



ATTACHMENTS

UNDER SEPARATE COVER

Ordinary Council Meeting

19 August 2025

Table of Contents

9.1	Cr Lander - 2025 ALGA National General Assembly	
	Attachment 1 NGA 2025 Listening Report	4
11.4	Policy Review - POL018 Website, POL047 Media & Public Relations, POL056 Social Media Policies	
	Attachment 1 UNDER REVIEW POL018 Website Policy.....	31
	Attachment 2 UNDER REVIEW POL047 Media and Public Relations Policy	37
	Attachment 3 UNDER REVIEW POL056 Social Media Policy	45
12.3	Grong Grong Sportsground - Outcome of Consultation Phase for Issue of Short-term Licence	
	Attachment 1 Proposed Grong Grong Sportsground Short-term Licence	58
12.4	Delivery Program 2022-26 End-of-Reporting Year Progress Report - 30 June 2025	
	Attachment 1 Delivery Program 2022-26 End-of-Year Progress Report - 30 June 2025	87
12.5	Disability Inclusion Action Plan 2022-26 End-of-Reporting Year Progress Report - 30 June 2025	
	Attachment 1 Disability Inclusion Action Plan 2022-26 End-of-Year Progress Report - 30 June 2025	126

MELBOURNE
LEADERSHIP GROUP



LISTENING REPORT

2025 National General Assembly

- ✓ Emergency Management: Capability & Capacity
- ✓ Safer Roads
- ✓ Housing & Community Infrastructure
- ✓ Local Government Jobs & Skills

LISTENING SESSIONS OVERVIEW

As part of the 2025 ALGA National General Assembly, four concurrent listening sessions were held to enable representatives of local councils to speak directly with policy-makers. Over 700 participants shared their stories in response to four challenging areas of public policy:

- i) Emergency Management Capability & Capacity
- ii) Safer Roads
- iii) Housing & Community Infrastructure
- iv) Local Government Jobs & Skills

As with previous events, panels made up of policy specialists from both government departments and the non-government sector were invited to attend. Their purpose was to hear first-hand from local government representatives, take in the perspectives and concerns shared by participants, and offer commentary and reflections on federal initiatives and other programs that might help address the issues raised.

The sessions were independently facilitated by Melbourne Leadership Group (MLG), who have prepared this listening report. The feedback summarised here draws on both the spoken contributions of participants and written input gathered through the audience engagement tool Slido. Rather than providing a chronological summary, this report presents insights grouped into key themes that emerged during the conversations.

It's important to note that the sessions were not structured as forums for developing solutions. As such, this report does not put forward recommendations or formal positions from participating organisations. Instead, its purpose is to reflect the tone, sentiments, and viewpoints expressed by local government leaders, their teams, and members of the community. The views in this report do not necessarily reflect ALGA policy positions or the views of MLG. The report is intended as a summary of the broad-ranging discussions.

Councils urged the federal government to take leadership on the critical issues of housing, safe roads, emergency management, and workforce skills. They expressed a desire for collaborative involvement in these challenging policy fields, which could be explored in more depth to drive even more meaningful solutions for the nation at local level.

Melbourne Leadership Group
26 June 2025

EMERGENCY MANAGEMENT – CAPABILITY & CAPACITY

Survey results and responses

A survey was sent out prior to the Emergency Management Capability and Capacity session. In total, 14 responses were received from leaders in local government, some of whom were in the audience. To widen these insights, the audience in the room were also asked to indicate their responses to the questions, as the results were presented, by a show of hands. There were approximately 200 people in the room.

In response to the question “Has your council been in a declared natural disaster area in the last 24 months?”, about a third of the room indicated yes, which mirrored the pre-event survey results.

Regarding disaster recovery funding applications, many in the room indicated they had applied successfully for such funds, and they were received in a timely manner. Others applied but experienced delays, and a smaller portion did not apply at all. When asked if that funding included a betterment component, a number of people (about 25%) indicated they had successfully applied for betterment funding, while several indicated they had not.

A few councils had applied to the Disaster Recovery Fund successfully (21%), but the majority were unsuccessful in their applications. The show of hands in the room again mirrored the pre-event survey results.

When ranking barriers to responding effectively to disasters, ageing infrastructure and assets were the main blocker, followed by a lack of funding for preventative new infrastructure.

Participants in the room indicated in fairly even numbers that their council’s emergency management capacity and capability had either improved or declined. Only a small number felt it had remained the same over the past three years. Pre-event survey responses to this question were very different, with 79% responding that it had improved and just 7% that it had deteriorated.

When asked what councils needed in order to improve their emergency management capacity and capability, the survey showed that funding was the dominant need, with 64% of the vote. Those in the room agreed with this, followed by the need for training, and clearer roles and responsibilities.

Panellists acknowledged that funding remains a significant issue for many councils. The need for greater clarity and consistency across the nation would be helpful, with

emergency management legislation, plans, and arrangements varying between states and local governments. They observed that the landscape of emergency management is changing, from councils experiencing none or one disaster per year, to concurrent or co-occurring events affecting communities, which in turn is reducing the window for recovering from disasters.

KEY THEMES

Early warning systems and communication gaps

The conversation opened with a council explaining the challenges with boil water notices, due to ageing water treatment systems and the issue of communicating rapidly with transient populations. Currently, councils may get less than four hours' notice to inform the community. The platform for this alert is passive – an announcement on their website. A text message alert system would at least allow councils to reach people with more assurance.

A panellist shared that early warning SMS systems haven't evolved as quickly as required and that we should not rely on just one system; rather, multiple channels are needed. The current national SMS system is at the end of its lifespan, and while alternatives are being worked on, currently emergency alerts are only available to limited numbers. New national messaging systems (like cell broadcast) are in development, with discussions about local council-level access in progress. Panellists felt that the development of the technology is not the part that takes significant time, but rather analysing the access and process issues, the construction of the messages, and the responsibilities that sit with this.

