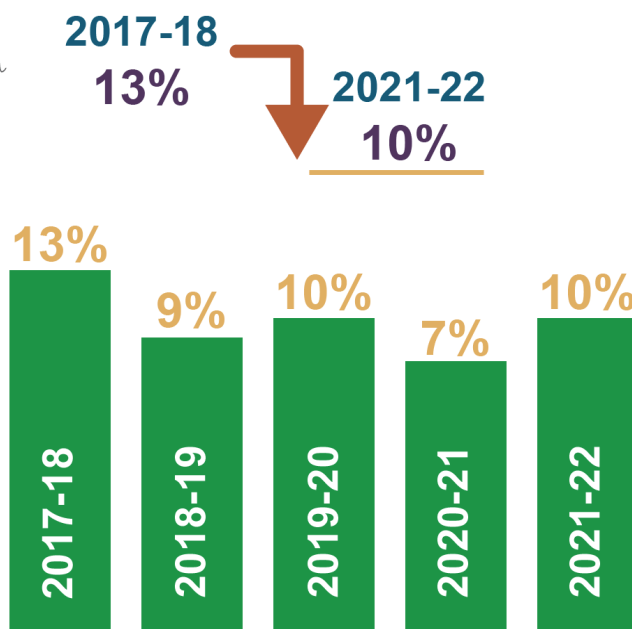
A training needs analysis is prepared annually as part of the performance review process so priorities for training can be determined. Individual and organisational training plans are developed, and training recommended within the constraints of the available budget according to the following hierarchy:

1. Legislative requirement (such as traffic control qualifications)
2. Essential skill competency for salary progression
3. The organisation is at risk by not having knowledge/training
4. Supports the Community Strategic Plan
5. An identified area of required skill development.

Employees, with their respective manager/supervisor and Human Resources, have a joint responsibility to ensure that training targets are achieved and managed.

Whole Organisation

EMPLOYEE TURNOVER



Training Cost by Category	Cost
Category 1 - legislative requirement	\$ 1,450.00
Category 2 - required competency	\$ 75.12
Category 3 - organisational risk	\$ 26,638.97
Category 4 - supports CSP	\$ 0
Category 5 - required skill development	\$ 0
WHS training	\$ 19,124.21
Other training costs (includes wages, plant, creditors)	\$ 52,355.87
Higher education	\$ 31,450.00
Budget committed (not expended in due to COVID-19 and other delays)	\$ 46,787.96
Total	\$177,862.13

Attainment of Qualifications

Nine employees achieved qualifications with the support of Council:

Qualification	Number of Employees
Diploma of Leadership and Management	2
Diploma of Project Management	3
Diploma of Community Services	1
Associate Degree of Engineering with a Major in Civil Engineering	1
Diploma of Accounting	1
Diploma of Business Studies	1

New Employees

New employees, volunteers, school-based apprentices and work placement students are required to complete an induction program. The program taken each individual through the employee handbook, work, health and safety requirements, policies and Council's Code of Conduct requirements.

14 inductions were undertaken, including the following work placement students and school-based apprentices.



Top left to right: Cy Ramirez, completed Certificate II in Business - Human Resources, Bella Lyons, Certificate II in Business - school based apprentice - year 2 (Narrandera Library), Tristan Birch, Certificate II in Workplace Skills - school based apprentice - year 1 (Ranger), Jakeem Morgan, Certificate II in Workplace Skills - school based apprentice - year 1 (Youth Services). Bottom left to right: Charlie Ireland and Marcella Close 2022 work placement students, Lydia Murcia, Certificate III in Business - school based apprentice - year 1 (Library), Memphis Singh, Certificate II in Workplace Skills - school based apprentice - year 1 (Economic Development & Tourism).

Performance Appraisal System

Ongoing appraisals are undertaken in accordance with the Local Government (State) Award and Council's salary system policy. Council continues to improve the online employee performance management system (EPM) and has purchased add-on modules to complement and enhance the module. The learning and accreditation module (LAM) is used to track employee training and provide eLearning opportunities.

Narrandera Shire Council Consultative Committee

Council's Consultative Committee meet bi-monthly and comprises elected union and employee representatives and management representatives. The Local Government (State) Award identifies key areas of consultation that the committee should consider, and these are confirmed in the Committee's constitution. The Committee provides a participative forum to consult and discuss matters of mutual concern, devise solutions and work cooperatively in workplace reform. During the reporting year, the Committee convened five meetings.

While the Committee does not have power to make decisions, it endorses proposed actions, suggests alternative actions and can make recommendations to management. Committee members act on behalf of their constituents by raising matters for consideration, providing feedback, and acting as a conduit between employees and management. All committee members attended Effective

Consultative Committees training during the reporting period. Council policies under development or periodic review that directly affect employees are referred to the Committee for consideration. 13 policies were reviewed by the Committee during 2021-2022.

Equal Employment Opportunities

Council actively supports the principles of Equal Employment Opportunity (EEO) in the areas of recruitment, selection criteria, training and employee development programs, promotion and conditions of employment. Council ensures, by engaging the EEO principles, that all employees (or future employees) have an equal opportunity to enjoy a rewarding and challenging career with Council.

The following table provides insight into how the dynamics of the Narrandera Shire Council workforce has changed since 2004:

EEO groups % of total workforce	2004	2008	2012	2016	2020	2022
Women in leadership roles	2.40%	3.75%	2.51%	4.59%	6.06%	5.88%
Aboriginal and/or Torres Strait Islander	4.94%	6.25%	5.03%	4.59%	9.09%	10.92%
People from culturally and linguistically diverse backgrounds (CALD)	0%	1.25%	3.35% included TELOCA	1.83%	1.51%	1.68%
Youth (under 25)	4.94%	6.25%	2.51%	4.58%	6.81%	6.72%
People with disability requiring work-related adjustment	1.23%	1.25%	0.84%	0.92%	1.51%	0.84%

The objectives of Council's EEO Policy are:

- Eliminate and ensure the absence of discrimination in employment on the grounds of race, sex, religion, marital status, sexual preference and physical and/or intellectual impairment in Council
- Promote equal employment opportunities for all employees
- Ensure confidentiality for all applicants for positions with Council.

Council has a focus on groups who are under-represented in the workforce, by encouraging employment applications including:

- Women in senior leadership roles
- Aboriginal people
- People from Culturally and Linguistically Diverse Backgrounds (CALD)
- Young people (under 25 years of age)
- People living with a disability.

The concept and application of workplace diversity is not limited to the above groups. It also embraces other aspects of employees' life and identity including:

- Age
- Carer's responsibilities
- Sexual orientation
- Gender identity
- Educational level
- Socio-economic background
- Gender balance in non-traditional roles.

Annual Reporting of Labour Statistics

Circular 22-20 issued by the Office of Local Government 13 July 2022 requires Councils to report on

their labour statistics within the Annual Report at a specified 'relevant day' – for the 2021-2022 reporting year the date specified was 25 May 2022.

On Wednesday 25 May 2022, the following were directly employed by Council and performed paid work:

Status	Number of Persons
Permanent full-time	76
Permanent part-time	3
Casual	4
Fixed-term contract	8

On Wednesday 25 May 2022, the following information also applied:

Status	Number of Persons
Senior staff	1
Engaged under contract or other arrangement with employer wholly or principally for the labour	0
Supplied under a contract or other arrangement with employer as apprentice or trainee	0

Senior Staff

At 30 June 2022 Council had one designated senior staff position being the General Manager. The total value of the remuneration package of the General Manager was \$300,349.07 comprising:

- salary component of \$267,105.68 (inclusive of rental subsidy of \$8,000)
- 10.0% superannuation guarantee amount of \$26,446.94
- \$6,796.45 in Fringe Benefit Tax

Employee Assistance Program

Council offers an Employee Assistance Program that provides confidential and professional assistance for employees experiencing difficulties of a personal or work-related nature.

Workplace Health and Safety (WHS)

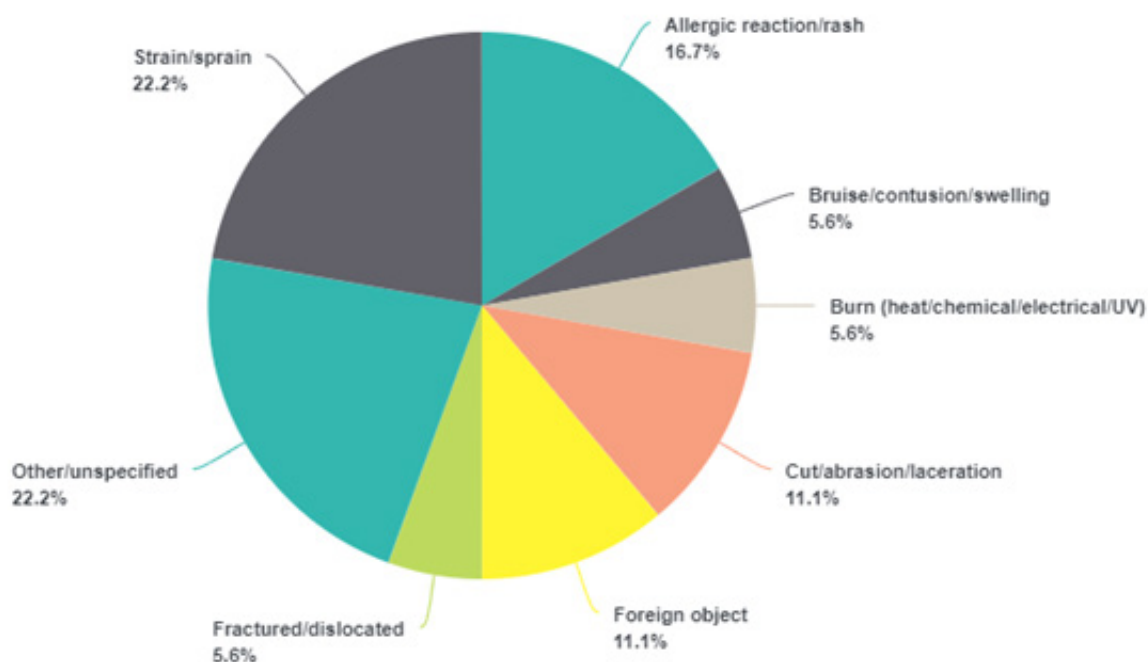
The Enterprise Risk Management Plan (ERM) adopted by the Executive Leadership Team promotes a holistic approach to risk management across all areas of Council. The ERM continued to be actioned across the organisation during the 2021-2022 reporting year so that objectives can be met.

