

# Our Narrandera Shire 2034

## COMMUNITY STRATEGIC PLAN





# 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 township of Narrandera (image courtesy of Central West Lifestyle Magazine).*

*INSIDE COVER IMAGE: Wiradjuri Elder Michael Lyons playing the didgeridoo, as part of the Sandhills Artefacts Tour.*

## **ABOUT THIS DOCUMENT**

The following document is the latest Community Strategic Plan (CSP) for Narrandera Shire Council.

This is a third generation document and has been prepared in accordance with the guidelines established by the NSW Office of Local Government including the Local Government Act 1993, the Local Government (General) Regulation 2021 and the Integrated Planning and Reporting Guidelines for Local Government in NSW, issued September 2021.

The first CSP was adopted prior to 1 July 2012 with the second generation adopted prior to 1 July 2016. Since adoption of the original 2012 version the community, Council and staff have become more informed about Integrated Planning and Reporting and better understand how the reporting cycle continues to provide guidance for effective management, community involvement and improved transparency of the operations of Council.

Local Councils operate in an increasingly complex environment, with responsibilities under many pieces of legislation and policies. Councils also have direct relationships with both Commonwealth and State agencies with the Integrated Planning and Reporting framework allowing the integration of community priorities into Council strategies and plans but also maintaining accountability and transparency by regular monitoring and reporting.

This document ‘Our Narrandera Shire 2034’ contains the aspirations of the community as a whole and has been developed through the feedback of many community members obtained during community consultation in the latter part of 2021.

The Councillors of Narrandera Shire Council thank the community at large for taking the time to offer comment on the development of this document.



## Message from The Mayor

I am proud to present the Community Strategic Plan titled 'Our Narrandera Shire 2034'.

Since the first Community Strategic Plan was adopted in 2012 it has been used by Council to make informed decisions and to set the agenda for long-term planning of projects, infrastructure and services across our Shire.

This document was originally scheduled to be reviewed following the September 2020 Council election, however due to the global COVID-19 pandemic the election was delayed until December 2021 – despite this delay our staff have worked hard behind the scenes consulting with many stakeholders to ensure that the CSP contains the aspirations of our communities.

This updated document builds on the previous 2016 CSP and takes on board the information gathered from consultation activities that have recently taken place such as the 2021 Community Survey conducted by Micromex, also the consultation sessions facilitated Sea and Star Advisory Pty Ltd late 2021. The community session for this document, included traditional face-to-face formats, meeting with individual community organisations and individuals, also using an extensive QR Coded survey distributed to the community with the November 2021 rate instalment and November 2021 water consumption account. Council also used its social media presence and the Council newsletter to widely promote the survey.

Council has a custodial role through the initiation, preparation and maintaining this Community Strategic Plan however its implementation requires continued partnerships with other organisations, agencies, committees, community groups and our volunteers.

Thank you for your valuable contribution.

***Councillor Neville Kschenka, Mayor***





## Message from **George Cowan, General Manager**

Councils need to focus on long term strategic planning and to set priorities through community consultation, the preparation of this document 'Our Narrandera Shire 2034' is an important part of this process.

In creating this document, we have had to ask ourselves:

- Where are we now?
- Where do we want to be?
- How will we get there?
- How do we know when we have arrived?

In other words, the Community Strategic Plan captures the strengths, issues and potential opportunities for our Shire and in response it establishes strategies for the outcomes that we all want.

This document retains our current 5 themes of Community, Environment, Economy, Infrastructure and Leadership but as you will read the community aspirations have evolved from 2016 – in the new document there is a mix of valuing what we currently have but also seeking to create additional opportunities. Our long term aim is to keep the great opportunities that we already have at the same time creating new opportunities that can arise from future change and growth.

Similar, to Mayor Kschenka, I would also like to thank the community for their valuable contributions in developing this document.

**George Cowan, General Manager**





## WHAT IS INTEGRATED PLANNING AND REPORTING?

Integrated Planning and Reporting is a framework introduced in 2009 whereby all NSW Councils are required to develop, document and report on plans for the future of their communities.

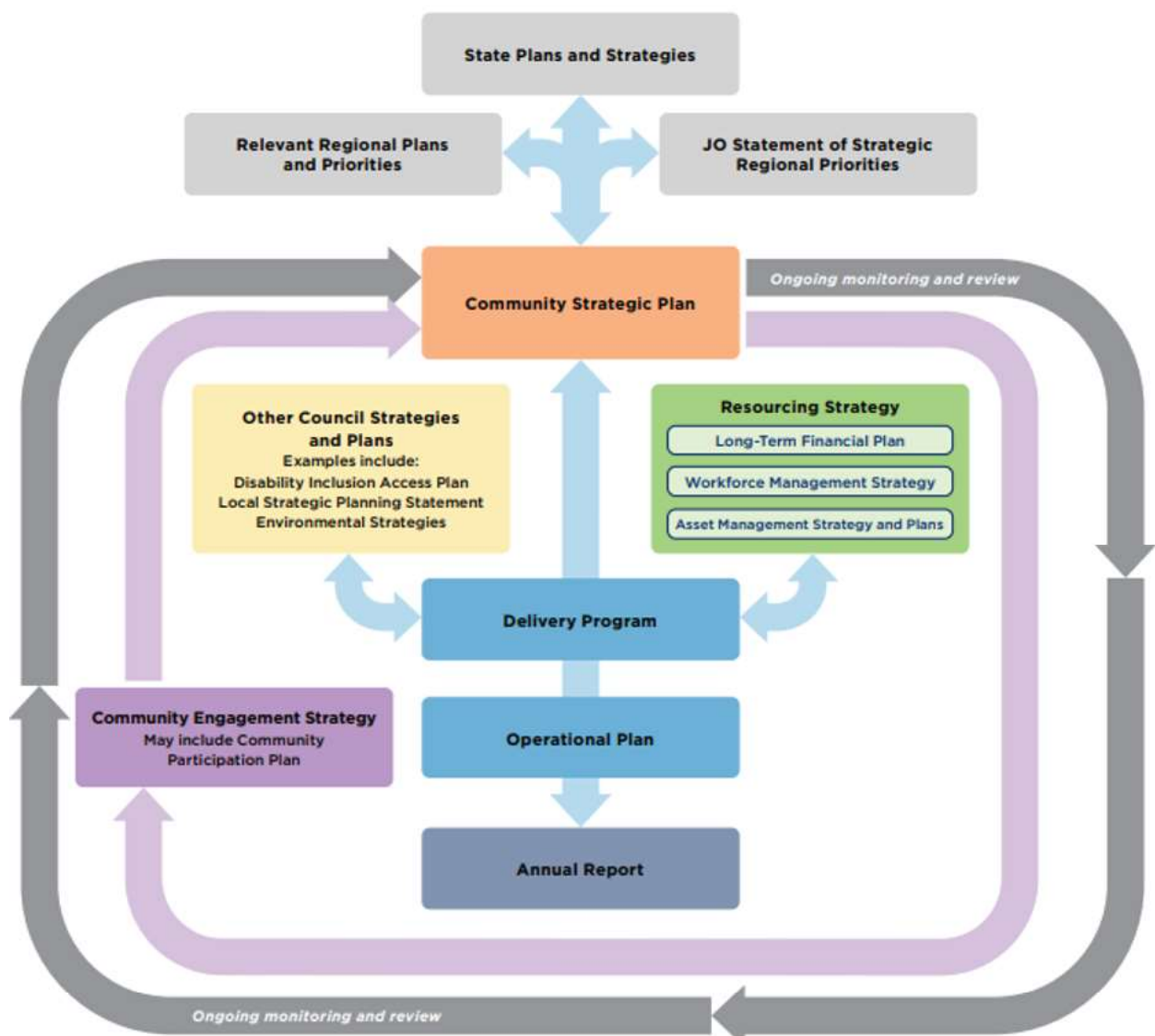
Narrandera Shire Council produced the first generation of documents in 2012 followed by the second generation in 2016 and now the development of the third generation in 2022.