One council shared a concern that after significant rain, there can be up to 12 days' between one area flooding and flood waters reaching the next area. However, they can only go into response mode when the flood hits, rather than being proactive in their response. It was felt that there is a missed opportunity here to alert the community early, enable the adjustment of levies, and ensure that property is kept safe. A panellist noted that disaster declarations are not used in the particular state referenced, and that there may be misunderstanding about how and when support can be accessed.

Disaster recovery funding and access

A participant questioned why there is not a nationally consistent approach across states and territories for betterment funding, as similar projects have received different levels of support across jurisdictions, resulting in inequity. A show of hands

in the room echoed that this national approach would be helpful, however the conversation that followed highlighted the view that national consistency may not be possible nor desirable, given the nature of disaster management being led by states and territories. In an era of growing frequency of national disasters, there is an increase in significant fiscal requests impacting budgets, and long-term investments are needed to match the long-term need. This pressure is also felt across other areas of government such as health, defence and transport.

Some panellists felt that while national consistency is desirable, the federated model in Australia means that local governments will remain best placed to review situations and understand local community needs. It was suggested that federal level support would be helpful in providing evidence and data to enable more informed local decision making.

The Resilient Homes Fund was shared as an example of success following the 2022 floods in Ipswich. Participants were interested to know if these programs will be continued. The issue that many councils face is that the same communities are impacted on a recurring basis.

The importance of comprehensive flood studies, along with well-documented community consultation, was discussed as a way to develop a sound business case for funding and support. A panellist observed that there isn't one right way to respond to flood disasters – some states have offered programs that allow people to move to an alternative block in the same community area and that this was crucial for local resilience, giving residents meaningful choice rather than forcing relocation.

A panellist shared that more funding may also be needed in energy resilience, as half of all faults come from energy disruption. The Strengthening Telecommunications Against Natural Disasters (STAND) program was highlighted as a government initiative focused on improving telecommunications infrastructure in disaster-prone areas and was suggested as a source of support, information and data.

Role of insurance and risk mitigation

Many participants in the room felt that reforms in the insurance sector were needed. One example highlighted was that measures to protect homes are not included in the risk profiling used to estimate premiums. This means that even when local flood levies have been built, and homes are better protected, the risk reduction to individual properties is not being recognised in the insurance premiums charged.

An awareness of the implications of being underinsured was also raised as an important factor.

A panellist offered the view that insurance companies exist to make money and how they set premiums is their own decision. They suggested that the problem could be reframed as “how can local governments influence and share knowledge with insurance companies, and what is it that can be done differently to change this situation for the better?”

Another panellist indicated that there is reason to be optimistic. A recent summit on insurance and local disaster management acknowledged that the dial is shifting, and there is more focus on getting the right data and up-to-date information to inform the work of insurance companies.

There are also opportunities for better public and private sector relationships to help fund projects that enable communities to be more proactive before an emergency. Having all three levels of government working together would only reinforce this opportunity further. The integration of services and support across all levels of government, and the exploration of the other opportunities this presents, will emerge further in coming years.

First Nations

A recurring topic in the conversation was the importance of facilitating culturally-appropriate supports for First Nations peoples and communities. An extension of this was the need to embed cultural practices and knowledge, such as controlled burning and water management, in our emergency management preparations and responses.

It was observed that there is an opportunity to embed cultural engagement practices in emergency management preparation and response, as in some areas this isn't being adequately discussed. Often in periods of recovery, important cultural sites and heritage centres are affected, and community organisations are left to deal with them without adequate support. Furthermore, the impact of First Nations peoples needing to move off country during and after a disaster needs to be considered.

In response, panellists acknowledged that the level of resourcing and service provision for First Nations peoples varies across regions. In some areas, there is a need for stronger protections and restorative action, including measures such as levees around sacred burial sites. This reflects the broader need to recognise and

address the deep cultural and spiritual losses that First Nations communities often experience during natural disasters.

A participant suggested that building networks of local indigenous people in local council areas that can help embed knowledge into planning and strategies would be incredibly impactful.

The provision of better facilities and shelters on country for First Nations communities in some remote areas was seen to be important, as people may feel abandoned and expected to 'sit and wait it out'. These shelters are needed inland and along coastal as well, across many jurisdictions. These needs have been well-known and funding support has been sought for many years without response.

Broader systemic inclusion was called out as a requirement, with the suggestion that many plans were outdated and First Nations-led councillors felt frustrated with the lack of support from other levels of government.

Capacity and capability of councils

Sharing the lessons learned from flooding and other disasters at a local government area is proving hugely valuable. One council shared that their most impactful learnings in two floods was the need for a service to take care of people's pets and animals in an emergency. Community members were at risk, as they felt unable to evacuate without knowing their pets were cared for. Establishing this service locally resulted in the safe evacuation of the community during a second flood event.

The integration of local knowledge into crisis management teams is crucial. The Australasian Inter-Service Incident Management System (AIIMS) is being updated for all fire and emergency services, with the emphasis on local and cultural knowledge, and the idea that recovery should be embedded from the start, to identify any developing impacts and ensure the best response.

Having a council representative that really knows the local area well was repeatedly highlighted as a key to success. To explore this in more detail, the establishment of strike teams that include an engineer, project manager, and community engagement professionals, who can fill the capability gap across councils would be helpful. The opportunity for this centralised support offering and 'on the ground' response would help anticipate and manage community impacts during emergencies.

Participants noted that year-round training and insight-sharing between councils is important, rather than only during the recovery phase of a disaster. There is a need

to have clear plans in place that are risk-based and evidence-informed, to help councils to seek the support needed to build and manage capacity. While states have a responsibility to lead the response, there is a chance to identify where gaps and vulnerabilities are at a local level, which enables the creation of a broader national picture and a strong case for investment where it is needed most.