Risk identification is a naturally occurring part of every job, aiming to decrease the number of incidents and injuries, and to ensure the safety of workers, community and contractors. Risks that could affect workers, the community and the environment are continually reviewed. Once identified they are considered in all decision making.

The health and wellbeing of employees continues to be Council's focus. Employee programs continued providing employees with a valuable insight into issues which may be affecting their health and providing options on how to improve their wellbeing.

The number of work-related injuries and accidents continues to decline, with near miss and incident (not resulting in injuries) reports increasing. This is pleasing as it shows that there is more awareness around risk. The focus will now be on reducing hazards and risks identified through the near miss reporting.

Details of Injuries/Incidents for 2021-2022



Hazard inspection of all Council properties and worksites is a high priority and allows departments the opportunity to rectify hazards as they arise. Corrective actions have taken in all Council buildings for all workers to follow guidelines set by NSW Health and Safework NSW.

The WHS Committee meets on a bi-monthly basis to discuss all WHS matters. In-house training has been provided to Committee members on their responsibilities. Training will also be provided to employees in the usage of Vault as required.

Review of Safe Work Method Statements (SWMS) are a high priority and will continue to be reviewed for each specific project to ensure compliance, that all site-specific risks have been assessed, and an action plan developed to mitigate the risks. Workplace health and safety policies and procedures continue to be reviewed and periodically updated to remain contemporary in a changing workplace.

In response to the COVID-19 pandemic, the Workplace Health and Safety Risk Officer developed risk management plans for all Council sites and an overall plan for Council. These documents have been updated based on Government advice.

Council's Business Continuity Plan was also updated and tested during the pandemic and continues to be reviewed as required.

Health and Well Being Day

The Human Resources team is organising a Health and Wellbeing Day for all employees to be held in December 2022. This initiative will include sessions on exercise, nutrition, mental health and cancer awareness

ECONOMIC DEVELOPMENT

Narrandera Energised

The continuing impacts of the COVID-19 pandemic on all businesses and community activity necessitated continuation of the short-term Narrandera Energised-Business Recovery Strategy 2020 adopted by Council in 2020. The work of the Economic Development Team has been guided by this strategy and the guiding principles of the 2017-2020 Economic Development Strategy.

The 2017-2020 strategy is structured to guide the direction of Council and the focus of Council's work over its three-year life by promoting job creation, facilitating business growth, diversifying and growing the economy to improve the wealth and wellbeing of the community. An update of the strategy was due to be developed for the three-year period 2021-2023 but has been delayed due to the unknown potential for the COVID-19 pandemic to affect the business environment. Funding has been approved to develop a new strategy in the 2022-2023 reporting year.

REX Community Fares

REX Community Fares continued in 2021-2022 despite a reduced service by REX as a result of the impacts of COVID-19 on all airline operations in Australia. REX has maintained a commitment to the Narrandera/Leeton community by providing reduced services from early 2021 and gradually moving back to a full-service level early 2022.



Reverse Vending Machine

The Reverse Vending Machine (RVM) continued to be very successful with significant volumes deposited throughout the year and vouchers issued redeemable locally at Coles Supermarket Narrandera. The vouchers have enabled an increased number of shoppers to spend their redeemable value at a local venue, potentially bolstering local employment.

In the six-month period from 27 December 2021 to 26 June 2022 a total of 1,145,753 items were deposited at the Narrandera facility equating to \$114,575.30 in vouchers provided to community members.

The benefit of having a local RVM and a redeemable location means that shopper drift to other centres has reduced. This strongly meets the Narrandera Business Group and Council's joint objective of people shopping locally. Another positive is the notable reduction in roadside bottles and cans.

Small Area Labour Market Statistics

Council's Economic Development section monitors the Small Area Labour Market quarterly results to observe trends for Narrandera Shire and other rural centres within NSW.

It was pleasing to note a significant reduction in unemployment numbers for the period with unemployment reducing to 3% in the December 2021 quarter. The Small Area Labour Market data for Narrandera was consistent in its movements for the period when compared with other Riverina towns. Figures for the 2021-2022 period should be viewed with caution given possible deviations because of the of COVID-19 pandemic.

Small area labour market statistics for Narrandera, source Small Area Labour Markets data:

Year	Unemployment	Labour Force
June qtr 2021	120 persons or 4.1%	2,905 persons
Sept qtr 2021	96 persons or 3.3%	2,878 persons
Dec qtr 2021	86 persons or 3.0%	2,875 persons
Mar qtr 2022	107 persons or 3.7%	2,900 persons

Department of Jobs and Small Business

Solar Farm Developments

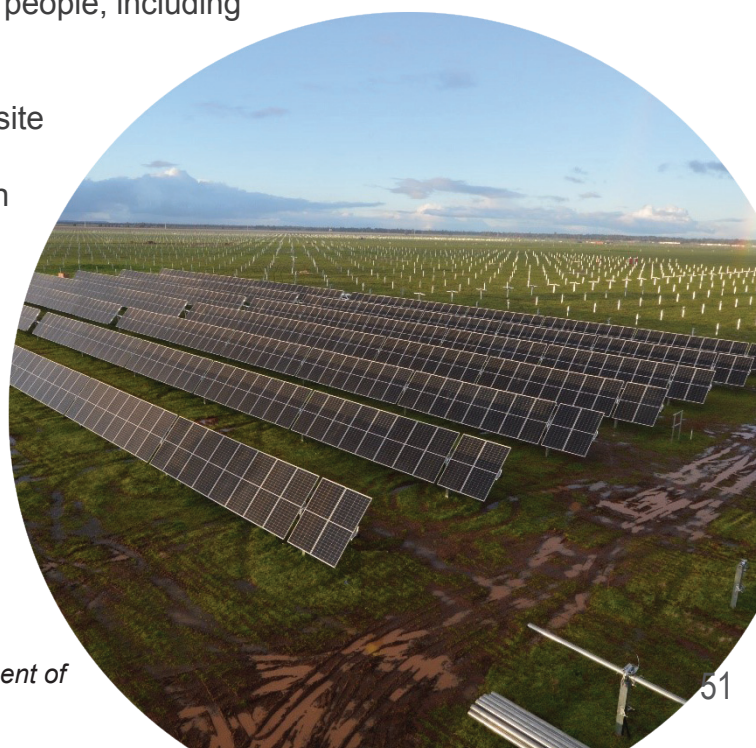
Narrandera Shire Council continues to support development of solar farms within the Shire with development consent for three large developments approved by the NSW State Government as state significant developments of over \$30 million each. Two proposed farms are located at Sandigo and the third at Morundah.

Only the Avonlie Solar Farm Sandigo development is progressing at this time. There has been significant progress to date with the large international renewable energy company, Iberdrola Australia, announcing in September 2021 that it had acquired Avonlie from the original owner. Works at the solar farm have so far involved a significant number of local people, including members of the local indigenous community.

In March 2022 the construction launch for the Avonlie site included an on-site ceremony attended by the Mayor, Councillors, senior executives from Iberdrola and Beon Energy, the solar farm builders EPC, and members of the public. Narrandera Shire Council and the Narrandera Business Group joined to provide a free familiarisation coach tour to the site.

An announcement was made in April 2022 that Origin Energy had acquired the Yarrabee Park Solar farm development at Morundah from Reach Solar Energy. Construction of the solar farm is anticipated to commence when transmission grid upgrades are completed, hopefully within the next 12 months.

Image Right: 'Golden Rows' of solar panels marking commencement of Avonlie Solar Farm at Sandigo.



Narrandera Health Alliance

The Narrandera Health Alliance Advisory Group (NHAG) was formed in November 2019 to monitor the provision of ongoing quality and consistency of healthcare in Narrandera Shire. Representatives of 10 health agencies across the Shire participated in quarterly meetings to discuss the issue of doctor shortages and resultant difficulties in providing medical services at Narrandera Hospital.

The impact of COVID-19 placed the group in recess early in the reporting period in recognition of the intense workload of those in the health sector. Narrandera Shire residents are kept informed by regular and authenticated information via the Murrumbidgee Local Health District administration centre in Wagga Wagga.

Australian Airline Pilot Academy (AAPA)

Council maintains an ongoing contact with senior executives from the Australian Airline Pilot Academy (AAPA) following its decision to establish a campus of the academy at Narrandera-Leeton airport. In the meantime, AAPA established a satellite training facility in Narrandera and gained Civil Aviation Safety Authority approval to use the facilities at the Narrandera-Leeton Airport and the airspace around Narrandera for flying training activities.

Council made the airport residence available to AAPA as a briefing centre for trainee pilots and their instructors, and negotiations towards the higher objective are ongoing. COVID-19 has slowed progress as parent group REX, with all airlines, continues to face challenges with its airline operations. Council subsidises the AAPA by paying rent for the briefing centre property which amounted to \$5,200 for the reporting year.

Narrandera-Leeton Airport Precinct - Parallel Taxiway

Construction of the parallel taxiway at Narrandera Airport is expected to commence in the last half 2022 to provide an added measure of operational safety for all aircraft operators, including trainee flights from AAPA.

The parallel taxiway formed a component of the successful expression of interest response to AAPA for establishment of a campus at Narrandera to accommodate the training needs of mainly international trainee pilots in the AAPA program. Establishment of a further campus at Narrandera-Leeton Airport will see a significant influx of trainees to the new campus, together with trainers and other support employees, leading to significant economic benefit for Narrandera.

Flexible Options Housing Estate

Council owns a suitably zoned parcel of land on the corner of Crescent and Elwin Streets in Narrandera. An area of 1.4 hectares is available for development of a variety of housing types. The site has the potential for over 20 two- and/or three-bedroom homes set in an environment conducive to independent secure living, but also offers the opportunity for a suitable mixed housing estate. Following preparation of concept plans for an independent living style development on the site, Council continues to seek expressions of interest from potential partners and is looking to create a development to fulfill the needs of local seniors planning to downsize.