At this point in time the next generation of Integrated Planning and Reporting will be developed during 2024 and adopted by Council before 30 June 2025.

Integrated Planning and Reporting is essentially the relationship between many strategic documents both within the organisation and external to the organisation that must be robust, flexible and cohesive enough to work together in rapidly changing circumstances and opportunities - their integration supports a clear vision for the future and provides a clear roadmap for delivering community priorities and aspirations.

The role of the community is at the heart of the framework, engagement with the community is critical to understand their vision for the future and priorities to feed into key elements of the framework.

Below is the Integrated Planning and Reporting framework prepared by the NSW Office of Local Government.





This document, the Community Strategic Plan (CSP), is placed at the top of the framework cycle and is pivotal in the reporting, ongoing maintenance and review phases. It has a minimum 10 year horizon and is reviewed at the time of election of a new Council every 4 years and is to be adopted by the 30 June the year following the election.

The (CSP) is the highest level of strategic planning undertaken by a Council, the objectives of which are supported by all other plans and strategies. The CSP articulates community vision and aspirations but also considers State and Regional plans as they apply to Council. As a minimum a CSP must contain community vision, strategic directions and outcomes, also measures on progress.



## WHAT ARE THE PRINCIPLES OF SOCIAL JUSTICE?

During the consultation phase of developing the 2022 CSP it has been important to apply the Principles of Social Justice being participation, equity, access and rights.

These principles provide guidance on developing strategies actions to achieve greater levels of social inclusion, especially for members of the community who identify as part of the Aboriginal and Torres Strait Islander (ATSI) communities, Culturally and Linguistically Diverse (CALD) communities and people who have a disability or people who support a person living with a disability.

### Participation

Enable people to participate in decisions which affect their lives.

### Equity

Ensure fair distribution of available resources.

### Access

Ensures all people can connect with available goods and services regardless of age, gender, ethnicity or ability.

### Rights

Protects individual liberties to information about circumstances and decisions affecting them to the means to appeal decisions where it is believed to be unfair.



## WHAT IS THE QUADRUPLE BOTTOM LINE?

When assessing projects or programs that assist in the delivery of the outcomes of the CSP, Council must apply the principles of the Quadruple Bottom Line (QBL) to assess aggregate economic, social, environmental and governance impacts.

The QBL is illustrated below:

Social	Environmental	Economic	Civic Leadership
<ul style="list-style-type: none"> <li>• Access and equity issues</li> <li>• Cultural activities</li> <li>• Recreation and active living</li> <li>• Built environment – urban design and planning for growth</li> <li>• Providing and maintaining community facilities</li> <li>• Heritage issues</li> <li>• Consultation networks</li> <li>• Public health and safety</li> <li>• Affordable housing</li> <li>• Education</li> <li>• Transport links between communities in our LGA</li> </ul>	<ul style="list-style-type: none"> <li>• Total water cycle management</li> <li>• Preserving biodiversity</li> <li>• Waste management</li> <li>• Protecting specific environmental features</li> <li>• Climate change impacts and initiatives</li> <li>• Alternative energy sources</li> <li>• Air quality</li> <li>• Environmental impact of development</li> <li>• Environmentally sound operation of assets</li> </ul>	<ul style="list-style-type: none"> <li>• Regional economic profiles and opportunities</li> <li>• Economic sustainability strategies</li> <li>• Commercial and industrial opportunities</li> <li>• Small business strategies</li> <li>• Tourism</li> <li>• Providing vocational pathways</li> <li>• Supply chain issues</li> <li>• Transport and trade links with other centres</li> <li>• Financial sustainability of the council</li> </ul>	<ul style="list-style-type: none"> <li>• Policy frameworks</li> <li>• Decision-making principles and allocation of priorities</li> <li>• Leadership and representation</li> <li>• Levels of service</li> <li>• Council's role as a responsible employer</li> <li>• Business efficiency and probity expectations of the council</li> <li>• Ethical practices</li> <li>• Consultation and community participation in decision making</li> <li>• Community ownership and implementation of the strategic plan</li> </ul>

Source: NSW OLG website – viewed 24 January 2022.



# Narrandera Shire area



The name 'Narrandera' originates from the Wiradjuri word 'Narrungdera' which mean 'place of lizard or goanna'.

Narrandera Shire is centrally located in the Riverina Region of NSW being 554kms southwest of Sydney, 339km west of Canberra, 437kms north of Melbourne and 824kms east of Adelaide.

The Shire lies within the catchment area of the Murrumbidgee River and is located at the junction of both the Newell and Sturt Highways.

Having an area of 4,116 square kilometres, the Shire sits midway between the main regional centres of Wagga Wagga (99km to the east) and Griffith (98km to the west). The Shire marks the transition between the extensive broad acre agricultural areas of the western slopes and plains to the east and the highly productive Murrumbidgee Irrigation Area (MIA) to the west.

Narrandera Shire is readily accessible by a variety of transport options including a daily passenger air service to Sydney.

The main town in the Shire is Narrandera which is an attractive town known for its tree lined streets, heritage buildings, beautiful natural environs, koala colony and the Lake Talbot aquatic environment comprising both natural and built features – equally important are the smaller communities of:

## *Binya*

Located 71 km northwest of Narrandera on Burley Griffin Way

## *Barellan*

Located 50 km north of Narrandera on Burley Griffin Way

## *Corobimilla*

Located 28 km south of Narrandera on the Sturt Highway

## *Grong Grong*

Located 23 km east of Narrandera off the Newell Highway

## *Kamariah*

Located 50 km northeast of Narrandera on Burley Griffin Way

## *Moomboldool*

Located 52 km north of Narrandera on Burley Griffin Way

## *Sandigo*

Located 28 km southeast of Narrandera on the Sturt Highway.



# Our Population

## 2016 Census QuickStats

### Narrandera (A)

Code LGA 15800 (LGA)

**People** 5,853  
**Male** 49.6%  
**Female** 50.4%  
**Median Age** 44

**Families** 1,430

Average children per family  
for families with children 1.9  
for all families 0.7

**All private dwellings** 2,786

Average people per  
household 2.3  
**Median weekly  
household income** \$1,030  
**Median monthly  
mortgage repayments** \$1,007  
**Median weekly rent** \$170  
**Average motor vehicles  
per dwelling** 1.9

The latest census data for our Shire is from 2016 with the 2021 census data not scheduled to be released until June 2022.

The following information has been sourced from the Australian Bureau of Statistics which can be viewed in greater detail by visiting <https://www.abs.gov.au>.

Our community is diverse and is rich in Aboriginal history as it is with our European heritage, our community is welcoming to people from other countries and respects their heritage.

### People — demographics & education

[demographics & education](#) | [cultural & language diversity](#) | [employment](#)

People tables are based on a person's place of usual residence on Census night

People	Narrandera (A)		New South Wales		Australia	
<i>Persons count based on place of usual residence on Census night</i>		%		%		%
Male	2,901	49.6	3,686,014	49.3	11,546,638	49.3
Female	2,953	50.4	3,794,217	50.7	11,855,248	50.7
Aboriginal and/or Torres Strait Islander people	569	9.7	216,176	2.9	649,171	2.8

In the 2016 Census, there were 5,853 people in Narrandera (A) (Local Government Areas). Of these 49.6% were male and 50.4% were female. Aboriginal and/or Torres Strait Islander people made up 9.7% of the population.