Panellists asserted that role clarity for local government in emergency management is vital, given the responsibilities for councils differ under each state and territories' legislation, and emergency management acts and plans. A panellist noted that the current variability makes it difficult for the Commonwealth to fund and resource emergencies appropriately.

There was clear positive recognition for a program run by one state local government association, which facilitates councils requesting and dispatching staff to neighbouring LGAs that are experiencing a disaster. Some panellists were pleased to learn about this program.

Human resilience

The ongoing effect of historic natural disasters on mental health, social cohesion and volunteering was raised. Participants questioned if enough was being done by state and federal government to support those affected. The example was given of people still affected by 1983 Ash Wednesday bushfires. Emergency management evidence shows that the long-term psychosocial impacts from these disasters are significant. Participants felt there needs to be strong investment in mental health support to help communities rebuild and sustain social cohesion in the wake of emergencies. A panellist noted communities that are better connected, and have clearly established support networks before a disaster occurs, have been proven to recover at a much quicker pace.

The need for a wider conversation about volunteering, and declining volunteer numbers, was raised as crucial to address the gaps in community resilience. A councillor offered that one reason for this was the resulting burn-out of being chronically under-resourced and under-funded. While there are strategies to reward volunteers, proper funding in this space still doesn't exist. For example, a large volunteer base requires co-ordination and the management of this is a full-time job, which includes the recruitment of new volunteers, selection for the right roles, adequate training, reward and recognition.

A panellist observed that "our country is built on volunteers, but volunteers are not free" in acknowledgement of the challenge of declining volunteer numbers. Whilst there might be pockets of outstanding volunteers, especially within grassroots

community organisations, who can pull together mass community volunteers quickly, issues around background checks of volunteers demonstrates the need to look systemically at volunteer engagement in emergency management.

Systems resilience

Exploring the language of resilience was a focus for the final segment of the conversation, including ideas around what truly holds communities together. It was observed that there is an 'elasticity' that occurs in response to the frequency of emergency events and the ongoing challenges this creates in the community.

Ideas around social cohesion were again shared. The role of education, community agency and the arts being used as a means to help mitigate impacts following an emergency was recommended.

A councillor noted the arts are often neglected in conversations about emergency management, yet artists have an important role to play in supporting social cohesion and community resilience. Visual artists, musicians, story tellers create tools that help tell important stories, share lessons learned and increase community understanding.

Ideas for the future

With more satellite technology becoming available, text messaging and satellite-enabled communications could be used more widely when telecommunication networks go down during an emergency.

Embedding local knowledge into emergency management and recovery plans, in relationship with local First Nations Peoples' cultural knowledge and practices, would create more successful and thorough plans. Additionally, the establishment of shelters in First Nations communities to enable First Nations people to stay safely on country during emergencies is key.

Panellists and participants discussed the value of water in reservoirs and levies, and the missed opportunity to manage perpetual 'spill and fill' situations differently. This would ensure water is not wasted, through giving authorities the confidence to act and make decisions quickly when needed.

Ensuring councils have multiple channels for communicating with their communities, particularly when informing them of emergency situations, and leveraging the use of developing SMS alert systems and satellite technology, would be hugely beneficial to local councils who are repeatedly having to handle these situations.

There could be more sharing of information between the insurance industry and local councils, particularly in providing updates and data that will inform more accurate risk profiling and premiums.

Further discussion around the role of volunteers and how to manage declining numbers is imperative in ensuring future success and the necessary resources to support services and initiatives.

Finally, taking a proactive approach to creating social cohesion in communities, rather than waiting for this to happen in response to an emergency, will result in stronger community resilience, which can lead to faster recovery after a disaster.

SAFER ROADS

Survey results and responses

Only 14 responses were received for the Safer Roads survey, but they provided a sound basis to kickstart discussion.

All survey respondents indicated there was a dangerous road in their local area. The majority of respondents did not have a road safety officer, whether due to funding constraints or other reasons. Panellists urged all councils to actively prioritise a dedicated road safety resource where possible.

Whilst some councils had developed a road safety strategy in response to community advocacy, others had not developed a strategy, or had partnered with road safety organisations on road safety plans and initiatives. There was a variance in undertaking road safety network risk assessments, and similarly only some councils had conducted road safety training for staff.

The biggest barriers for improving road safety were seen to be road funding and the capacity for risk assessment. The panel highlighted that there was a range of tools and resources available to councils to assist with risk assessments, which included road conditions, crash data and other variables.

Councils were encouraged to consider the primary use of particular roads and to identify treatments accordingly. The majority of council respondents considered that road safety in their area had remained static over time, without great evidence of improvement. Local solutions to this problem that were highlighted included community consultation and reviews of black spots, traffic management, dedicated cycling lanes and lower speed limits.

Participants observed the need for greater coordination between federal, state and local governments to plan and prioritise funding to meet local needs. There would be benefit in sharing case studies and practices in Australia and overseas which positively impact road safety.

KEY THEMES

Speed limits

There was a discussion around whether speed limits should be set by local councils or state governments. Interpreting road safety guidelines and applying them

consistently was also explored, along with the need for local communities to provide feedback about safety initiatives on their own roads. Periodic surveys and public forums could reflect the changing views of the community and contribute to policy making.

The importance of accurate data for network planning and speed limit setting was stressed. Methods of assessing risk and the tools available were also discussed, with participants exploring means for local councils to translate certain parameters into relevant risk ratings for road trauma.

Speed reduction as a road safety strategy

Speed reduction was explored as the simplest and fastest method to enhance road safety. Specific circumstances were considered alongside speed reduction, reflecting the varied needs in urban, rural and remote areas. Expansive and high-speed regional networks were discussed, as well as the need to find a balance between engineering solutions, law enforcement and community action.