Mountain Bike Trails on Rocky Waterholes Precinct

An application for funding was made to NSW Regional Tourism Fund for development of formal mountain bike trails on Crown lands on the Rocky Waterholes precinct. Unfortunately, the funding application was unsuccessful, but an enthusiastic group of local mountain bike riders is still keen to convert rough trails on the Crown lands to a safer and more environmentally friendly facility.

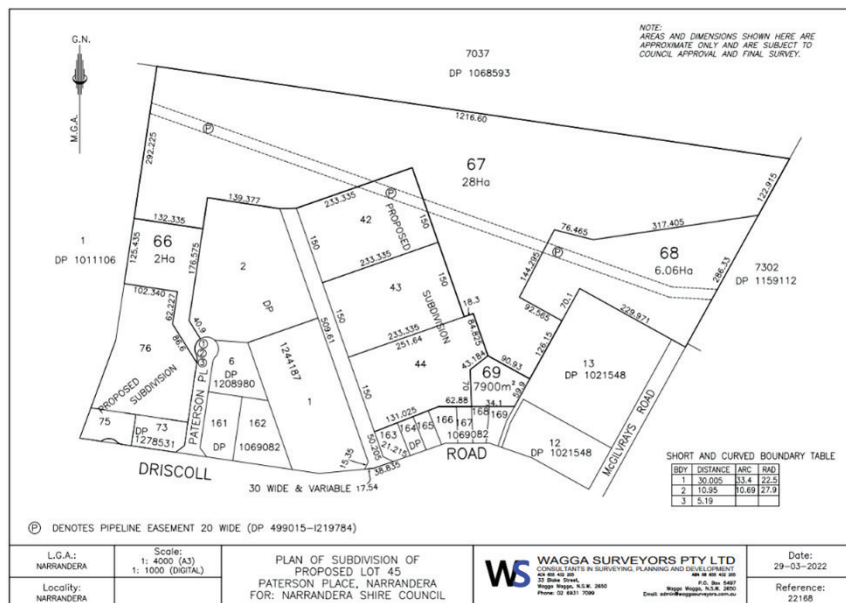
Members of the user group are hopeful of making progress with their plans, especially as the existing Plan of Management (PoM) recognises the use of the subject Crown lands for mountain bike riding as an acceptable and desirable activity. A revised PoM currently under development also recognises the

acceptable use of the land for mountain bike activities, however before the new PoM is adopted, the plan will be placed on exhibition seeking community comment also consultation sessions held with key stakeholder groups.

Red Hill Industrial Estate

This reporting period saw a remarkable level of activity on the estate with seven sales and over 50 hectares of land being either settled or under contract.

The sales have a value of over \$1.6 million and the proposals for development include recreational vehicle storage facility, truck depot, industrial modules for lease, modular home building factory, steel fabrication factory, industry training centre, solar farm, renewable energy storage facility. The developments are expected to generate over 130 jobs within the next two years.



Subdivisions to accommodate the new developments resulted in the extension of Driscoll Road and a new road heading north off Driscoll Road, together with the extension of utilities to service the new lots, is due to commence construction.



Narrandera Water Tower Artwork

Apparition Media of Melbourne completed the final artwork on the high-level water reservoir off Watermain Street early in 2022. The stunning images include strongly identifiable local icons, including the big guitar, the historic lattice bridge over the Murrumbidgee River, farming scenes, a Murray cod, and Narrandera Showground's unique industrial hall. Funding for the project was provided under the Community Building Partnership 2020.

Pictured at the water tower is the team from Apparition Media who completed this magnificent artwork in just four days.

MARKETING AND TOURISM

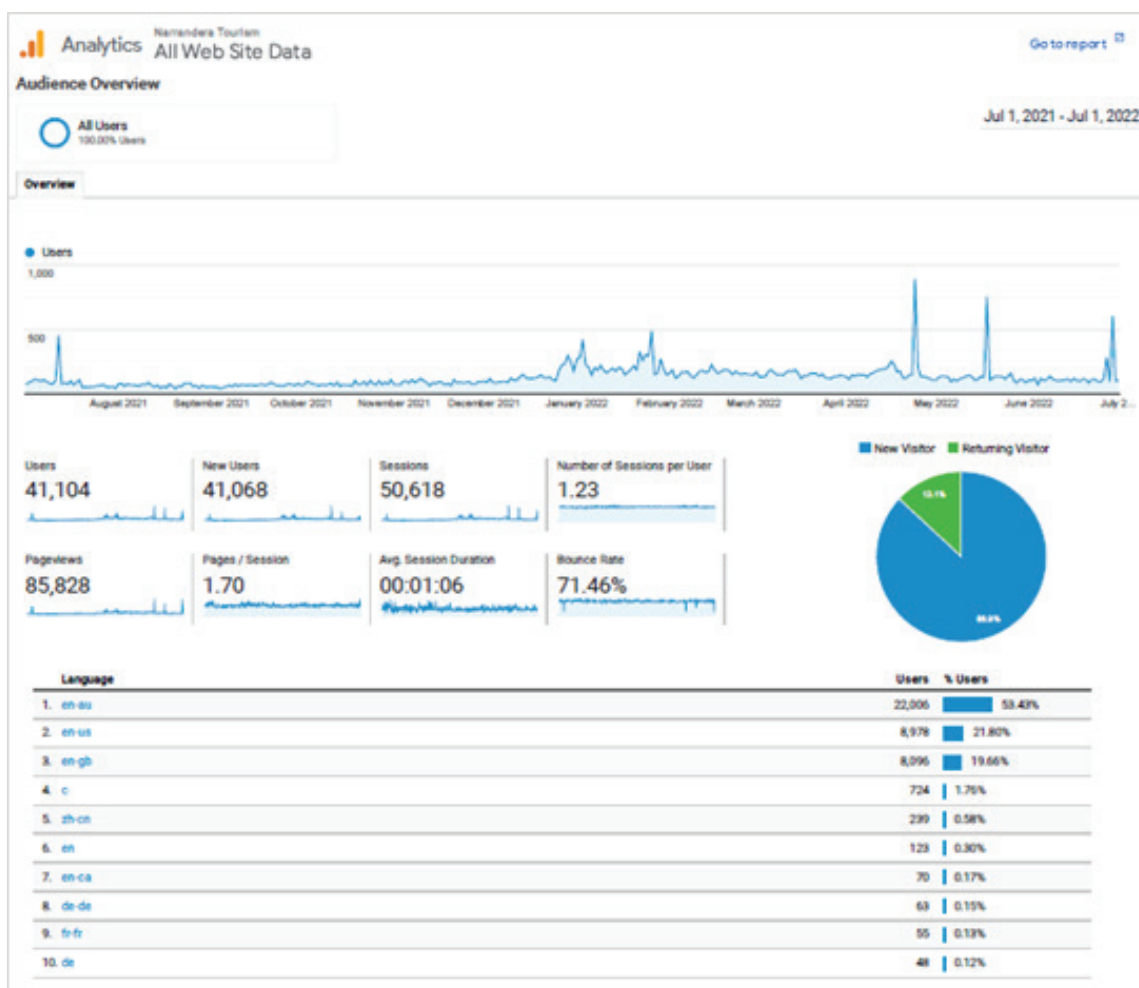
Destination Promotion Highlights

- Narrundera EarthFest Creative Economy Project funded by Building Better Regions Round 4, sponsored by Narrandera Shire Council and Bendigo Bank was delivered in May 2022. The three-day cultural emersion event engaged many local Wiradjuri businesses, artists, musicians, dancers and chefs and attracted approximately 1500 attendees throughout the event.
- Advertising initiatives across the reporting year included the spring, summer, and autumn editions of Caravanning Australia
- Advertising in spring, summer, and autumn addition of Out and About magazine
- The Tourism and Economic Development Coordinator was appointed as a Director and Treasurer of the Riverina regional cooperative marketing board.

- The Riverina collective produced a new regional map for the area to be distributed through Visitor Information Centres across the region
- Ooh Media Billboard at Gillenbah resurfaced with new imagery

Digital Marketing

- Launch of the joint marketing campaign 'The Driveway' which is an extension of the website Visit Wagga Wagga. So far the campaign has been successful across Facebook, Instagram, Google Ads and YouTube.
- A former Narrandera identity launched a HerCanberra digital marketing campaign with banner advertising for Narrandera Shire, a blog and social media posts resulting a 100% increase in traffic to Narrandera Tourism website for the 2022 summer season.
- The Narrandera Tourism website experienced an increase in users and sessions for the 2021-2022 year, whilst overall page views were down in comparison to the 2020-2021 year.



Narrandera Tourism website users, session times/duration and page views for 2021-2022.

The Drive Way shire results Narrandera

The Drive Way – campaign results March 28, 2022 – May 22, 2022

Website visitwagga.com/thedriveway	<ul style="list-style-type: none"> • 2569 page views (fourth highest performing page on VW website) • 1min 22sec average time on The Drive Way page • 84.2% new users across the Visit Wagga Wagga website
Facebook Visit Wagga Wagga organic + paid	Organic 249,707 impressions • 23,579 engagements Paid 51,056 reach • 126,835 impressions • 2615 link clicks Total Impressions: 376,542
Instagram Visit Wagga Wagga organic + paid	Organic 276,692 impressions • 7803 engagements Paid 10,595 reach • 15,984 impressions • 111 link clicks Total impressions: 292,676
Hero video Visit Wagga Wagga Facebook + Instagram	Facebook 5049 impressions • 457 engagements Instagram 6466 impressions • 225 engagements Total Impressions: 11,515
Google ads visitwagga.com/thedriveway	<ul style="list-style-type: none"> • 14,079 impressions • 520 clicks
YouTube Visit Wagga Wagga	<ul style="list-style-type: none"> • 1,751 views - 254% increase on Visit Wagga Wagga's monthly YouTube views • 77seconds (one minute 17 seconds) average view time of TDW videos
EDM newsletter Sent to 3183 subscribers	<ul style="list-style-type: none"> • Open rate 1429 or 44.89% • Click throughs 734

Narrandera results

Facebook Visit Wagga Wagga	Hero video • 8620 impressions • 450 engagement Motion graphic • 818 impressions • 39 engagement Highlight video • 4784 impression • 222 engagement Image gallery • 2352 impressions • 70 engagement
Instagram Visit Wagga Wagga	Hero video • 1828 impressions • 71 engagement Motion graphic • 2450 plays Image gallery • 2587 impressions • 82 engagements Highlight video • 2035 plays Stories • 4367 impressions

EVENTS HELD IN NARRANDERA SHIRE

Australia Day

Narrandera Shire celebrates the annual national event with a variety of community activities intrinsic to the values of our Shire. The popular Australia Day celebrations at Narrandera were held at the Narrandera Sportsground and included an 'Aussie breakfast' served by Narrandera Lions Club, a civic ceremony, and addresses by Mayor Neville Kschenka, local Australia Day Ambassador Warren Potent, Susan Ley MP and John Sullivan.