[View the data quality statement for Place of Usual Residence \(PURP\)](#)

Age	Narrandera (A)		New South Wales		Australia	
		%		%		%
Median age	44	—	38	—	38	—
0-4 years	378	6.5	465,135	6.2	1,464,779	6.3
5-9 years	426	7.3	478,184	6.4	1,502,646	6.4
10-14 years	353	6.0	443,009	5.9	1,397,183	6.0
15-19 years	325	5.5	448,425	6.0	1,421,595	6.1
20-24 years	298	5.1	489,673	6.5	1,566,793	6.7
25-29 years	253	4.3	527,161	7.0	1,664,602	7.1
30-34 years	299	5.1	540,360	7.2	1,703,847	7.3
35-39 years	311	5.3	499,724	6.7	1,561,679	6.7
40-44 years	336	5.7	503,169	6.7	1,583,257	6.8
45-49 years	338	5.8	492,440	6.6	1,581,455	6.8
50-54 years	393	6.7	485,546	6.5	1,523,551	6.5
55-59 years	456	7.8	469,726	6.3	1,454,332	6.2
60-64 years	401	6.8	420,044	5.6	1,299,397	5.6
65-69 years	391	6.7	384,470	5.1	1,188,999	5.1
70-74 years	313	5.3	292,556	3.9	887,716	3.8
75-79 years	211	3.6	217,308	2.9	652,657	2.8
80-84 years	179	3.1	155,806	2.1	460,549	2.0
85 years and over	199	3.4	167,506	2.2	486,842	2.1

The median age of people in Narrandera (A) (Local Government Areas) was 44 years. Children aged 0 - 14 years made up 19.7% of the population and people aged 65 years and over made up 22.1% of the population.

### People — employment

[demographics & education](#) | [cultural & language diversity](#) | [employment](#)

Employment	Narrandera (A)		New South Wales		Australia	
<i>People who reported being in the labour force, aged 15 years and over</i>		%		%		%
Worked full-time	1,488	60.1	2,134,521	59.2	6,623,065	57.7
Worked part-time	667	26.9	1,071,151	29.7	3,491,503	30.4
Away from work	170	6.9	174,654	4.8	569,276	5.0
Unemployed	150	6.1	225,546	6.3	787,452	6.9

There were 2,475 people who reported being in the labour force in the week before Census night in Narrandera (A) (Local Government Areas). Of these 60.1% were employed full time, 26.9% were employed part-time and 6.1% were unemployed.

The ABS Labour Force Survey provides the official estimates of Australia's unemployment rate. More information about Census and labour force status is provided in [Understanding the Census and Census Data](#).

[View the data quality statement for Labour force status \(LFSP\)](#)

Employment - hours worked	Narrandera (A)		New South Wales		Australia	
<i>Employed people aged 15 years and over</i>		%		%		%
1-15 hours per week	221	9.4	364,637	10.8	1,218,823	11.4
16-24 hours per week	221	9.4	352,817	10.4	1,079,236	10.1
25-34 hours per week	233	10.0	353,702	10.5	1,193,445	11.2
35-39 hours per week	380	16.2	645,428	19.1	2,031,263	19.0
40 hours or more per week	1,111	47.5	1,489,099	44.1	4,591,801	43.0

Of employed people in Narrandera (A) (Local Government Areas), 9.4% worked 1 to 15 hours, 9.4% worked 16 to 24 hours and 47.5% worked 40 hours or more.

[View the data quality statement for Hours worked \(HRSP\)](#)

Occupation	Narrandera (A)		New South Wales		Australia	
<i>Employed people aged 15 years and over</i>		%		%		%
Managers	499	21.5	456,084	13.5	1,390,047	13.0
Labourers	393	16.9	297,887	8.8	1,011,520	9.5
Technicians and Trades Workers	289	12.4	429,239	12.7	1,447,414	13.5
Professionals	277	11.9	798,126	23.6	2,370,966	22.2
Clerical and Administrative Workers	242	10.4	467,977	13.8	1,449,681	13.6
Community and Personal Service Workers	222	9.6	350,261	10.4	1,157,003	10.8
Machinery Operators and Drivers	206	8.9	206,839	6.1	670,106	6.3
Sales Workers	154	6.6	311,414	9.2	1,000,955	9.4

The most common occupations in Narrandera (A) (Local Government Areas) included Managers 21.5%, Labourers 16.9%, Technicians and Trades Workers 12.4%, Professionals 11.9%, and Clerical and Administrative Workers 10.4%.

*The vision of our Community Strategic Plan is ‘to preserve and enhance the lifestyle of our communities by encouraging, promoting and facilitating the sustainable development of the Shire’. We do this by ‘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.



## *Our Councillors* **as elected December 2021**

*Mayor of Narrandera Shire*



**Councillor Neville Kschenka**

*Deputy Mayor of Narrandera Shire*



**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**

The CSP is a document that contains the aspirations of the community as a whole; it contains guidance for the Council on where the community realistically aspires to be in the next 10 years and beyond.

Achieving the aspirations contained within this document and the supporting documents will not be easy, nor will it be the sole responsibility of Council to deliver every action in this document - rather the delivery of some of the outcomes will require resources from many partners including the Commonwealth Government, the NSW State Government, the many businesses that contribute to our economy, local committees, our local community organisations as well as the countless individuals that do so much for the wider community.

In a lot of actions Council will act as the facilitator, the advocate, the enabler or a supporter.

Community expectations of NSW Local Government for the delivery of infrastructure and services has increased over the years, while at the same time other levels of Government have devolved various functions to Councils. The overall effect has been the need for Council to improve on existing services and service standards, accept the management of new services and to provide a greater range of services – meanwhile there is limited revenue to fund these higher levels of service, devolved services and service expectations.

Although Council has developed the 'Our Narrandera Shire 2034' document on behalf of the community, Council is not wholly responsible for its implementation. Transforming community expectations into reality depends on the collective actions of individuals, community groups, organisations, the private sector and all levels of Government.

The role of Council will be to:

- Identify local service and infrastructure priorities in consultation with the community
- Balance community expectation with available resources
- Carry out specific regulatory functions
- Work closely with both Commonwealth and State agencies to deliver outcomes to the community
- Partner with community groups and non-government agencies
- Advocate for services to address community needs
- Support volunteerism in the community such as being a member of a Council committee or encouraging people to be active in the services provided to the community such as visitor services or tasks at the library or driving for community transport.

For each of the 5 themes are the partners, influencers, advocates and decision makers that may be able to assist Council to attain the aspirations contained within this CSP by assisting where we want to be in 10 years' time, how will we get there and how will we know when we have arrived.



## FINANCES

Council manages revenue annually of approximately \$27m; rates and charges comprise around \$8.3m or 31 per cent of this with the remaining \$18.7m mainly derived from other revenue sources such as fees & charges, interest on investments and grant funding (information based on consolidated 2020-2021 financial year audited statements). The role of Council has expanded significantly from the traditional days of roads, rates and rubbish. Council now has a much greater responsibility and accountability for the overall health and wellbeing of the community and is also seen as the custodian, negotiator, resolver and participant for many non-traditional areas.

To manage its ever evolving role Council actively seeks additional revenue such as grants to fund and deliver the level of services that are needed to maintain a prosperous and healthy community.