The concept of speed reduction as a 'last resort' was explored. Elements such as road design, strategic use of funding and policy choice contributed to a broader conversation around speed reduction. Participants urged a greater focus on road design; identifying how roads will be used, and for what means, in order to determine appropriate speed settings.

Funding gaps and infrastructure

Finding the balance between the appropriate level of funding and the need for improved infrastructure was a common theme throughout the session. Despite state and federal funding, there are still gaps at local council level. Councils feel that roads cannot be maintained at the desired level, and there is still a need to concentrate funds on clear strategic priorities. These needs vary greatly between urban and remote areas, and this dichotomy was repeatedly reinforced during discussions.

The need to quantify risks and funding based on data-driven safety ratings was identified. Accurate measures of vehicle types, vehicle use and journey types, in conjunction with collective risk analysis, could better inform road safety investment. The conversation explored the experience of individual drivers, compared to the wider data sets upon which funding decisions are often made.

Practical, low-cost safety solutions were explored as priorities to help high-speed local roads, making them safer and lower risk. Upgrading roads was identified as the

most expensive option. The issue was the need to make strategic road system investments, with positive cost-benefits achieved through preventing costly crashes that are a burden on the health system and the wider community.

Changing motor vehicle landscape

The shifting use of the road network was discussed. Participants observed that our current infrastructure cannot cope with changes brought on by heavier vehicles, larger caravans and road trains. There was an appetite in the room for innovative thinking about infrastructure to support multiple road use – industry, local traffic and inter-city.

The desire for better infrastructure for Australian drivers was explored through the comparison to the standard of European networks. Engineering and design options were highlighted, especially where best practice and the opportunity for innovation might not always align. The increase of electric batteries and vehicles, their considerable weight, and the equity of petrol excise was discussed. Alternative methods of vehicle licencing, petrol pricing, and road user charges were raised.

Driver behaviour and compliance

Driver behaviour, education and law enforcement featured in much of the conversation. Road trauma has increased to its highest rate in both occurrence and real numbers since the 1970s, affecting different demographics at a socio-economic level. The group recognised a noticeable negative shift in driver behaviour and an increase in risky driving. In response, the group discussed the possibility for standardised driving tests across the nation.

Ideas for the future

The factors impacting road safety across local government areas are many and complex. Patterns of road use are changing, with a larger population necessitating more freight vehicle movements that cause road deterioration.

It was observed that the rate of crashes and road trauma is increasing despite safer vehicle design, improved traffic treatments and lower speed limits. New technology for automated and electric vehicles is seen as great advance and a challenge.

Local government does not have capacity to manage the demands for road system investments, even for the roads, bridges and cycling paths which are within their jurisdiction. Funds available at local, state and federal levels for road system upgrades, maintenance and treatments is finite.

Participants acknowledged there is excess demand for road funding across the board, where new funding streams have been significantly oversubscribed. Although representations are being made for increased federal funding, this should not be seen as the single solution. Road treatments such as overtaking lanes, larger truck stops, and slip lanes to address higher traffic volumes, could be considered. Criteria for black spot funding may require review to accommodate broader demands.

Road user behaviour and culture were cited as significant concerns. Suggestions were made that registration and licencing systems need to be overhauled to ensure better driving practice. Further, the licencing of vehicles could be standardised across states and redesigned to reflect driver and vehicle impacts on road safety. Electric vehicles, which are heavier than standard passenger vehicles, and automated freight vehicles, will require roads of greater weight capacity than current Australian standards. Therefore, an overhaul of the regulatory system was canvassed.

The need for greater engagement with local councils was underscored. Improved connections between all levels of government would assist in achieving improved road safety outcomes, with funding decisions supporting tailored local road safety solutions.

All levels of government were urged to work together and to share data on crashes, injuries, and non-compliance impacts. Local government, along with state and federal government, was strongly encouraged to use the tools, data and evidence available through the various road safety research bodies to improve safety outcomes.

HOUSING & COMMUNITY INFRASTRUCTURE

Survey results and responses

A pre-event survey of local councils regarding housing issues yielded 69 responses. Increased funding for public and social housing was the top priority for unlocking more housing, according to survey respondents. Enabling works for greenfield development were also seen as critical.

When asked whether their council had received funds from the Housing Support Program or the Housing Australia Future Fund, many respondents indicated that they were not aware of these funding programs. This perhaps highlights a need to improve the understanding, awareness and reach of these programs.

The open text sections of the survey noted that a range of community infrastructure assets were needed to support liveable communities, including open space, footpaths, bike lanes, libraries, and streetscape beautification. Some respondents were also concerned about critical enabling infrastructure, including wastewater and power services.

Survey results indicated that some councils have shovel-ready enabling infrastructure projects. Other councils are wary about the financial contribution required for these projects, with a 25% funding contribution being seen by some as reasonable, but 50% being unaffordable.

Some positive examples of good practice in housing development were shared in the survey, including the establishment by councils of Affordable Housing Trusts, using air rights above council-owned car parks to construct affordable apartments, and key worker social housing projects.

Communication and coordination barriers between layers of government were highlighted, including delays in the provision of grant funding, and frustration that grant programs are competitive rather than collaborative.

Overall, these survey results resonated with the panellists. Some of the issues raised by survey respondents match themes which the federal government is working on.

Some panellists observed that there is an opportunity for the federal government to improve how programs and funding opportunities are communicated with the sector. Work could be done to communicate clear and understandable information about funding programs, improve the capacity of councils and their partners, and provide greater clarity about what stage projects need to be at in order to apply. It

was mentioned that a toolkit is being developed for local groups to help educate them on funding programs with standardised forms to use as templates.