Narrandera Shire award recipients for Australia Day 2022:

- Citizen of the Year – Glenn Currie for notable service to the community and environment of Narrandera
- Citizen of the Year – Neil Seidel – for notable service to the community through CanAssist
- Junior Citizen of the Year – Wesley Bamblett for notable service to the community during the preceding year
- Senior Citizen of the Year – Reta Spencer for notable service to the community of many years
- Organisation of the Year – Narrandera Volunteer Rescue Squad for outstanding service/achievement by an organisation (business, group, club or committee) to the community of the Narrandera Shire in the preceding year.

Australia Day flag raising ceremonies and luncheons were held at the Borellan War Memorial Swimming Pool and the Grong Grong Park. In the afternoon the focus of celebrations moved to Rocky Waterholes with an afternoon of kayaking and river tours and catering provided by the Narrandera Rotary Club. Council co-ordinates Australia Day activities through a volunteer Committee and provides some financial assistance to ensure that events across the Shire are supported.

Narrandera Rod Run

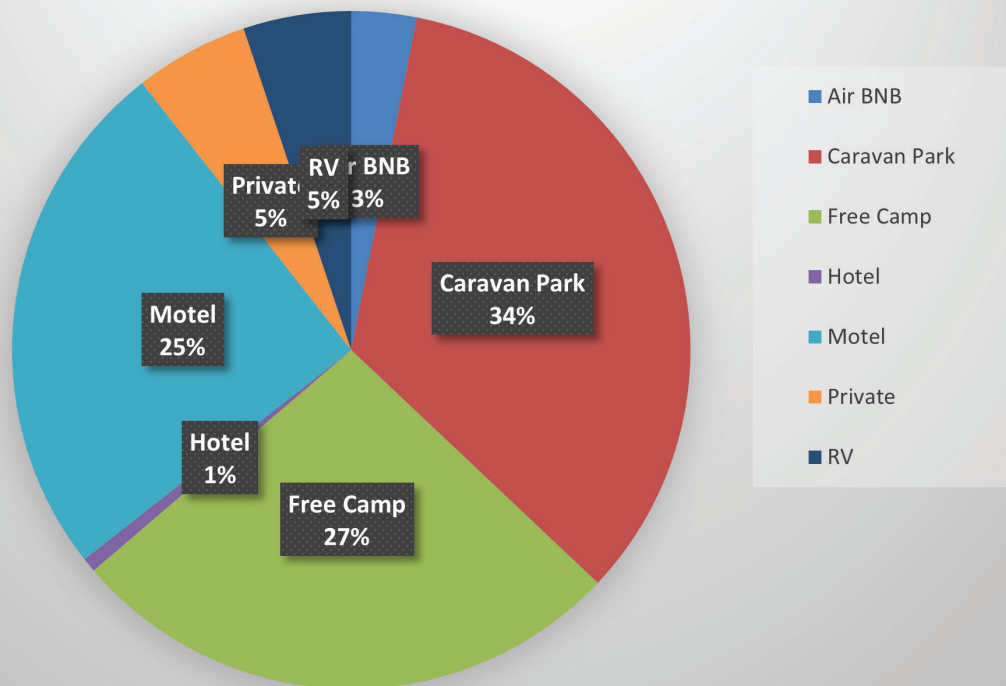
Over 500 cars participated in the Rod Run and Show 'n' Shine at the Easter 2022 Rod Run, with a bumper crowd of around 5,500 people in attendance. Excellent feedback was provided by event attendees.

Visitation Statistics

Visitation to Narrandera Shire is recovering with a slow return to past travel patterns as the challenges of COVID-19 and lockdowns become hopefully a thing of the past. There has been a trend for people staying multiple days in Narrandera as part of their regional holiday, rather than just stopping as they pass through Narrandera. Statistics show visitors are coming mostly from within NSW and a consistent return of Victorian and Queensland visitors and travellers from the ACT reacted positively to recent marketing campaigns.

Caravan parks within Narrandera Shire remain the most popular accommodation option, followed by free camping and motels. An increase in Airbnb accommodation has resulted in a steady stream of visitors choosing this option and staying with friends and relatives is still a popular choice.

2021-2022 Visitor Accommodation



Support for Events in Narrandera Shire

The Events team received nine event applications, including two new events for the Shire, and also disseminated funding opportunities to event organisers. Staff offered advice and advocacy in relation to event logistics and marketing opportunities to event organisers, with COVID-19 restrictions creating additional restrictions to be considered.

2021-2022 INFRASTRUCTURE PROJECTS

Playground on the Murrumbidgee

This project derived funding valued at \$8 million dollars from the NSW State Government. The scope of the project includes an impressive rebuild and rebadging of the Narrandera Visitor Centre to the Narrandera Shire Destination and Discovery Hub. Another project was redevelopment of the Lake Talbot Water Park at

Narrandera, a much-loved venue for the not only the local community but thousands of visitors during summer.



The Lake Talbot Tourist Park also benefited from this funding with a new amenities block incorporating disabled access and family change rooms, a laundry and a new camp kitchen to replace the existing aged structure. Other works at the park included converting a redundant building into new family accommodation units, and a new playground.

The North Bank Bridge project takes advantage of Narrandera's location adjacent to waterways and will include a bridge constructed over the Murrumbidgee Main Canal, connecting to walking and cycle paths that link to existing infrastructure and providing access from a free camping area to the Narrandera Central Business District.

The construction of a skywalk extending over the water at Lake Talbot will provide a unique view of the area. Located between the trees, the skywalk will provide views along the length of the lake, the Lake Talbot Water Park, across to the Narrandera Flora & Fauna Reserve and the koala reserve.

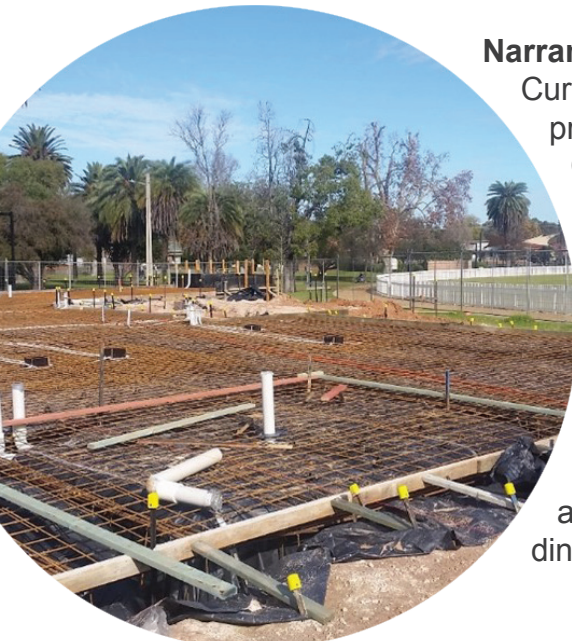


Narrandera Destination & Discovery Hub

Currently under construction and located at Marie Bashir Park, this project involved the demolition of the previous Visitor Information Centre to make way for the new Destination & Discovery Hub. The Hub will enable visitors and local community members to discover Narrandera's nature based and cultural stories using interactive displays and virtual reality.

Lake Talbot Tourist Park - New Amenity Block & Camp Kitchen

This project included demolition of two older style amenities blocks, construction of a new, modern amenity facility with two accessible family rooms, laundry, and camp kitchen with alfresco dining area. This new combined facility provides a safe, low



maintenance building that exceeds public expectations. The installation of natural gas to the park was undertaken as part of this work

Lake Talbot Tourist Park - New Playground & Shade Sail

New playground equipment offers the best opportunity for children of all ages to learn through play, offering maximum challenge and fun while playing safely. The addition of a quality shade sail provides sun protection for children using the facility.

OTHER PROJECTS

Accessible Ramp – Narrandera Sportsground

Installation of an all-accessibility ramp and widening of the players' tunnel at the Narrandera Sportsground now allows for better access and easy transition to the new clubrooms and other buildings around the concourse.

STRONGER COUNTRY COMMUNITIES ROUND 4

Sportsground Changeroom Upgrade

This project is currently under construction to upgrade the existing lower changeroom amenities to meet women-in-sport requirements, including separate cubicles and clean modern amenities with work expected to be completed by November 2022.

Lake Talbot Water Park

This project included installation of a refurbished and modified exit turnstile, together with new palisade fencing and gates to both the northern and western boundaries of the facility.



LOCAL ROADS & COMMUNITY INFRASTRUCTURE PROGRAM (LRCI) PHASE 2

Grong Grong Sportsground

Grong Grong Sportsground benefited from a new structure that provides an all-accessible unisex toilet/parent room, as well as storage room for equipment to maintain the public areas of the sportsground.



Barellan Cemetery

A combined amenities and storage building was constructed at the Barellan Cemetery.

Other Projects

Open Spaces & Recreation Shed

The Outdoor Spaces and Recreation section has a new purpose-built shed at the Barellan Road works depot that allows for safe and secure storage of plant and equipment. An overhead power line was relocated underground in the adjoining compound as part of this project.