Holistically, Council has a considerable range of responsibilities, some of which are listed below:

### *The management of facilities and reserves*

- Sportsgrounds, playgrounds, community parks and gardens
- Swimming pools
- Some community halls
- Library
- Cemeteries
- Venues for Arts & Culture
- Museums
- Some waterways and bridges
- Civic buildings as well as some residential and commercial buildings
- Landfill sites
- Council is also the Reserve Manager for many Crown Land reserves such as the Lake Talbot environs, Narrandera Flora and Fauna Reserve, Narrandera Wetlands, Brewery Flat area also some of the Rock Water Holes precinct

### *The delivery of services*

- Support to our Aboriginal, youth, aged, disabled and culturally and linguistically diverse community members
- Building and environmental health control
- Land use and natural environment planning
- Determining development applications (DAs)
- Visitor Services and organising some community events
- Some ageing and disability services including Community Transport and the Commonwealth Home Support Program
- Stormwater and flood management
- Infrastructure management
- Water and sewer reticulation networks and services for parts of the Shire
- Emergency management
- Noxious weed control
- Animal control
- Bushfire mitigation
- Management, maintenance and promotion of the Narrandera/Leeton Airport facility in conjunction with Leeton Shire Council
- Waste management including collection and recycling services and kerb-side collections when scheduled

- Maintenance and improvement to local roads as well as working with the Transport NSW to maintain key routes
- Street lighting, footpaths and other community infrastructure

## COUNCIL GOVERNANCE

Includes the administration of the many matters relating to our Shire such as customer service, policy and strategic planning, financial matters, risk management, economic and business development, new infrastructure and/or the maintenance of existing infrastructure, access to information, community engagement and advocacy for our Shire.

### An example of how Council provides facilities and services to the community:

*A community member might say, I don't use any of the services provided by Narrandera Shire Council, however the reality is that Council has a presence almost everywhere – let's consider the following scenario.*

*It's a typically beautiful day in Narrandera Shire – it is January, and it is in the middle of school holidays. You live on the outskirts of Narrandera, so you decide to take the children and visitors to Marie Bashir Park for a barbeque lunch using one of the new barbeques & shelter and let the children play in the adventure playground also the skatepark – given they are close by your visitors decide to shop at the Visitor Information Centre. While preparing lunch you purchased from local businesses you notice other families have the same idea and are also having a picnic and notice people enjoying the running track that surrounds the oval also a group of friends are enjoying a friendly game of touch football being playing inside the oval. Your children need to use the amenities which are close by and pay their respects to the Wiradjuri Honour Wall.*

*Following lunch, you decide to visit the Narrandera Wetlands, then drive to the Flora and Fauna Reserve to see a koala. The children of your visitors are so excited to see the Lake Talbot Water Park that your plans suddenly change and after admiring a koala in a tree, you all drive to the water park to swim and enjoy the splash park for the rest of the day. On the way home you take a side trip to visit the Rocky Waterholes precinct and walk across the Broken Bridge.*

*The following day your visitors decide that they would like to see more of the Shire so firstly it is off to Grong Grong for the children to play at the Grong Grong Park also the Earth Park then you take a take a cross country drive to Barellan to see the Big Tennis Racket and then visit the Barellan War Memorial Pool. After a day of being a tourist it is time to head back to Narrandera and chose from the many venues to have dinner.*

*Being the last day of their holiday, your visitors decide that they want a quite-day, so you head to the library to borrow a few DVD's and whilst in Narrandera you all decide to have coffee and lunch at one of the many venues and then decide to shop in the many unique stores. Finally, it is back to the car using footpaths and pedestrian crossings then drive home using a recently sealed Council roadway.*

Notice the underlined and highlighted words? Most of the activities in the above story involved the use of facilities and/or the use of services maintained or provided by Council – including many others that you may not be aware of such as waste management in removing waste street bins, stormwater drainage, grass mowing, tree management, directional and general signage, the cleaning of amenities, street sweeping, also the supply of potable water and sewage disposal.



## Linkages with other plans external of Council

The strategies of 'Our Narrandera Shire 2034' are aligned with the NSW Premier's Priorities which can be viewed by selecting the following link – [NSW Premier's Priorities](#) and also aligned with the Riverina & Murray Joint Organisation (RAMJO) which can be viewed by selecting the following link – [RAMJO Regional Priorities](#). There are however other plans and strategies that can apply, and some are listed below.

### 1 Our Community

**Premier's Priorities:** A strong economy, highest quality education, well connected communities with quality local environments, putting customer service at the centre of everything we do, and breaking the cycle of disadvantage.

**Proposed to be achieved by:** Lifting education standards, keeping children safe, breaking the cycle, improving the health system, better environment, and better customer service.

**Regional Priorities:** Communities that can grow and thrive in times of changing needs and expectations.

**Other relevant plans:** Riverina and Murray Joint Organisation (RAMJO) – Statement of Strategic Regional Priorities including Water Security, Energy Security & Affordability, Transport, Digital Connectivity, Health Services, Industry, workforce and jobs, Waste Management and Infrastructure. Regional Services and Infrastructure Plan tNSW, Exceptional Rural Health Care – MLHD 2021-2026, Inside Out – NSW State Library Strategic Plan 2019-2023, Riverina Murray Sport and Active Recreation Plan 2018-2023, NSW Disability Inclusion Action Plan 2021-2025, NSW Police Force – Statement of Strategic Intent, NSW Department of Education Strategic Plan 2018-2022.

### 2 Our Environment

**Premier's Priorities:** A strong economy, well connected communities with quality local environments.

**Proposed to be achieved by:** Better environment.

**Regional Priorities:** Manage and conserve water resources for the environment; Protect and manage the regions environmental assets: Increase resilience to natural hazards and climate change.

**Other relevant plans:** Riverina and Murray Joint Organisation (RAMJO) – Statement of Strategic Regional Priorities including Water Security, Energy Security & Affordability, Transport, Digital Connectivity, Health Services, Industry, workforce and jobs, Waste Management and Infrastructure. NSW Climate Change Policy Framework, Riverina Murray Regional Emergency Management Plan.

## 3 Our Economy

**Premier's Priorities:** A strong economy, highest quality education, well connected communities with quality local environments and breaking the cycle of disadvantage.

**Proposed to be achieved by:** Lifting education standards, breaking the cycle, improving the health system, better environment, and better customer service.

**Regional Priorities:** Protect the region's diverse and productive agricultural land; Promote business activities in industrial and commercial areas; Promote tourism opportunities; sustainably manage water resources for economic opportunities; Promote the diversification of energy supplies through renewable energy generation; Support and protect ongoing access to air travel; Protect the region's Aboriginal and historic heritage.

**Other relevant plans:** Riverina and Murray Joint Organisation (RAMJO) – Statement of Strategic Regional Priorities including Water Security, Energy Security & Affordability, Transport, Digital Connectivity, Health Services, Industry, workforce and jobs, Waste Management and Infrastructure. NSW Housing Strategy – Housing 2041, Visitor Economy Strategy 2030 – Destination NSW, NSW Regional Infrastructure Plan, NSW Disability Inclusion Action Plan 2021-2025, NSW Department of Education Strategic Plan 2018-2022.

## 4 Our Infrastructure

**Premier's Priorities:** A strong economy, highest quality education, well connected communities with quality local environments, putting customer service at the centre of everything we do.

**Proposed to be achieved by:** Lifting education standards, improving the health system, better environment, and better customer service.

**Regional Priorities:** Enhance road and rail freight lines; Support and protect ongoing access to air travel; Identify and protect future transport corridors.

**Other relevant plans:** Riverina and Murray Joint Organisation (RAMJO) – Statement of Strategic Regional Priorities including Water Security, Energy Security & Affordability, Transport, Digital Connectivity, Health Services, Industry, workforce and jobs, Waste Management and Infrastructure. NSW Regional Infrastructure Plan, Regional Services and Infrastructure Plan tNSW, NSW Disability Inclusion Action Plan 2021-2025.