KEY THEMES

Four of the strongest themes to emerge from the wider discussion included the failure of the private housing market to provide the right type of housing mix for our communities, difficulty of access to the materials and trade (particularly in remote areas) to deliver enabling infrastructure, lack of certainty of funding to enable a consistent housing build pipeline, and the need for greater communication and coordination between levels of government.

Some participants questioned the definition of affordability, and thought that commonly-accepted metrics of affordability were still too out of reach for low-to middle-income earners. Social housing supply was seen to be low, with long waiting times. Public and community housing efforts are fragmented, underfunded, and uneven across regions. Panellists did point out that progress has been made, and that affordability is arguably improving in some areas.

Planning system complexity

Some participants questioned whether red tape and excessive regulation were major contributors to inadequate housing supply. Panellists did not think this was the case, although they acknowledged that current planning regulations were sometimes complex.

Inconsistencies between local and state planning roles and requirements were seen to cause confusion, delays, and additional costs. Some participants described examples of developers and builders facing difficulties complying with differing regulations across multiple jurisdictions.

Regional housing targets were described by some participants as unclear or misaligned with local needs. Specific concerns were raised regarding delays at the state level in implementing inclusionary zoning.

Infrastructure delivery was identified by some participants as a significant bottleneck. One example was given of a contractor reportedly dealing with up to 50 different engineering standards for water and sewage. Paperwork inconsistencies were also noted across jurisdictions.

Delays in core services such as water and sewerage were claimed to increase the final delivery costs of housing by up to tenfold. Panellists acknowledged the complexity of these issues but noted that efforts were underway to find solutions, as such delays were halting some developments.

Public and private sector disconnect

A disconnect between the public and private sector in housing and infrastructure delivery was discussed. Participants felt the historic shortage of housing supply had reached a critical point. Some participants observed that the private sector has fallen short in meeting housing demand or prioritising quality – that the market is failing to provide sufficient housing mix and the quantity needed to meet demand.

Meanwhile, some participants saw government as hesitant to intervene in markets. Local councils reported feeling constrained by funding arrangements, fragmented policy environments, and limited support from higher tiers of government. Some participants urged the federal government to take a stronger leadership role in the coordination of the housing market.

In smaller communities, it was noted that councils often assume the role of land developer due to market failure – because there are no other providers available, council steps in. Challenges were raised around councils being asked to subsidise rates in order for affordable housing developments to be viable. Panellists suggested that such issues should be addressed during planning stages of developments, rather than at the 'keys in doors' stage.

Frustration was also expressed by some participants about the lack of transparency in funding processes. Councils and community housing providers reported instances of making significant upfront financial commitments (for example, the cost of preparing detailed business proposals to make grant applications) and being disappointed that clear feedback was not then given to them explaining why the grant application had been unsuccessful.

Participants and some panellists described the urgency for funding certainty to enable a pipeline of housing construction across future years.

Land supply and enabling infrastructure

Concerns were raised regarding land banking by developers, the slow release of land, and limited accountability for long-term outcomes. Zoning restrictions, insufficient incentives for mixed-use developments, and underutilisation of infill sites were cited by some as barriers.

High costs and difficulties in obtaining permits for high-density developments were identified as additional obstacles. These challenges were said to hinder affordability and project viability.

Suggestions were made to increase density in metropolitan areas and explore opportunities in peri-rural zones to meet the target of 1.2 million new homes. While land costs in rural areas were considered less of a constraint, delays were reported at gateway approval stages.

Some caution was expressed around rural housing expansion, due to potential impacts on systems such as agriculture and food production. It was also noted that although rural land costs may be low, broader building costs remained high – including freight access and lack of access to sufficient skilled trades to complete fit-outs.

The provision of enabling infrastructure in cash-strapped rural and regional council areas was observed as a barrier to land release and housing construction.

Design and liveability

Participants raised concerns about housing targets not considering urban design, limited public transport, inadequate recreational infrastructure, and car dependency. These factors were said to reduce liveability, particularly in outer suburban and rural locations.

Additional themes discussed included lengthy work commutes through traffic snarls, and challenging access to childcare services, which could not be fully staffed due to lack of nearby affordable housing for childcare workers.

State infrastructure was reported as lagging behind population growth. An example was described of housing estate access roads being repeatedly patched, rather than rebuilt, causing ongoing inconvenience and higher long-term costs.

Increased migration, freight and connectivity issues, population outflows, workforce shortages, and material supply constraints were also cited as challenges affecting regional construction and liveability.

Equity and inclusion

Planning and housing systems were seen as lacking in diversity, both in decision-making representation and in outcomes for marginalised groups. Ongoing gaps

relating to gender, age, income, and regional or rural disadvantage were highlighted.

The provision of sufficient public housing was highlighted by some participants as an obvious and critical part of the solution. Concern was expressed about adequate social housing and support options for women experiencing domestic violence and facing economic hardship. A suggestion was made that there should be a formula to determine how much social housing each local government area should have.

A focus on educating culturally and linguistically diverse communities about housing accessibility, affordability, support providers, and the social housing system was discussed. Improved understanding was seen as a way to expand access beyond conventional platforms such as online real estate listings.

The particular challenges facing remote indigenous communities in WA, NT and the Torres Strait were highlighted through a number of illustrative stories shared by participants. Panellists were urged to travel from Canberra to some of these remote areas and see the needs first-hand.

Ideas for the future – Systemic reforms and governance

Participants discussed the principle of housing as a human right, while others noted that housing was more commonly seen as a commodity to make money from.

A strongly recurrent theme throughout the conversation was cross-government cooperation at federal, state, and local levels. Suggestions included early guidance, national workshops, roundtables for each state, more consistent planning frameworks, and improved feedback mechanisms.

Policy design was encouraged to consider the full housing continuum. The panel noted that cabinet, through the National Building Reform Blueprint, was supporting collaboration between the commonwealth and states to reduce regulatory barriers and accelerate housing delivery.