Heavy Vehicle Wash Bay

Located at Council's Narrandera depot, this facility provides an environmentally friendly solution to the washing of Council's heavy vehicle fleet



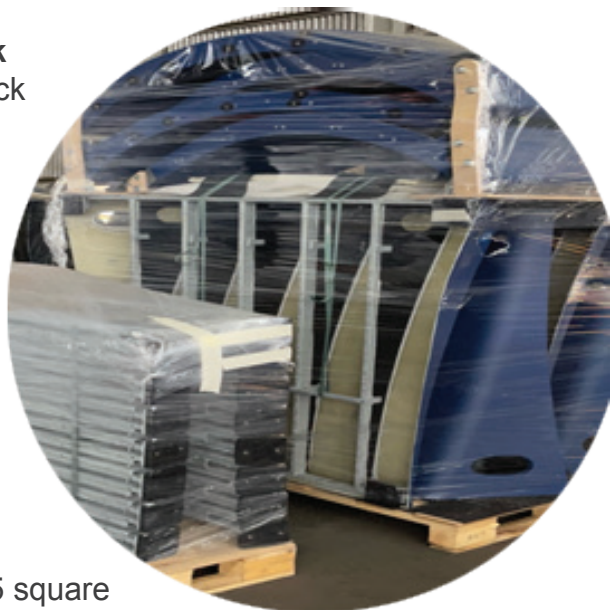
Shade Sail at Reverse Vending Machine

A shade sail was installed with support from TOMRA/Cleanaway at the waiting area of the Narrandera Reverse Vending Machine (RVM) at the Narrandera Landfill site. This is a welcome improvement when recycling bottles and cans during the hot weather.

Barellan Pump Track

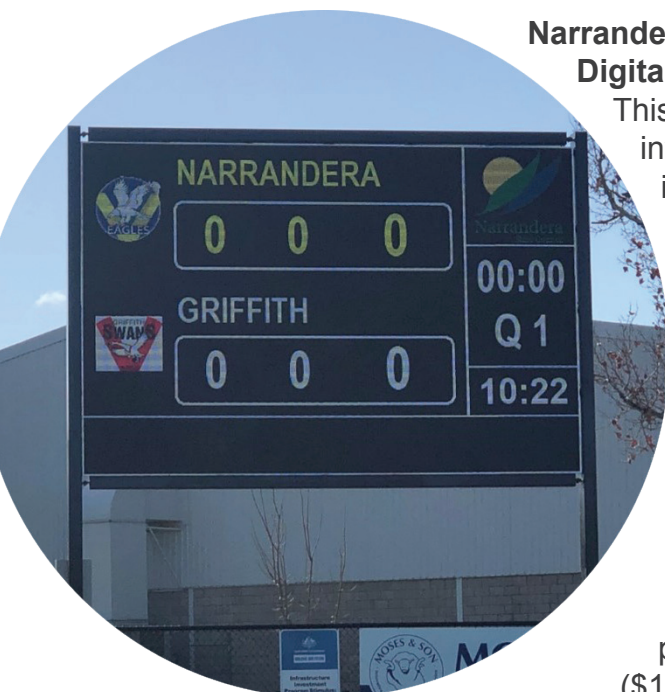
The Barellan pump track is located at the north-western corner of the Barellan Sportsground and evolved from consultation with younger

members of the Barellan community. This project is currently in the final stages of construction.



Narrandera Sportsground Digital Scoreboard

This highly visible project involved purchase and installation of a new 25 square metre digital scoreboard. As well as catering for sporting events, it also has the capability for playing movies.



ROAD NETWORK

Regional Roads

Council's road construction team completed road rehabilitation works to parts of Barellan Road (\$100,000) as part of the Regional Roads Repair Program. All regional roads had centrelines and edge lines repainted.



Sealed Roads

Council completed over 47.5 kilometres of new sealing works. Most of the works were grant funded through schemes such as the Fixing Country Roads Program and the Local Roads and Community Infrastructure Program.

Works included sections of Arrambee, Bassets, Boree, Cowabbie, Manderlay, Muntz Norrison, Pamandi, Rocky Waterholes, Rosedale, Sandigo, Settlers, Square Knob, Syme and Weir Park Roads, as well as Brookong Street and Jonsen Lane.

There was 2.7 kilometres of sealed road



Image above:
Image left:
Rosedale Road

rehabilitation, which included Currawondool Street and Martin Road. Driscoll Road was extended west by 180m to promote further business growth within the Red Hill Industrial area.



Images clockwise from left: Square Knob Road, Weir Park Road, Extension to Driscoll Road and flooding damage to gravel road - Jackson Road.

Gravel Roads

Council completed over 31.6 kilometres of gravel re-sheet works on road across the Shire, including Baldwins, Birrego, Bogalong, Donaldsons, Druces, Ellis, Galore Forest, Galore Park, Holloway, Jacksons, Pethers, Pinehope, Stradbrook, The Gap Roads and Brewarrana Lane.

Council also undertook routine maintenance grading to 390.1 kilometres of the gravel road network. In addition, 30.7 kilometres of emergency flood repairs were carried out following the January 2022 storm events.

Bridges

Council received funding to replace Mollys Bridge and Somerset Bridge.

Footpath and Kerb Works

Funding was received to upgrade the intersections at Douglas Street and Adams Street in Narrandera and Mulga Street in Barellan as part of the School Zone Infrastructure Program.



Melbourne Street, Narrandera

Funding was received to construct approximately 500 metres of shared pathway and kerb along the southern part of Melbourne Street, Narrandera which has direct views to the main irrigation canal.

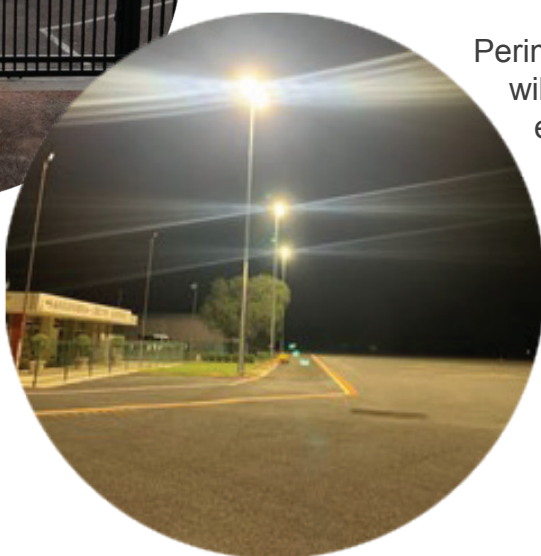


Narrandera-Leeton Airport

Council successfully applied for funding under the Regional Airports Round 1 program to complete two major projects

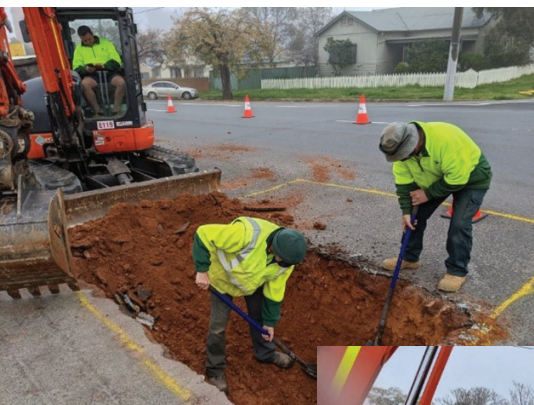
Perimeter fencing renewal to improve security and wildlife management intrusions onto the airside environment.

Apron flood lighting to illuminate all of the apron parking area which has improved safety for night-time operations.



WATER AND SEWER PROJECTS

Water main replacements continued with 450 metres of water main replaced along King Street from Adams to East Streets. The work included 450 metres of open trench and horizontal boring under the Newell Highway to minimise the impact on traffic.



Images clockwise from far left: excavation to locate old water main, locating critical infrastructure, under bore works, new infrastructure and site remediation.



The largest construction project during the reporting year was two new large capacity water reservoirs at the intersection of Pine Hill and Ridgeview Roads, Narrandera. Another essential project during the year was upgrade of fire hydrants at the Lake Talbot Tourist Park, which required a new tapping from the Broad Street water main. Trenching works were required to connect the fire hydrants to the new water service. New dedicated water service from Broad Street to the upgraded fire hydrants.



*Images left: Pine Hill Reservoir construction and completion.
Images below: Upgrade to Lake Talbot Tourist Park fire hydrants.*



Clean Drink Water Strategy

Council understands that some residents connected to its water reticulation supply network have water quality issues and has resolved to undertake short-term measures aimed at reducing the impact and incidence of discoloured water.

Short term improvement measures include:

- routine and on call hydrant flushing when customers report coloured water; and
- installation of domestic filter units with replaceable cartridge filters in the worst affected areas, with four (4) washable filter cartridges supplied.
- The filter units will be installed on the property side of the meter and become the responsibility of the property owner once installed - Council will supply the filter unit and four washable filter cartridges and they will be installed on the house side of the water meter by Council, or a selected contractor, at no cost to the property owner.

Council is currently looking at ways to best manage the water quality to the community.

STORMWATER MANAGEMENT

Council continues to carry out improvements at the outlet point of the Narrandera town siphon which directs stormwater to the Narrandera Wetlands.

Works included using available three-phase power to install a mechanical lifter (actuator) that will enable Council to quickly lower and raise the floodgate as needed.

The actuator has the ability to retrofit water level sensors that enable the gate to be closed and opened depending on the downstream and upstream water levels. Safety rails and grates were also installed over



the existing open sections to improve safety of workers attending the site.

Following the stormwater event in late January 2022, where an intense localised storm delivered 55 millimetres of rainfall in a short period leading to the flooding of areas along Victoria Avenue and East Street, Council is currently scoping and costing the works to duplicate the existing underground stormwater infrastructure to manage a similar event. The outcomes of the investigation, costing and timeline will be conveyed to the community as the project moves forward, with final decisions likely to be included in the 2022-2023 Annual Report.

Flood Risk Management Prevention Measures

The 2019 Review of the Narrandera Flood Risk Management Plan & Study identified several flood-protection measures. Council applied for funding to progress to the feasibility stage for 3 of these measures:

1. *Feasibility and preliminary design of the Northeast Detention Basin*

This study is in its final stages as consultants, Water Modelling Solutions, have investigated and modelled a number of options to minimise the eastern catchment flowrates. Completion of this study will enable Council to apply for the next detailed design phase.