## 5 Our Civic Leadership

**Premier's Priorities:** A strong economy, highest quality education, well connected communities with quality local environments, putting customer service at the centre of everything we do, and breaking the cycle of disadvantage.

**Proposed to be achieved by:** Lifting education standards, keeping children safe, breaking the cycle, improving the health system, better environment, and better customer service.

**Regional Priorities:** Support the growth of health and aged care sectors; Promote the expansion of education and training opportunities; build resilience in towns and villages; manage rural residential development.

**Other relevant plans:** Riverina and Murray Joint Organisation (RAMJO) – Statement of Strategic Regional Priorities including Water Security, Energy Security & Affordability, Transport, Digital Connectivity, Health Services, Industry, workforce and jobs, Waste Management and Infrastructure. Regional Services and Infrastructure Plan tNSW, Exceptional Rural Health Care – MLHD 2021-2026, Inside Out – NSW State Library Strategic Plan 2019-2023, Riverina Murray Sport and Active Recreation Plan 2018-2023, NSW Disability Inclusion Action Plan 2021-2025, NSW Police Force – Statement of Strategic Intent, NSW Department of Education Strategic Plan 2018-2022, Riverina Murray Regional Emergency Management Plan.



# Our Five Key Themes

**1** Our Community

**2** Our Environment

**3** Our Economy

**4** Our Infrastructure

**5** Our Civic Leadership

# How to read This Plan

What the community told us was important about this theme

What the community would like to see achieved

## 1 Our Community

What some community members said about 'Our Community'

- Nannanlara is a welcoming place, home to a small and caring community.
- People are not satisfied with the health services, especially for mental health.
- People commonly must drive to either Wagga Wagga for specialist treatment or rely on community transport.
- There is not enough relevance to the youth of our community, our Aboriginal and Torres Strait Islander community or newcomers to our community.
- Nannanlara's potential is within its way of life integrating natural scenery, built environment and welcoming community.
- Community is about coming together, volunteering and love where you are from.
- Nannanlara does try to be inclusive.
- Younger people don't have the same time to volunteer, and maybe not the inclination.
- Social media has an unwelcome culture of putting everything down.
- The Op Shop brings together the best of Nannanlara's 'can do' attitude such as volunteerism and generosity.

### Aspirations for Our Community

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

### Actions to get us there

- 1.1.1 Acknowledge and celebrate our local Wiradjuri culture.
- 1.1.2 Support opportunities for community participation in diverse arts and cultural activities.
- 1.1.3 Work with event organisers to promote and improve participation in local events and festivals.
- 1.2.1 Continue to work with the Aboriginal community fostering mutual respect and understanding through consultation seeking valuable feedback on important projects and initiatives.
- 1.2.2 Work with the Youth Council to implement the Youth Strategy.
- 1.2.3 Integrate the Youth Council into official Council and community events.
- 1.2.4 Continued advocacy for the delivery of integrated health services and well-being programs.
- 1.3.1 Maintain and enhance the connection between Council and the community using available communication channels.
- 1.3.2 Continued advocacy for the strengthening of critical emergency services personnel and 'fit for purpose' infrastructure through the Nannanlara Community Safety Precinct Committee.
- 1.3.3 Ensure that the CCTV network is functional and there is a program for enhancement.
- 1.3.4 Provide transport opportunities to support independent living at home.

### How will we know when we get there?

- A community that is more aware of its Wiradjuri heritage.
- Our Cultural Plan supports opportunities for the community in the arts and our economy through cultural events, programs and initiatives.
- Community events that are well attended and promote community spirit.
- A Youth Council that is considered part of Council.

Actions are the way that as a community we can work together to achieve the aspirations

Outcomes of the actions



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# 2 Our Environment

*What some community members said about 'Our Environment'*

- Compost bins are needed.
- The cultural aspects of the environment should be acknowledged
- It would be good to have wider knowledge of where the Aboriginal sites of significance are – some sacred sites are not preserved.
- Parks could be better integrated with reserves.
- Narrandera could do with another park, as the main one is 'chock-a-block'.
- Henry Mathieson oval is perceived as being fenced off and locked.
- The Common (Flora and Fauna Reserve) gets too readily locked up for months after rain.
- The community is half conservative, half not, in acting on the environment.
- Expert groups in the community, like Landcare, could be tapped into by Council.

## Aspirations for Our Environment

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

## Actions to get us there

- 2.1.1 Establish strong partnerships to protect, expand and promote Narrandera's unique koala population with a vision to establish a research centre in Narrandera.
- 2.1.2 Key environmentally sensitive areas under the control of Council are managed with awareness and sensitivity.
- 2.1.3 Preservation and enhancement of our significant tree assets to maintain our signature streetscapes.
- 2.2.1 Continually assess playgrounds to determine if fit for purpose, ensure compliance with the relevant standards and they meet community needs relevant to the level of use of the area.
- 2.2.2 Implement a renewal and maintenance schedule to support a diverse range of building facilities for the community.
- 2.3.1 Implementation of the Narrandera Shire Waste Management Plan and identify realistic opportunities for re-use of waste streams.
- 2.3.2 Source funding and implement short to medium term actions from the Narrandera Shire Council Climate Action Strategy.

## How will we know when we get there?

- Our koala population is protected by the scientific and broader community, and a koala research centre is established in Narrandera.
- Key environmentally sensitive areas under the control of Council are managed with awareness and sensitivity.
- The preservation and enhancement of trees within our is practiced and encouraged by Council.
- All playgrounds under Council control are considered fit for purpose to applicable service standards and by the community.
- Council facilities are maintained so that they are fit for purpose and continue to support both organisational and community activities and that a strategic plan is in place for their replacement or renewal.
- Options to minimise waste streams to landfill and to promote reuse and recycling are identified and progressed.
- Council progresses the 24 short to medium term actions identified under its November 2020 Climate Action Strategy as funding opportunities arise.



# 3 Our Economy

*What some community members said about 'Our Economy'*

- Healthy people support a good economy.
- Jobs and opportunities will make it easier to for young people to stay – or come back – as an attractive place to live and work.
- The lack of growth is undermining the prospects of the community.
- People are wanting easily accessible services but are frustrated.
- Modern contracting arrangements and service models mean people often don't know about local services that are available, which is bizarre for a small town.
- Narrandera Council has proven very good at times at 'thinking outside the square', without this, locals would miss out on opportunities and services.
- Barellan needs serviced industrial land to realise more agricultural value add.
- Narrandera can't lose sight of the fact that it is first & foremost an agricultural heartland.
- Growing the population is key for many business opportunities but relies on new housing supply. Subdivision and servicing should be a priority.

## Aspirations for Our Economy

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

## Actions to get us there

- 3.1.1 Identify and develop targeted campaigns to attract industry/business also building on our distinctive strengths in agriculture and its related supply chains.
- 3.1.2 Promote collaborative marketing initiatives through regular meetings between businesses and Council on both a formal and informal basis.
- 3.1.3 Promotion of Narrandera Shire using our heritage buildings, culture, location, waterways, ecotourism also business and sporting facilities.
- 3.1.4 Advocate and support the expansion of the Narrandera-Leeton Airport and increased business opportunities.
- 3.2.1 Actively seek and where possible, assist prospective developers to facilitate a mixed housing development that includes an independent living complex and affordable housing in Narrandera.
- 3.2.2 Strategic land use planning for future housing, recreational, commercial and industrial needs.
- 3.2.3 Continue to lobby NSW Government to resolve Aboriginal Land Claims on lands suitable for potential development.