It was observed that standardised funding and procurement models were not delivering for rural and regional communities. Greater flexibility and local relevance were identified as necessary to support sustainable, locally driven housing solutions.

Some participants proposed a range of reforms including capital gains tax adjustments, remote housing fringe benefit tax reviews, 'use it or lose it' land provisions, and removal of financial disincentives for local government-led

development. The revival of the National Rental Affordability Scheme, limited to local government delivery, was also suggested.

The importance of showcasing positive examples of urban change was highlighted as a way to bring developers on board. Stronger partnerships between state governments and communities were recommended to design incentives tailored to local needs.

It was strongly suggested that the National Housing Program be continued. Participants noted that three times as many applications were received as were approved, and requested transparency around the assessment of applications and provision of feedback where applications have been unsuccessful. Stronger use of local data was called for to guide housing allocations, inform decision-making, and review planning outcomes.

It was suggested that funding grant applications for housing projects needed to clearly explain who would be housed and why, to avoid oversupply in already well-serviced areas.

Land that had previously been deemed unsuitable for development was cited as potentially viable for new housing if expert advice was sought. This indicated a more open approach to site assessments could be beneficial in expanding housing supply.

Finally, some participants were firmly against local government being involved in housing programs, seeing this clearly as a state government issue.

Ideas for the future – Place-based and practical solutions

Some support was expressed for co-housing, community land trusts, tiny homes, modular construction (with enhanced quality control), and climate-appropriate kit homes for remote areas. Preference was shown for small-scale, mixed-use, and adaptive models over large, uniform developments.

Integrating active transport, and reducing parking requirements, was seen as critical to improving affordability, as provision of car parking in multi-unit development increases cost substantially. A strong case was made for designing cities around people rather than cars, to foster greener and more connected communities.

Construction of three to four-storey buildings in selected outer suburban areas with existing infrastructure and transport links was seen as preferable to concentrating growth in already dense inner urban zones.

Other reform ideas included fast-tracking approvals through the use of AI, simplifying red tape, allowing more zoning flexibility, particularly for underutilised rural land, and streamlining developer contributions while maintaining essential services.

A shift toward medium-density housing supported by cycling paths, green spaces, community hubs, and public transport, was encouraged. Poor housing design was noted to have psychological and social costs. Although higher up-front costs were acknowledged, the longer-term human, social, and economic benefits of well-planned communities were emphasised.

Emerging energy transition projects were identified as an opportunity to generate housing and employment benefits, with suggestions to ensure long-term legacy value for affected communities.

In some regional areas, it was reported that 50% of the population commuted out for work. As councils do not typically derive significant revenue from residential ratepayers, it was suggested that more commercial and employment zones could help diversify income streams.

A future sustainability model was discussed, involving commercial ratepayers contributing to major social housing projects. This was seen as a way to support communities where residents can live, work, and thrive.

Proposals to improve housing development in regional areas included freight subsidies, decentralisation incentives, skilled migration of trades, and first home buyer programs linked to housing delivery. Flexible funding for small councils was described as essential.

It was emphasised that regional and rural communities must be engaged in the design of solutions. Community engagement should be based on genuine consultation rather than top-down instruction. Increased availability of short-stay accommodation in remote areas was recommended to assist visiting staff from housing support agencies.

Whilst the nation takes action to address the housing shortage, participants urged policy makers not to forget those currently displaced, facing homelessness, or sleeping rough.

LOCAL GOVERNMENT JOBS & SKILLS

Survey results and responses

Prior to the session, a survey collected data on the current issues councils were facing with jobs and skill development. We collected responses from 29 people. The findings provide insight into the current state of recruitment, training, and staff retention for local government areas.

The results highlighted widespread shortages of qualified professionals in critical roles, the barriers councils face in attracting and retaining talent, and the growing interest in alternative training pathways such as micro-credentialing and VET provision.

The majority of councils reported being adversely affected by shortages of qualified staff across a range of professional disciplines. These workforce constraints are presenting substantial operational challenges and affecting councils' ability to maintain service delivery standards.

Recruitment difficulties are particularly acute for several critical roles. Responding councils identified engineers, urban and statutory planners, environmental health officers, building inspectors, and professionals in aged care and maternal health as the most difficult to source. Responders commented that these roles are essential for meeting regulatory obligations and delivering frontline services, and that ongoing vacancies in these areas risk current and ongoing service delivery gaps.

Councils cited a number of structural and systemic barriers to recruitment. These included a limited pool of appropriately qualified professionals within regional areas, intense competition for talent from the private sector and metropolitan councils, and salary competitiveness challenges. Further, many councils noted a lack of accessible local training pathways contributing to persistent skills shortages.

When considering workforce development, only 52% of councils reported having access to sufficient training options within their region. Juxtaposed to this, of the responding councils, only 12% have looked at micro-credentialing through becoming a VET training provider – an approach that may contribute to meeting local needs more directly. A greater proportion of organisations (some 45%) have looked at the Diploma of Local Government and its component courses.

Finally, while staff retention vary across councils, the challenge of attracting and retaining skilled staff remains a persistent concern.

KEY THEMES

Skilled migration and regional retention

Participants felt that skilled migration settings have been effective in encouraging relocation to regional communities, however long-term retention remains a challenge. Key enablers include spousal employment support, school access, and culturally welcoming programs. It was suggested that councils could better frame the value proposition for migrants. Along with reframing, career progression pathways that reflect personal and holistic needs could also be amplified and may contribute to more sustained retention.

While the Designated Area Migration Scheme (DAMS) has proven to be an effective mechanism in attracting skilled workers, concerns were expressed regarding the administrative burden and cost associated with its implementation. A more streamlined and affordable approach was suggested as a potential solution to support councils in accessing international talent.