2. *Investigation into the integrity of the Southern Canal Bank*

A Public Works advisory assessment process confirmed that the canal bank does not meet their levee criteria. As a result, further engineering analysis of the slope stability and seepage modelling was undertaken and confirmed that the Murrumbidgee Canal bank provides significant flood protection. This study was also extended to provide a Consequence Management Plan and maps identifying which properties and infrastructure would be affected for 0.1 metre increments in flood level. This project is now complete.

3. *Voluntary House Raising and Purchase*

This feasibility study prepared a report identifying eligible properties that met the NSW Government's criteria for house raising and house purchase flood protection measures. Affected property owners were contacted to gauge their interest in participating, with the report enabling Council to apply for funding to assist these properties.

4. *Detailed Design of Barellan Township Flood Protection Levee*

Council was successful in its application for a detailed design of the Barellan flood protection levee. Completion of the study will enable Council to take advantage of future Federal and State Government grants by having a shovel-ready solution to prevent future overland flooding of the Barellan township.

Across the reporting period, Council also continued to carry out maintenance works to maintain Council's existing stormwater drainage infrastructure, including cleaning culverts and open drains.

REPORT ON INFRASTRUCTURE ASSETS

The following schedule reports on the condition of Public Works under the Control of Council and contains costs in relation to:

1. Estimated cost to bring the asset up to a satisfactory standard
2. Required annual maintenance
3. Actual maintenance as at 30 June 2022
4. Written Down Value
5. Assets in Condition as a % of Written Down Value
 - Excellent/Very good – No work required
 - Good – Only minor maintenance work required
 - Satisfactory – Maintenance work required
 - Poor – Renewal Required
 - Very poor – Urgent renewal/upgrading required

Report on infrastructure assets as at 30 June 2022

Asset Class	Asset Category	Estimated cost			2021/22 Actual maintenance	2021/22 Required maintenance *	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		Estimated cost to bring assets to satisfactory standard	to bring to the agreed level of service set by Council	to bring to the agreed level of service set by Council					1	2	3	4	5
Buildings	Buildings – non-specialised	431	–	446	182	446	10,328	29,571	1.0%	11.0%	47.0%	38.0%	3.0%
	Buildings – specialised	204	–	221	89	221	8,805	15,974	32.0%	3.0%	24.0%	39.0%	2.0%
	Sub-total	635	–	667	271	667	19,133	45,545	11.9%	8.2%	38.9%	38.4%	2.6%
Other structures	Other structures	466	–	217	416	217	11,102	19,217	38.0%	8.0%	26.0%	26.0%	4.0%
	Sub-total	466	–	217	416	217	11,102	19,217	38.0%	6.0%	26.0%	26.0%	4.0%
Water supply network	Water supply network	9,811	–	581	1,113	581	20,235	40,666	16.0%	7.0%	42.0%	28.0%	7.0%
	Sub-total	9,811	–	581	1,113	581	20,235	40,666	16.0%	7.0%	42.0%	28.0%	7.0%
Roads	Sealed roads pavement	6,030	–	160	394	160	20,138	32,050	3.0%	3.0%	93.0%	0.0%	1.0%
	Sealed roads surface	5,513	–	397	982	397	8,237	17,771	17.0%	4.0%	16.0%	51.0%	12.0%
	Unsealed roads pavement	3,342	–	255	761	255	18,154	25,341	64.0%	8.0%	7.0%	4.0%	17.0%
	Bridges	1,743	–	75	–	75	9,190	15,203	7.0%	45.0%	43.0%	0.0%	5.0%
	Footpaths	11	–	2	19	2	982	1,464	20.0%	77.0%	2.0%	0.0%	1.0%
	Bulk earthworks	–	–	–	–	–	58,836	58,836	100.0%	0.0%	0.0%	0.0%	0.0%
	Flood-ways	–	–	–	–	–	1,846	1,877	100.0%	0.0%	0.0%	0.0%	0.0%
	Guardrail	16	–	1	–	1	289	378	50.0%	34.0%	14.0%	0.0%	2.0%
	Kerb and guttering	–	–	6	34	6	3,602	6,124	0.0%	100.0%	0.0%	0.0%	0.0%
	Traffic devices	38	–	1	–	1	824	978	76.0%	5.0%	19.0%	0.0%	0.0%
	Sub-total	16,693	–	897	2,190	897	122,098	160,022	52.0%	11.2%	25.8%	6.3%	4.7%
Sewerage network	Sewerage network	2,963	–	162	801	162	15,565	23,780	30.0%	27.0%	31.0%	5.0%	7.0%
	Sub-total	2,963	–	162	801	162	15,565	23,780	30.0%	27.0%	31.0%	5.0%	7.0%
Stormwater drainage	Stormwater drainage	–	–	9	–	9	7,283	11,152	13.0%	87.0%	0.0%	0.0%	0.0%
	Sub-total	–	–	9	–	9	7,283	11,152	13.0%	87.0%	0.0%	0.0%	0.0%
Open space / recreational assets	Swimming pools	–	–	32	128	32	3,036	4,217	75.0%	0.0%	0.0%	25.0%	0.0%
	Open Space & Recreational	103	–	14	–	14	839	1,602	28.0%	40.0%	15.0%	7.0%	10.0%
	Sub-total	103	–	46	128	46	3,875	5,819	62.1%	11.0%	4.1%	20.0%	2.8%
Total – all assets		30,671	–	2,579	4,919	2,579	199,291	306,201	37.4%	13.9%	29.0%	15.1%	4.6%

(a) Required maintenance is the amount identified in Council's asset management plans.

COMPANION ANIMALS

The principal object of the Companion Animals Act is to provide effective and responsible care and management of companion animals. The Act requires domestic cats and dogs to be microchipped and lifetime registered.

Residential areas in Narrandera, Barellan and Grong Grong are patrolled routinely and in response to call outs. Council updates and maintains data in the NSW Companion Animals Register. Employees also enforce the provisions of the Act by issuing penalty infringement notices, nuisance orders, dangerous and menacing dog declarations where required. Council's data relating to dog attacks is lodged through the NSW Companion Animals Register to the Office of Local Government with pound collection returns lodged with the Office of Local Government.

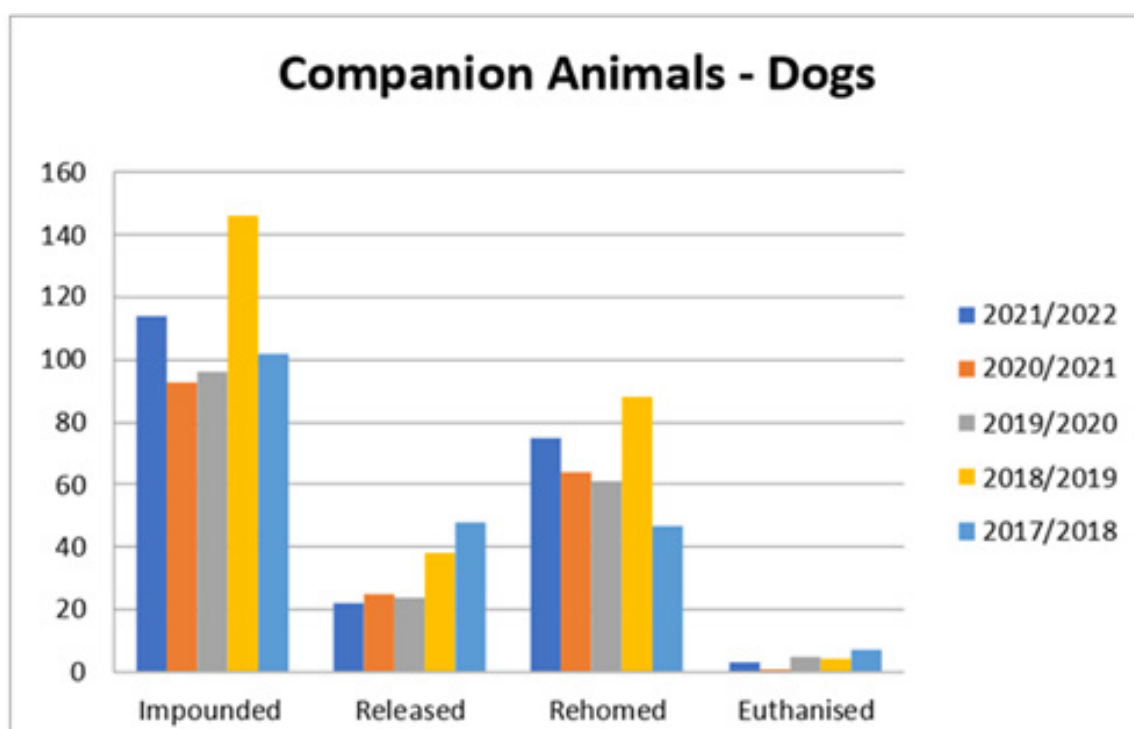
The compliance team continues to provide community liaison to promote responsible dog and cat ownership. Council emphasises the importance of de-sexing pets, as well as microchipping and registration to increase the chance of reuniting lost pets with their owners. Council has developed an excellent relationship with pet rescue groups and compliance officers work closely with them to re-home unclaimed and surrendered animals as an alternative to euthanasia. Dogs and cats are only euthanised when deemed unsuitable for rehoming following temperament testing or upon veterinary advice.