## How will we know when we get there?

- New industries/businesses that situate their operation in the Shire as a result of targeted campaigns.
- The business group and Council view their working relationship as constructive and progressive.
- Promotion of the natural, cultural and built environments of our Shire results in increased tourism, business and sporting activity.
- The Narrandera-Leeton Airport operations are strengthened by infrastructure upgrades including the parallel taxiway.
- A mixed housing development that includes independent living and affordable housing opportunities is built in Narrandera.
- A housing and industrial land strategy is developed and implemented.
- Aboriginal Land Claims relevant to the Shire's desired housing and industrial development strategies area heard and resolved.

# 4 Our Infrastructure

*What some community members said about 'Our Infrastructure'*

- In considering 'essential infrastructure' the first things come to mind are roads, power and water.
- Water supply and related perceptions about low water quality remains the number 1 infrastructure issue among residents.
- Community infrastructure, especially place infrastructure is important. Bike paths investment has been a big win.
- Narrandera and Barellan need facelift.
- Barellan Sportsground is the community hub and worthy of further upgrades.
- Greater housing supply and greater choice, including affordable housing, can play a key role economically, as well as socially, including older residents or others living with a disability.
- There is a lack of independent living options, so a new senior or disability living village would be especially welcome.
- Cultural infrastructure, including more adaptive use of the Library, is a gap.

## Aspirations for Our Infrastructure

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

## Actions to get us there

- 4.1.1 Submit funding applications to maximise opportunities to upgrade the local and regional road network.
- 4.1.2 Plan and undertake road maintenance and upgrades based on available funding.
- 4.1.3 Strategic lobbying for the replacement or upgrade of the bridge across the main irrigation canal on Irrigation Way.
- 4.2.1 Implement the adopted Integrated Water Cycle Management Plan (IWCM).
- 4.2.2 Continue to address water quality issues within the potable water supply network.
- 4.2.3 Ensure that wastewater returned to the environment is in line with guidelines from relevant authorities.
- 4.3.1 Keep the community informed of water supply matters and proposed infrastructure upgrades, encourage water customers to register and use the new water billing portal.
- 4.3.2 Undertake stages 1 & 1A of the Narrandera Business Centre Upgrade, including the implementation of improved stormwater drainage and seek funding for the additional stages of the project.
- 4.3.3 Through stakeholder consultation, in any project consider the diverse mobility needs of our community, consistent with the Disability Inclusion Action Plan.
- 4.3.4 Through community consultation develop a new masterplan for Marie Bashir Park.
- 4.3.5 Through consultation with all user groups of Narrandera Shire sporting facilities, prioritise improvements for venues and seek funding to implement the improvements.
- 4.3.6 Establish an off-leash companion animal area adjacent to Henry Mathieson Oval.
- 4.3.7 Source funding to improve vehicle parking at the Lake Talbot Water Park.

## **How will we know when we get there?**

- Commonwealth and State funding is sourced to upgrade the local and regional road network.
- Local roads are appropriately maintained with Council's budget.
- The bridge across the main irrigation canal along Irrigation Way is upgraded or replaced.
- Implementation of the IWCM.
- Continued improvements to the Narrandera potable water supply outlined in the 2020 Clean Water Strategy.
- Wastewater is appropriately treated and returned to the environment.
- An informed community about improvements to the Narrandera potable water supply.
- Stages 1 and 1A of the Narrandera Business Centre upgrade and improved stormwater drainage are implemented.
- The Disability Inclusion Action plan is considered in any project.
- A masterplan for Marie Bashir park is developed.
- Sporting facilities are improved through works agreed with key stakeholders, users and the community.
- A purpose built off-leash companion animal park at Henry Mathieson Oval is available to the community.
- Parking at the Lake Talbot Water Park is maximised for all users.



# 5 Our Civic Leadership

*What some community members said about 'Our Civic Leadership'*

- Greater avenues for contributions from youth are required.
- Access to Council so ideas can be seriously considered is important.
- Collaboration and leadership are critical values for small communities.
- Narrandera Shire needs to keep striving to find the balance between a proactive community and capable Council and its administration centre serving it.
- Narrandera's youth have much to be proud of. We should do all we can to keep them here and contributing as they are. Many of them miss the connection and want to come back.
- Council in general is very responsive and has increased communication significantly through Facebook.
- Limitations in digital infrastructure means that some Narrandera Shire residents are not able to join the trend toward working from home.
- There is a lot of strong spirit in Narrandera to tap into. In utilising social media, it's important not to let its natural tendencies to negativity and criticism overwhelm its benefits.

## Aspirations for Our Leadership

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

## Actions to get us there

- 5.1.1 Manage the functions of ARIC also the schedule of Internal Audits and Service Reviews.
- 5.1.2 Support ethical, transparent and accountable corporate governance.
- 5.1.3 Gauge customer and resident satisfaction with services and operations.
- 5.1.4 Report on compliance with the financial performance measures within the annual financial statements.
- 5.1.5 Continue strategic advocacy for the strengthening of the Shire centres of learning.
- 5.1.6 Continue strategic advocacy for the improvement of telecommunication networks across the Shire.
- 5.1.7 Make representations to both Federal and State Government agencies to determine the feasibility of the Lake Mejum and Lake Coolah concept.
- 5.1.8 Ensure that workforce policies remain current in a changing environment.
- 5.1.9 Maintain the connection with Price Waterhouse Cooper to complete the LG Performance Excellence Program on an annual basis.
- 5.1.10 Ensure our workforce is well trained and meets the needs of the organisation now and into the future with succession planning for key roles within the organisation.
- 5.1.11 Recognise the achievements of the Council workforce.
- 5.1.12 Maintain an Information Technology Strategy that meets the needs of the organisation, is fit for purpose and provides best value for money.
- 5.1.13 Actively protect the organisation from cyber threats such as spear phishing emails and unauthorised access to the network.
- 5.1.14 Monitor the availability of Federal and State funding grants payable to Council.
- 5.1.15 Maximise the revenue streams of Council.
- 5.1.16 Provide a summary of ranger activities, including the number of dogs and cats registered in accordance with the Companion Animals Act 1998.
- 5.1.17 Provide a summary of Development Applications received and assessed.

Actions 5.1.18 and 5.1.19 were adopted by Council for inclusion 18 April 2023

5.1.18 Maintain an up-to-date Asset Management Strategy and supporting Asset Management Plans which are reflected within the 10-year capital works program.

5.1.19 Investigate solutions that will assist in the financial sustainability of Narrandera Shire Council to undertake major capital expenditure, such as a Special Rate Variation (SRV) A SRV would enable the commencement of the major capital works project, Narrandera CBD stormwater infrastructure duplication project.

5.2.1 Through energised Advisory Committees seek input for the improvement of facilities and services under their management.

5.2.2 Encourage volunteerism within Council operations and across the Shire where possible with recognition of volunteers at key times such as 'National Volunteer Week'.

### **How will we know when we get there?**

- An active Audit, Risk and Improvement program in place and operating effectively.
- A Council that supports ethical, transparent and corporate governance such as reporting on the Delivery Program every 6 months which is presented to Council and published to the community.
- A community survey that is undertaken in 2024 and the findings are reported to Council and the community.
- Financial reporting is compliant with measures set by the Office of Local Government also the NSW Audit Office.
- Improvements to our centres of learning.
- Improved telecommunications network in the Shire.
- An informed decision of the feasibility of the Lake Mejum and Lake Coolah water storage concept is made and relayed to all stakeholders.
- An organisation where workforce policies suit a changing work environment and succession planning is in place for key roles.
- Participation in the annual Price Waterhouse Cooper survey titled LG Performance Excellence Program.
- A workforce that is recognised for performance, qualifications and service.
- An appropriate Information Technology Strategy is in place and operating.
- Cyber threats to the organisation are reduced.
- Income from funding sources is accounted for and acquitted.
- Revenue for Council is maximised.
- Monitoring of Companion Animal statistics and compliance statistics.
- Development applications received and assessed within established timeframes also statistical information on development applications received cumulative annually and comparatively to the previous year.
- Energised S.355 Committees and Advisory Committees who seek to improve the community facilities and services under their terms of reference.
- An increase in volunteer activity across the Shire.