Occupational shortages in planning, surveying and certification

Persistent shortages in professions such as building certifiers and surveyors were noted. Barriers highlighted included declining enrolments in tertiary training, difficulties securing insurance, and complex, inconsistent legislation. These factors, combined with the high-risk nature of the roles, may deter new entrants. These shortages have flow-on impacts to the ability of the nation to release land for more housing. Peak bodies were called upon to support uplift efforts. Uniform licensing schemes and clearer ethical guidance could help mitigate these issues.

Barriers to workforce attraction

A lack of available housing, and low levels of building rates in certain regions, were seen to have compounded recruitment difficulties, despite the implementation of progressive measures, including housing incentives and micro-learning pathways. For some council areas, unemployment rates remain negligible, and new arrivals face affordability barriers.

Concerns were raised in the discussion regarding the accessibility of local government employment platforms. For prospective applicants, particularly younger individuals, the complexity and inconsistency of council websites have been described as a barrier, leading to disengagement from the application process altogether.

In regional areas, the availability of early childhood educators has been highlighted as a critical issue. The lack of accessible childcare services impedes workforce participation, particularly for parents who may otherwise be willing and able to return to work or accept employment opportunities.

For councils facing many of these barriers, it was suggested that existing and traditional services could be reimaged or delivered differently, including through outsourcing, cross council collaborations, or digital augmentation.

Competition for resources

Some participants felt the competition for skilled labour from large-scale infrastructure projects of national significance, such as Snowy 2.0 and the Transgrid transmission line upgrades, exacerbated staffing challenges. Local governments are unable to compete with the salaries and employment conditions offered through such projects, thereby creating an uneven playing field for recruitment and retention.

In addition, clarification was sought regarding the potential impacts of multi-employer bargaining reforms on the local government sector. The question was raised as to whether these changes will enhance or hinder workforce stability and capability.

Workforce data, FTE growth and consultant use

Full-time equivalent (FTE) employee growth in the sector was observed to be broadly aligned with population increases, though financial and operational pressures persist. The use of consultants was seen by participants as often necessary to fill specialist or project-based roles, particularly in infrastructure.

Panellists encouraged councils to distinguish their core responsibilities from the provision of other services. It was felt there was also a recognised need to capture local talent and reduce dependence on external contractors wherever possible. Participants commented that consultant use is a prudent and effective way to flex council organisations where necessary, without the risk of overburdening head count permanently.

It was suggested that there is need to 'talk up' local government as a career option, and highlight the fulfilling careers that can be had in the sector.

Workforce strategy and planning frameworks

A panellist noted that work was underway on developing a framework or roadmap, with supporting data, for a national vision for people in regional, rural and remote areas. There would be an emphasis on place-based collaboration and evidence-based planning. Forthcoming releases, including a regional roadmap and annual workforce insights report, could be expected to highlight successful case studies and emerging solutions.

There was recognition that the sector would benefit from a more clearly defined problem statement to guide future workforce strategies. It has been suggested that thought leaders and facilitators may assist in sharpening the collective understanding of the challenges, thereby enabling a more targeted and effective response. For example, key barriers remain around childcare, housing, and access to training.

Migrant integration and diversity initiatives

The room explored how we might assist migrants to feel welcome in Australia. Nationally, workplace integration strategies for migrant workers are under development, with a focus on job readiness and two-way cultural understanding.

It was also discussed that programs that build social cohesion, such as volunteering and community participation, are instrumental. The federal government was referenced, as it has recently made high-level appointments in multicultural affairs that reinforce the importance of diversity – it was highlighted as an example of diversity done well.

Expanding responsibilities in rural and remote councils

Participants observed that local councils are increasingly required to deliver services traditionally funded or managed by other tiers of government, including mental health, aged care, and emergency response. It was discussed that these issues disproportionately affect smaller and more isolated regions. Volunteering can bridge the gap for certain councils to an extent, however, the more remote a council is, the less viable this option becomes.

Ideas for the future

Participants felt the challenges surrounding workforce attraction and retention in local government have become increasingly evident. There is a growing perception that recruitment practices within the sector are overly reliant on existing local

government networks, with limited engagement or outreach to professionals from industry and business. This insularity had the potential to narrow the talent pool and may discourage skilled individuals from considering local government as a viable career path.

Local governments were said to face particularly persistent challenges in attracting and retaining health and technical professionals, particularly in regional areas. Addressing this would require modernising recruitment practices, embracing skills-based employment pathways, and actively removing structural and cultural barriers.

Initiatives such as cadetships, school outreach, and purposeful storytelling were identified as helpful ways local government could position itself as a meaningful career option.

At the same time, it was mentioned that it would be helpful to prioritise competencies over formal qualifications. This would better support mid-life career transitions, and create more inclusive, flexible work environments that might better compete with other sectors.

Further interest was expressed in the federal rollout of programs such as Workforce Australia and Career Transition Assistance. Local councils, particularly those in regions affected by transitions in the mining sector, are eager to understand how these initiatives may be leveraged to support local employment outcomes.



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Websites Policy 202^Y

POL018



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Policy No: POL018

Policy Title: Websites Policy

Section Responsible: Communications

Minute/Ref No: XX/XXX (Council Res or ELT minutes magiQ ID)

Doc ID: 8339

1. INTENT

NSC has developed and established the following websites:

- The purpose of the **Council website** is communication, advertising, promotion and education on Council news, business, services and events within the Narrandera Shire. The Council website will also be used as a gateway for any ecommerce platforms provided by NSC.
- The purpose of the **Tourism website** is communication, advertising, promotion and education on tourist events, activities, services and accommodation.

2. SCOPE

This is an internal policy that applies to all websites controlled or operated by any department of Narrandera Shire Council.