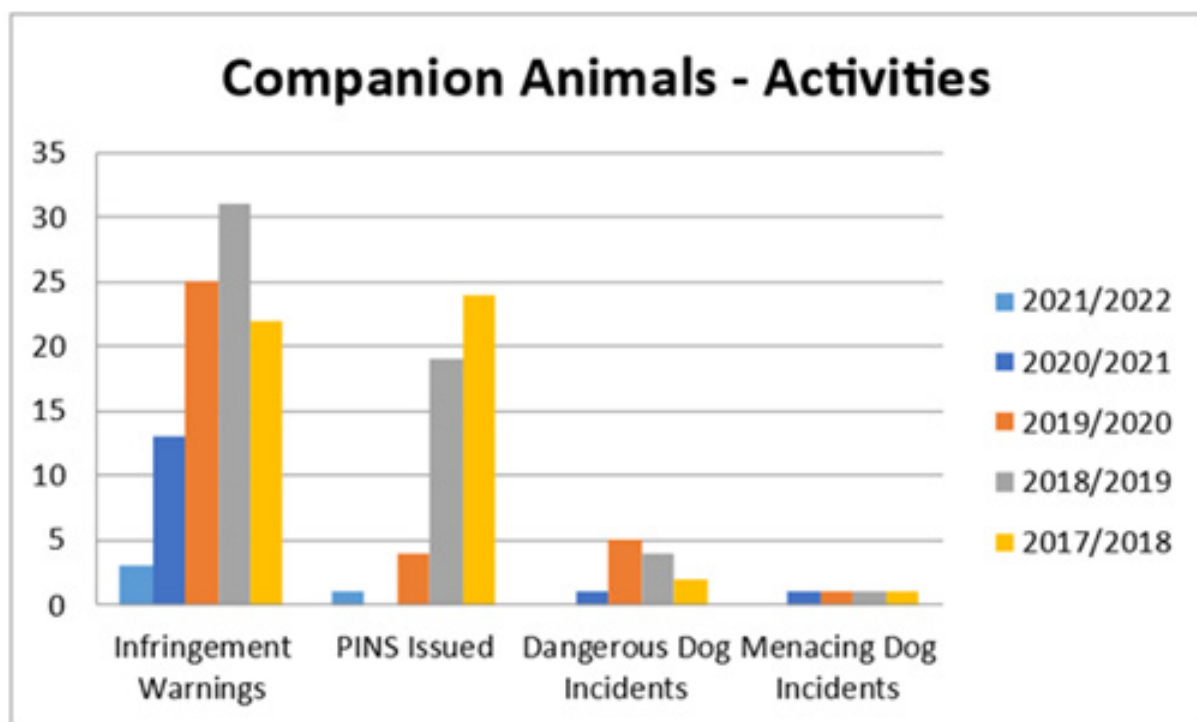
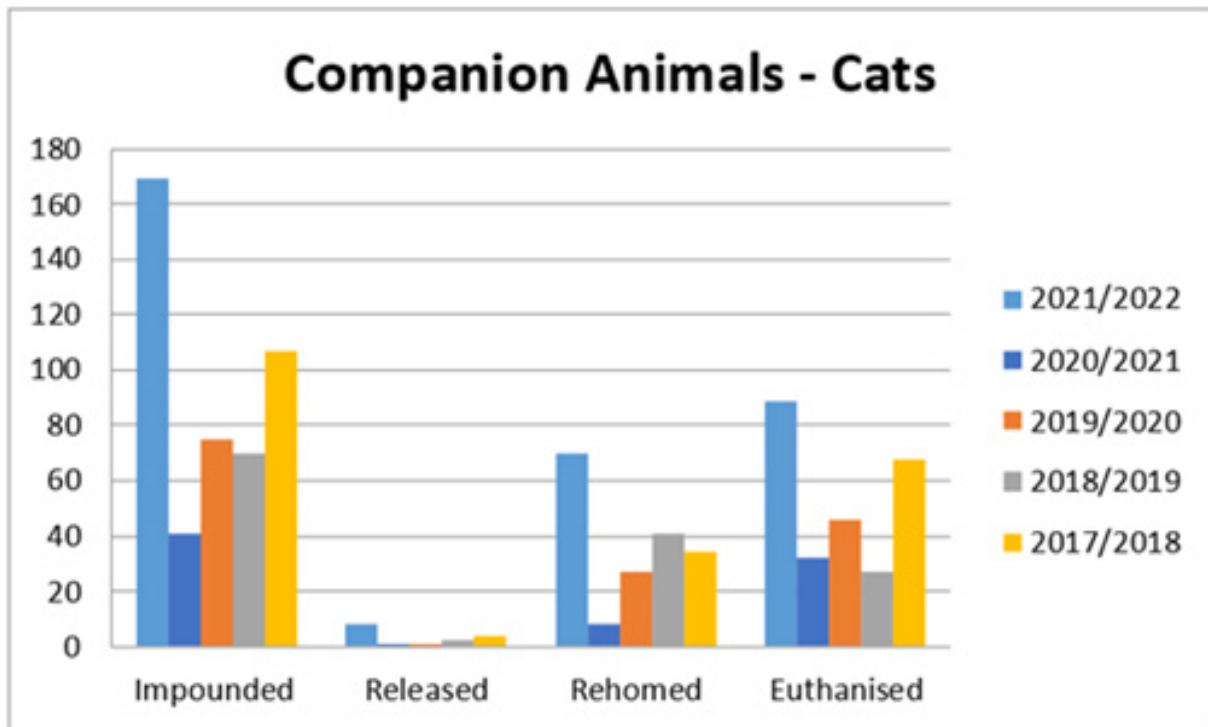
Employees continue to trap feral cats to help protect native wildlife, the cats are assessed for rehoming.

The southern side of the Narrandera Sportsground facility is dedicated as a dog-off leash area.

Across the reporting year Council has expended approximately \$164,337 on animal management and activities including microchipping education, pound improvements also feral cat control.

Council did not apply for or receive any grant funded monies this financial year.





WHAT WE DO TO MANAGE OUR ENVIRONMENT

Narrandera Shire is renowned for the rich diversity and maturity of the many trees found within its streetscapes, parkland and private gardens. Tree lined avenues, mature exotic gardens and specimen trees are all present throughout the Shire.

Council plays a key role in managing and protecting our environment and continues to protect, restore, enhance and conserve the local environment.

Tree Plantings

120 trees were planted during the 2021-2022 reporting year. Another 150-200 replants are scheduled for 2022-2023 given the favourable season conditions.

Narrandera Shire Tree Audit and Tree Plotter Management Program

Council acknowledges that trees play a vital role in the health, social framework and economic sustainability of an area, they improve our environment and quality of life. In the long term, they often create a very real 'sense of place' and enhance the public domain. Trees can also:

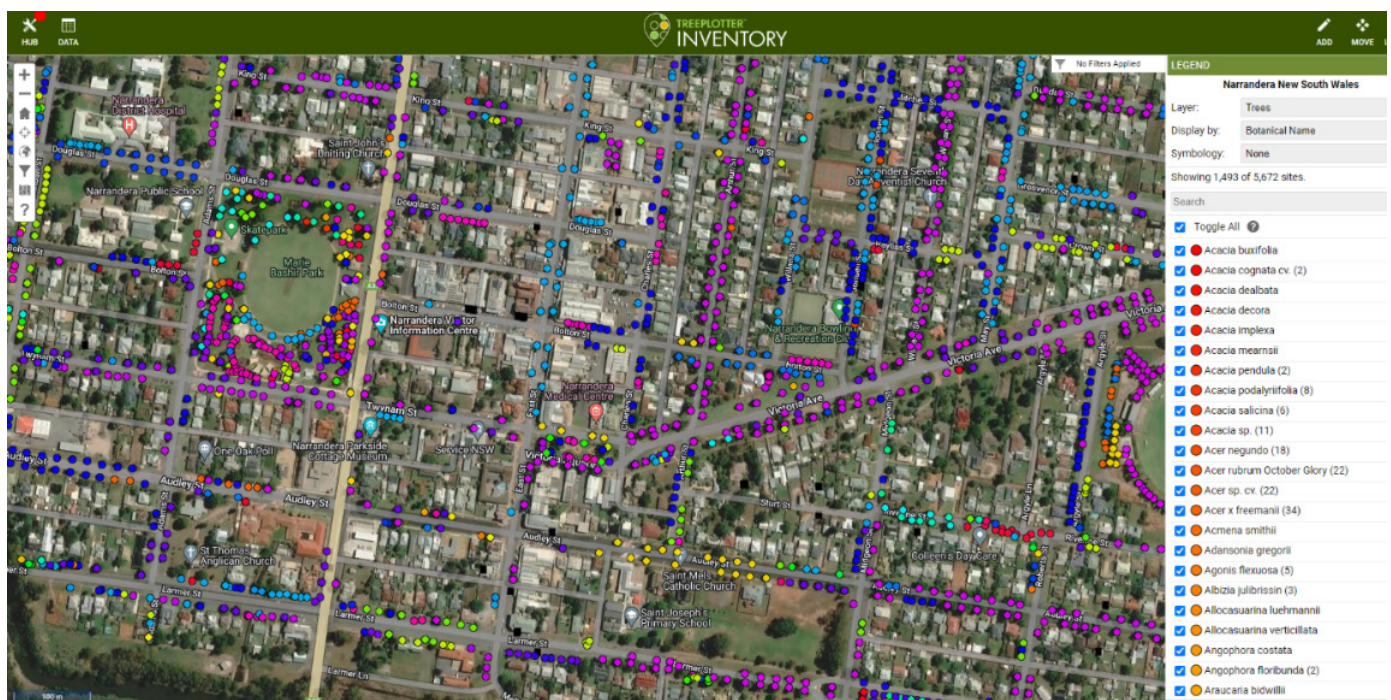
- Provide habitat for native animals
- Reduce the effects of urban heat
- Reduce airborne pollution
- Reduce carbon dioxide in the atmosphere
- Protect from soil erosion
- Encourage outdoor activity
- Reduce exposure to the sun and ultraviolet rays
- Create privacy and lessen noise
- Provide a connection to nature
- Soften and screen street infrastructure
- Reduce demand for energy
- Contribute to ecological biodiversity.

This project involved reassessing all Council managed trees within the Narrandera, Grong Grong and Barellan town areas. Having such information readily available provided an accurate status report of the trees within our populated areas and helps establish tree maintenance programs to be carried out over the next five years.

The tree audit addressed a number of key objectives including

- Current tree condition
- Pest, disease and other disorders that may affect trees
- Species performance
- Review of tree risk – utilising quantified tree risk assessment (QTRA).
- Recommendations for management of the issues identified including suggested maintenance schedules and re-plantings

Tree management software was purchased to ensure that our tree population is managed effectively. The system records all works, has the capability to provide instant condition reports and create specific tree maintenance packages. It allows Council to look at trends, such as maintenance needs and numbers of new plantings.