## Who can assist us to get there?

There is a range of people and organisations that can assist us to realise our strategies and actions through stronger advocacy, physical or intellectual support also financial support; some of these are listed below and more will be identified during our journey.

	Our 5 Themes				
Partner	Our Community	Our Environment	Our Economy	Our Infrastructure	Our Leadership
Aboriginal Affairs NSW	✓	✓	✓		
Aboriginal Elders	✓	✓	✓		✓
Aboriginal Liaison Committee	✓	✓	✓		✓
Agricultural sector producers		✓	✓		
Catholic Education Office	✓				
Community	✓	✓	✓	✓	
Council support	✓	✓	✓	✓	✓
Department of Industry (Crown Lands)		✓	✓	✓	
Department of Prime Minister and Cabinet	✓	✓	✓	✓	
Department of Regional NSW			✓	✓	
Destination NSW	✓	✓	✓		
Energy providers		✓	✓	✓	
Investment NSW				✓	
Local business group	✓	✓	✓	✓	✓
Local schools	✓	✓			



Local and regional media	✓	✓	✓		✓
Local Federal and State Members of Parliament	✓	✓	✓	✓	✓
Murrumbidgee Irrigation		✓	✓	✓	
NSW Department of Planning and Environment		✓	✓	✓	
NSW Department of Primary Industries			✓	✓	
NSW Education	✓	✓	✓		
NSW Environment Protection Authority		✓		✓	
NSW Farmers Association			✓		
NSW Health	✓				
NSW National Parks		✓			
NSW Police	✓	✓			
Office of Local Government	✓	✓	✓	✓	✓
Property owners			✓	✓	
Public Works Advisory – NSW Government				✓	
RAMJO	✓	✓	✓	✓	✓
Riverina Local Land Services		✓			
Identified service providers	✓	✓	✓	✓	✓
TAFE NSW	✓	✓	✓		

Tourism Operators			✓		
Transport for NSW	✓	✓	✓	✓	
Transport providers			✓	✓	
Water NSW		✓	✓	✓	
Western Riverina Arts Board	✓				
Western Riverina Libraries	✓				
Others who we identify along our journey	✓	✓	✓	✓	✓

## Your opportunity to Become Involved

Once endorsed by Council this document and others will be placed on public exhibition purposes for community comment.

Beyond these plans, you can contribute in other ways, such as:

### *Become a Councillor*

Elections are held every four years; the next scheduled ordinary election is expected to be held in September 2024.

### *Become a member of a Committee*

At the commencement of each Council term, the Committee structure is reviewed and applications from the community are welcome. Narrandera Shire has a mixture of Committees where Council delegates some of its function to members to manage but there are also Advisory Committees where recommendations from members are made to Council.

### *Attend Council Meetings*

Council meetings are generally held on the 3rd Tuesday of each month commencing at 2pm in the Narrandera Shire Council Chambers, however, when necessary, the community forum commences at 1.30pm.

### *Provide Feedback*

Take part in any of our community engagement programs, workshops and information sessions where possible. Present your opinions and ideas using mail, email, phone, in person or make an appointment to see an appropriate staff member.

You are also able to contact your local Councillors direct by using the contact details listed on the website of Council [www.narrandera.nsw.gov.au](http://www.narrandera.nsw.gov.au).

### *Volunteer*

Becoming a volunteer provides the opportunity to use your valuable skills for a community purpose such as assisting to provide a Council service or program or assist at community events. The Narrandera-Leeton Community Transport service operates with a small group of dedicated volunteers as does the Narrandera Shire Library – without these volunteers these invaluable services may not be readily available or of the same quality that they are at the present time.

According to the Australian Bureau of Statistics 2016 census 1,236 persons within the Shire over the age of 15 stated that they undertake voluntary work for an organisation or a group with represents 26.31% of the population. This is an amazing statistic and Council certainly values the work of those who participate directly with Council and those who volunteer outside of Council.



To see how successful the strategies and actions are, it is important to identify measures for each action but to also benchmark key areas so that the overall health and wellbeing of the community can be properly assessed.

### **COMMUNITY STRATEGIC PLAN**

The success of 'Our Narrandera Shire 2034' will be measured by establishing community wellbeing measures such as:

*Population Growth*

Using the latest available data from the Australian Bureau of Statistics

*Number of Persons involved in the Workforce*

Using latest available data from the Australian Bureau of Statistics

*Number and value of development applications for the four year period*

Using Council information

*Visitation to the Shire*

Using Council information, primarily from the Visitors Information Centre

*Satisfaction with Council Services*

Community Survey, with the next survey scheduled for early 2024

*Satisfaction with Council Infrastructure*

Community Survey, with the next survey scheduled for early 2024

*Operational Performance Measures*

Council will review the progress of the Delivery Program at least every six months.

## Report Card on Past Performance

Previous Community Strategic Plans act as report cards and below are some achievements delivered through previous documents:

### **2012-2030 COMMUNITY STRATEGIC PLAN**

- Establishment of an Arts and Community Centre through the purchase and refurbishment of the former Masonic Temple.
- Upgraded facilities at Marie Bashir Park including new amenities, fitness equipment and shade sails over the Adventure Playground.
- New public amenities at Barellan and Grong Grong.
- Upgrade of the Lake Talbot foreshore including new carpark, amenities, picnic facilities and embankment stabilisation works.
- Partnered with Narrandera Landcare and others to upgrade the Rock Waterholes precinct including the Broken Bridge footbridge across the canal, boat ramp, picnic facilities and a sealed road from the Old Wagga Road.
- Improvements to the Narrandera-Leeton airport terminal.
- Advocated alongside Kurrajong Waratah for assisted living accommodation.
- A masterplan for design works for the enhancement of the Narrandera CBD.
- Upgrade works at the Lake Talbot Water Park also the Barellan War Memorial Pool.
- Assistance with the construction of new netball courts at Narrandera and Barellan.
- Unveiling of the Wiradjuri Honour Wall.
- Engaged Blackadder and Associates to conduct an organisational review implementing 95 actions to improve performance.
- The first community survey in 2016.
- Progressed the Floodplain Risk Management Strategies for Narrandera and Barellan.
- Continued success with applications for grant funding.
- Placed a successful submission to the Department of Local Government to allow Narrandera Shire Council to remain as a 'standalone' Council.

### **2017-2030 COMMUNITY STRATEGIC PLAN**

- Employment of a dedicated Communications Officer within the organisational structure with Council being named as the most engaging Council in August 2019.
- New Narrandera Shire Council website launched in 2020.
- The second community survey in 2021.
- Advocacy efforts for essential services saw the return of a Police presence to Barellan and the return of full staffing levels to the Narrandera Police Station.
- Grant funding opportunities saw a major redevelopment of the Lake Talbot Water Park, also the planning for a new Visitor Information Centre to be known as the Narrandera Destination and Discovery Hub which will be a state-of-the-art multi-purpose facility not only welcoming visitors but will envelope them in a multi-sensory experience.
- The Red Hill Industrial precinct continued to see steady land sales of existing allotments and a demand for vacant land to be subdivided.

- As a result of the COVID-19 pandemic, Council adapted to the changing business environment not only in how the operations of the Council continued to function, but the Economic Development team developed the 'Narrandera Business as Usual' Facebook page to support businesses and created a short-term economic strategy called 'Narrandera Energised'.
- Formation of the Narrandera Health Advisory Group to address doctor shortages and other health issues impacting Narrandera Shire residents.
- In 2019 a Community Liaison Officer (CLO) was appointed to engage with all sections of the community, in particular the Aboriginal population and the youth of the Shire. Since this appointment the CLO has assisted the Youth Council in attaining grant funding for a food trailer and has strengthened the connection between Council and the Aboriginal community.
- The road network continues to be maintained with 75 kilometres of road surfaces resealed, 83 kilometres of new sealing works, 125 kilometres of gravel surfaces re-sheeted and 1,416 kilometres of maintenance grading.
- A grant funding application was successful for the Barellan Sewerage Scheme which will see an amount of almost \$5 Million in funding for the design and construction of a reticulated sewerage scheme, this will see the current outdated onsite disposal methods of septic tanks and absorption trenches decommissioned.
- A grant funding application was also successful to initiate a scoping study for the area known as southwest Narrandera with the intent to expand the Narrandera town reticulated sewerage scheme.
- Council as a civic leader has shown a commitment to sustainability by embracing solar technology to meet the electricity needs of key facilities such as an 18 KW system at the Council administration centre, a 20 KW system at the Narrandera Shire Library and 15 KW system installed at the Narrandera works depot. Other locations have been identified for the installation of other solar arrays.
- Recycling is important for the environment and has been embraced by the community through the fortnightly collection service but also the continued use of the Community Recycling Centre and the commissioning of the Reverse Vending Machine (RVM) in February 2020. The RVM has not only prolonged the active life of the Narrandera landfill but at the end of March 2021 a staggering 2.15 Million containers were deposited representing more than \$200,000 issued in return and earn vouchers, potentially being returned to the community through redemption.



Document	Purpose
Narrandera Shire Council Delivery Program 2022-2026	<p>A <u>4 year</u> horizon with the actions and measures reported to Council every three months then published to the community.</p> <p>The Delivery Program (DP) describes the newly elected Council's commitment to deliver against the CSP over the <u>4 year</u> term and is aligned with the directions and outcomes of the CSP.</p>
Narrandera Shire Council Operational Plan 2022-2023	A <u>1 year</u> horizon and identifies annual projects and activities to deliver against DP outcomes – this incorporates the annual budget and Statement of Revenue Policy.
Resourcing Strategy – Long Term Financial Plan	Details the resources to be applied over the life of the Delivery Program 2022-2034
Resourcing Strategy - Workforce Management Strategy	Outlines staffing resources that will be required to manage the Delivery Program 2022-2026 outcomes
Resourcing Strategy - Asset Management Strategy and Plans	Plans for managing infrastructure and other assets to deliver agreed standards of service
Annual Report	<p>Prepared annually and is to be presented to Council and the community by the end of November.</p> <p>This document reports to the community on the work undertaken by Council during the past 12 months to deliver on the commitments of the DP and contains other statutory information. The report also contains a copy of the audited financial statements.</p>
State of the Shire Report	Prepared by each outgoing Council and presented to the incoming Council. This document reports to the community on the effectiveness of the previous Council in implementing the CSP.
Community Engagement Strategy	Is a document that supports the development of all plans, policies, <u>programs</u> and key activities – it is a commitment by Council to genuinely and inclusively engage with the community based on the principles of social justice.
Disability Inclusion Action Plan 2022-2026	A way forward with actions to improve access to services, facilities, promote tolerance, understanding and support to people with a disability
Local Environmental Plan	Regulates land use and development; guide planning decisions
Local Strategic Planning Statement	A plan focussing on the vision and priorities for land use
Economic Development Strategy	Actions to be undertaken to strengthen the economic climate in a sustainable way
Integrated Water Cycle Management Plan	Linkages between elements of the urban water cycle (water supply, <u>sewage</u> and stormwater) and community expectations
Pedestrian Access and Mobility Plan (PAMP)	A comprehensive strategic action plan to develop pedestrian policies and pedestrian facilities
Narrandera Business Centre Master Plan	A framework for ongoing and staged improvements to the Narrandera town centre
Other Council documents can be viewed by selecting the following link	<a href="#">Council plans</a> <a href="#">Council strategies</a> <a href="#">Council reporting</a> <a href="#">Council policies</a>



## ENGAGEMENT TO DEVELOP THIS DOCUMENT ALSO THANK YOU TO THE COMMUNITY

Engagement with the community was very different in 2021 and 2022 due to the COVID-19 pandemic however Council partnered with 2 external consultants to obtain community input.

The first external consultant engaged was Micromex who conducted a telephone survey in February 2021 – Micromex reached out to 236 residents and gauged community responses to identify the key issues of high/low importance and high/low areas of satisfaction. The original 2016 Community Survey and the more recent 2021 Community Survey can be viewed by visiting the following link: [Community Surveys](#) .

The second external consultant engaged was Sea and Star Advisory Pty Ltd who brought with them a wealth of experience and knowledge but also a personal approach to engaging with community members.

The principals of Sea and Star Advisory Pty Ltd, Brendan Leary and Alicia Leary, gained valuable feedback from the community using traditional methods as well as some new methods such as QR coded surveys – these surveys in some respects allowed members of the community who felt vulnerable to the pandemic to still have a voice.

Brendan and Alicia engaged with the community by:

- Facilitating in person sessions at Grong Grong and Barellan also 2 sessions at Narrandera – approximately 70 people attended these sessions
- Focus group sessions with organisations such as Kurrajong Waratah, employment agencies, Fusion, the Narrandera Business Group and the Narrandera Shire Youth Council – approximately 50 people attended these sessions
- Live streaming of the evening session at Narrandera with the community invited to ask Questions
- QR coded surveys sent to 2,700 property owners with the November 2021 rate instalment notices
- QR coded surveys sent to 1,900 water consumption customers with their November 2021 water consumption account
- QR coded surveys sent to over 200 clients of community organisations such as Kurrajong Waratah, Meals on Wheels and Community Transport
- QR coded surveys sent to all schools across the Shire for inclusion withing their newsletters seeking responses from the youth of our Shire
  - o The QR coded surveys saw a total of about 150 responses
- Encouraging the community to participate in the survey using Council social media opportunities such as regular Facebook and Instagram posts
- Using traditional print media such as the Narrandera Argus also the Narrandera Shire Council Community Newsletter.

As well as listening to the community the development of 'Our Narrandera Shire 2034' has also been informed by:

- Accumulated knowledge of key issues and community aspirations that have been gained over time through other engagement sessions such as the development of the recently adopted Cultural Plan, listening posts where Councillors and senior staff visit localities across the Shire also the feedback received through the development of another important document being the Disability Inclusion Actin Plan



- The findings within the recent End of Term Report published to the community in December 2021.
- Direct engagement with elected Councillors who bring forward issues and perspectives on behalf of community members – in fact this document and the proposed strategies and actions have been revised several times following Councillor workshops and key staff meetings.
- Strategic directions contained with State Government documents and those from other agencies.
- Strategic directions from the Riverina and Murray Joint Organisation (RAMJO) of which Narrandera Shire Council is a member along with 10 other regional local government organisations.

Finally, it is not possible to thank every person for their input into developing this document however members of the community, past and present Councillors as well as staff have provided valuable feedback in many ways to create a vision and achievable actions to get there. The Councillors thank you.







Narrandera Shire Council  
141 East Street  
Narrandera NSW 2700  
T. (02) 6959 5510  
E. [council@narrandera.nsw.gov.au](mailto:council@narrandera.nsw.gov.au)

**[www.narrandera.nsw.gov.au](http://www.narrandera.nsw.gov.au)**