Weed Management For Biodiversity Conservation

Council is committed to the ongoing management of weeds and the risks and impacts they have on our community, environment and economy. To carry out this task Council supports an extensive Weeds Action Program (WAP). This involves inspections of private property, Council managed and owned land, and numerous spray programs throughout the year targeting a range of weeds. Council is an active member of the Riverina Weeds Action Program. This program helps develop partnerships to effectively target weeds, identify and stop new weeds early and increase community involvement in weed management.

PLANNING & DEVELOPMENT

Local Strategic Planning Statement

In August 2020, Council adopted its Local Strategic Planning Statement (LSPS) that set the framework for Narrandera Shire's economic, social and environmental land use needs over the next 20 years. The document can be viewed by selecting the following link – [Local Strategic Planning Statement](#).

Planning Agreements

During the 2021-2022 reporting year Council did not enter into any planning agreements as per Section 7.5 of the Environmental and Planning Assessment Act, 1979.

Swimming Pool Inspections

Swimming pools associated with tourist and visitor accommodation and multi-occupancy developments are required to be inspected at three yearly intervals. Swimming pools owned by private individuals are required to provide a valid Swimming Pool Compliance Certificate before selling or leasing a property, however there may be other reasons why a certificate may be required.

The following swimming pool inspections have been undertaken during the reporting year in accordance with the Swimming Pools Act 1992

- Number of swimming pool inspections – 13
- Number of tourist and visitor accommodation swimming pool inspections - 1
- Number of inspections where there were more than two dwellings - 0
- Number of inspections resulting in issuance of certificate of compliance - 10
- Number of inspections resulting in issuance of certificate of non-compliance - 3

NEW SOUTH WALES RURAL FIRE SERVICE

Council is a member of the NSW Rural Fire Service MIA District along with the councils of Carrathool, Griffith, Hay, Leeton and Murrumbidgee. The following information and commentary were provided by the Zone Manager.

MIA DISTRICT

ANNUAL COUNCIL REPORT

2021/22

Executive Services

Separate Pre Season Captains and Group Captains meetings were held between 7th and 16th September 2021.

A combined Post Season Meeting was held on the 8th April 2022. This event included volunteers from all 6 of the local government areas included in the MIA District; Carrathool, Griffith, Hay, Leeton, Murrumbidgee and Narrandera.

The Bushfire Management Committee (BFMC) met at a Pre-Season meeting held on 19th September 2021 and again at a Post Season meeting on 06th April 2022.

Liaison Committee meetings are only held as required, no meeting was held in 2021/22.

The Bush Fire Danger Period for 2021/22 ran from 1st October 2021 until 31st March 2022. No major incidents occurred within the district.

Infrastructure Services

Current copies of Schedule 2 (Buildings) and Schedule 4 (Tankers) of the service agreement have been sent with this report.

Tankers

During the 2021/2022 financial year the MIA District received the following appliances:

New Category 1 appliances

- Beelbanger (Griffith)
- Paynters Siding (Narrandera)
- Carrathool Town (Carrathool)
- Gidgell (Murrumbidgee).

New Category 7 appliances

- Beelbanger (Griffith)
- Fivebough & Whitton (Leeton)
- Hay HQ (Hay).

For the 2019/2020 scheduled year, the district is waiting on delivery of:

Second hand

- Category 1 appliance for Coonara/Groongal (Carrathool)
- Category 9 appliance for Hay HQ (Hay LGA).

There was enhanced funding for the 20/21 Financial Year and the District is awaiting on delivery of:

New Category 1 appliance

- Hanwood (Griffith)
- Yanco (Leeton).

Second hand Category 1 appliances

- Kamarah (Narrandera)
- Gundaline (Murrumbidgee)
- Sandigo (Narrandera).

For the 2021/2022 scheduled year the district is waiting on delivery of all allocated appliances.

Refurbished Category 1 appliances

- Tubbo (Murrumbidgee)
- Grong Grong (Narrandera)
- Hanwood (Griffith).

Second hand Category 7 appliances

- Rankins Springs & Yoolaroi (Carrathool)
- Gidgell (Murrumbidgee)
- Colinroobie (Narrandera) and
- Merriwagga (Carrathool).

As always with the District Appliance Replacement Program the appliances that are being replaced, make their way through our system to replace the oldest in the fleet. All vehicles were serviced by local providers.

Stations

A number of stations have had improvements over the past year and were funded by the Rural Fire Service Deductible Gift Recipient Fund. These included:

- Fivebough (Leeton)
- Beelbanger, Warrawidgee (Griffith)
- Hay HQ, Area E, Area D (Hay)
- Coleambally, Darlington Point (Murrumbidgee)
- Griffith Airbase (Shared)
- Corobimilla (Narrandera)
- Wallanthy (Carrathool).

Through the generous donation of land from Pro Ten, work is expected to commence on the Kooba (Griffith) Fire Station in the next financial year. Work continues on securing land for a fire station at Erigollia (Carrathool). A Funding application has been submitted for a new fire station at Landervale (Narrandera).

Membership Services

Training

Courses offered to volunteer members included:

- Bush Fire Fighter
- Village Fire Fighter
- Advanced Programs Introduction
- Crew Safety Welfare
- Navigation
- Wildfire Behaviour
- Crew Leader Wildfire
- Rural Fire Driver
- First Aid Application
- Trim/Cross cut Felled Trees
- Aviation Basic Knowledge
- Live Fire Training
- Volunteer Induction

A Total of 91 Qualifications were issued in 2021/22. Training has been difficult over the past eighteen months due to the uncertainty of the COVID 19 epidemic.

Membership

A total of 43 new volunteers have joined the MIA District, since July 2021. In an effort to maintain record accuracy 112 volunteers have resigned or been removed since July 2021, with 8 of those passing away.

Medals

Long Service Medal Presentations were held in April 2021 for the volunteers in Carrathool and Griffith Local Government Areas. There was a combined 17 long service medals/clasps awarded, totalling 553 years of service. The medals are awarded in 10-year increments.

National Emergency Medals (NEM) were presented to 105 MIA District volunteers for their efforts during the 19/20 Bushfire Season. This is only the fifth time the NEM has been issued other times include, North Queensland Floods 2019, Tropical Cyclone Debbie 2017, Queensland Floods 2010-11 and Cyclone Yasi and Victorian Bushfires 2009.

Seven Victorian Government campaign pins were also presented at this presentation for their deployment to Victoria in 2019.

Operational Services

Bush Fire Risk Management Plan

The MIA District Bush Fire Risk Management Plan was endorsed by the MIA BFMC in April 2016, and has been forwarded to the NSW Bush Fire Coordinating Committee (BFCC). The BFCC have acknowledged receipt of the new plan and we are waiting for their approval. To date the BFRMP has not been approved, this is due to the local government mergers of Murrumbidgee and Jerilderie shires.

Three initial workshops have been held to commence the new risk planning process for the MIA District plan. The meetings were held in May 2021, August 2021 and April 2022 and involved Senior RFS volunteers and land managers. The next step for the Risk Plan is to identify the focus areas and treatments to be applied in the identified focus areas.

Hazard Reduction

Hazard reduction works were carried out in spring 2021 in various areas across the MIA District. The Rural Fire Service's State Mitigation Services (SMS) carried out mechanical hazard reduction works in and around all villages, residential interface and strategic infrastructure areas.

Planning for the 2022/2023 season is well underway, with 3 SMS works requests having already been submitted, for mechanical works and burning assistance.

Fire Permits

A total of 1033 fire permits were issued in the MIA District in 2021/22, which comprised of:

LGA	Permits Issued
Carrathool	122
Griffith	339
Hay	39
Leeton	161
Murrumbidgee	282
Narrandera	92

Community Engagement

In 2021/22, due to Covid 19 a number of events and programs were cancelled during this season. Despite this 23 out of 44 Community Engagement activities have been conducted with a further 7 planned for the next financial year.

These activities range from school & day care visits, to local shows/field days, to multi-cultural and community group presentations.

Incidents

Period July 1st 2021 to June 30th 2022.

	Total Incidents	Fire & Explosion	MVA	Hazard Condition	Service Call	Good Intent	False Alarm	Other
Carrathool	41	28	5	1	1	1	3	2
Griffith	124	75	21	3	8	2	12	3
Hay	19	13	3	2	0	0	0	1
Leeton	77	42	6	6	8	1	14	0
Murrumbidgee	38	18	7	3	7	2	1	0
Narrandera	51	23	9	1	4	2	11	1
Total MIA	350	199	51	16	28	8	41	7

Deployments

14 volunteers were deployed to Lismore and Hawksbury during the response to the 2022 floods:

- 5 Leeton
- 5 Griffith
- 2 Narrandera
- 2 Carrathool



For further information regarding this report, please contact the MIA District on **02 6966 7800**

Section 2

The Attachments

- A. Government Information (Public Access) Act, 2009 - Annual Report ending 30 June 2022
- B. Public Interest Disclosures Act, 1994 - Report for the year ending 30 June 2022
- C. Audited Financial Reports for the year ending 30 June 2022
- D. Update for the Disability Inclusion Action Plan 2017-2021 as at 30 June 2022
- E. Delivery Program 2018-2022 Annual Report as at 30 June 2022



Narrandera

Shire Council

Annual Report 2019-2020

APPENDIX A

**Government Information (Public Access) Act
2009 - Annual Report 30 June 2020**



Narrandera

Shire Council

Annual Report 2019-2020

APPENDIX B

**Public Interest Disclosures Act 1994 - Report
for the year 30 June 2020**



Narrandera

Shire Council

Annual Report 2019-2020

APPENDIX C

Section 428 (2) (a)

**Audited Financial Reports for the year
ending 30 June 2020**



Narrandera

Shire Council

Annual Report 2019-2020

APPENDIX D

**Update for the Disability Inclusion Action
Plan 2017-2021 as at 30 June 2020**



Narrandera

Shire Council

Annual Report 2019-2020

APPENDIX E

**Delivery Program 2017-2021 Annual Report
as at 30 June 2020**