3. OBJECTIVE

The Narrandera Shire Council recognises that the internet is a worldwide medium that provides Council with the opportunity to establish Websites for the use of Council communication. The Websites are important to the public profile of the Council and as a means of community engagement for residents, potential residents, visitors and investors.

4. POLICY STATEMENT

To establish the principles for the development and maintenance of the following websites:

- Narrandera Shire Council (Council website)
- Narrandera Tourism (Tourism website)
- Any other web sites, as approved by the General Manager, for particular projects.

5. PROVISIONS

5.1 DEVELOPMENT AND USE

- NSC recognises the need for the development and use of future websites for the purpose of communicating, advertising, promoting and educating on certain Council projects.
- The intention of all Council websites is for the presentation of Council content only.
- All communication mediums, including social media platforms, will only be utilised to promote information on the Council websites.
- The website and social media platforms will have corresponding links to each other to promote the use of each technology and all websites will have a link for the council website.
- New websites will only be approved where it is not suitable to use part of an existing website. It is anticipated that these websites would be removed at the end of the project and any remaining relevant information transferred to the Council or Tourism websites.

6. DEFINITIONS

- **CMS:** Content Management System. A computer application that allows publishing, editing and modifying content from a central interface.
- **Domain name:** A unique name, corresponding to one or more numeric IP address, used to identify a particular website on the internet.
- **Ecommerce:** Trading in products or services using computer networks like the Internet.
- **ELT:** Executive Leadership Team
- **Gateway:** Facilitates the transfer of information between a website and the acquiring bank.
- **Internet:** The global communication network that allows almost all computers worldwide to connect and exchange information.
- **IT:** Information Technology is the technology involved with the use of computer systems.
- **NSC:** Narrandera Shire Council
- **Social media:** interactive, internet-based applications and websites that allow users to create and share content and/or participate in social networking. Well known examples include Facebook, Instagram, Snapchat, Twitter, YouTube, LinkedIn.
- **Website:** A group of connected pages containing information on a particular subject, which is accessed using the Internet.

7. ROLES AND RESPONSIBILITIES

General Manager / Deputy General Managers

- The General Manager and Deputy General Managers will be responsible for nominating staff to maintain the information on each website and nominating separate staff to review all changes.
- The General Manager must approve the use of any social media platforms.

Executive Leadership Team (ELT)

- ELT will be responsible for approval of new websites and for the addition of new pages or other major changes to the existing websites.

Information Technology (IT) section

- IT team members will be responsible for organising all domain names with Council's preferred supplier, in consultation with the department/section requesting the website.
- IT team members will be consulted about any new websites by the department/section requesting the website.
- IT team members will handle technical support of the website and CMS with the website suppliers.

Staff

- Nominated NSC staff will be responsible for maintaining the content on each of the NSC websites. This will include uploading new content, removal of old content, modification of existing content and checking that content is current and relevant at least once every 12 months.
- All new content and changes to existing content will be reviewed by a supervisor or work colleague before addition to the relevant live website.

8. RELATED LEGISLATION

- Disability Discrimination Act 1992 (Cth) and World Wide Web Access: Disability Discrimination Act Advisory Notes 2010
- Government Information (Public Access) Act 2009 (NSW)
- Local Government Act 1993 (NSW)

9. RELATED POLICIES AND DOCUMENTS

- POL0147 Media and Public Relations Policy
- POL056 Social Media Policy

10. VARIATION

Council reserves the right to review, vary or revoke this policy in accordance with legislation, regulation and award changes, where applicable. Council may also make changes to this policy and the relevant procedures from time-to-time to improve the effectiveness of its operation.

11. PREVIOUS VERSIONS

Reference to a superseded policy number and/or name is also considered a reference to the new policy number. This policy was previously named:

- CS30 Websites Policy.

POLICY HISTORY

Responsible Officer	Communications Officer		
Approved by	General Manager		
Approval Date	DD Month 202Y		
GM Signature (Authorised staff to insert signature)			
Next Review	1 September 2028		
Version Number	Endorsed by ELT	Endorsed by Council	Date signed by GM
1 Adopted	-	-	21/02/2006
2 Reviewed	24/11/2014	10/12/2014	10/12/2014
3 Reviewed	15/01/2018	-	15/01/2018
4 Reviewed	9/03/2021	18/05/2021	21/06/2021
5 Reviewed	05/09/2024	DD/MM/202Y	DD/MM/202Y

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12. Acknowledgement of Training Received

I hereby acknowledge that I have received, read and understood a copy of Council's Websites Policy.	
Employee Name	
Position Title	
Signature	
Date	



Media and Public Relations Policy 2024 POL047



NARRANDERA SHIRE COUNCIL

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Policy No: POL047
Policy Title: Media and Public Relations Policy
Section Responsible: Communications
Minute No/Ref: xxxxxxxx
Doc ID: 8385

1. INTENT

Council requires positive relationships with the media for many reasons:

- how Council and Narrandera Shire are portrayed in the media impacts greatly on how the organisation and the Shire are perceived
- the media is a strong ally in many situations, including assistance with the promotion of Council programs, events and initiatives
- in times of crisis when information needs to be conveyed to the public, such as during severe storms and bushfires.

2. SCOPE

This policy applies to all Councillors, Council employees, agents and contractors (including temporary contractors), administrators appointed under Section 256 of the Local Government Act 1993 (NSW), members of Council committees, conduct reviewers, delegates of Council, work experience employees and volunteers of the Council.

3. OBJECTIVE

- To establish clear roles, responsibilities and rules for all Narrandera Shire Council representatives when dealing with media and public relations' opportunities.
- To foster positive and effective relationships with media representatives and utilise the media to its full advantage in promoting the efforts of Council and its achievements, Narrandera Shire's liveability and supporting tourism and commercial business activity.
- To deal openly and effectively with controversial, crisis and sensitive information, while maintaining confidentiality where appropriate.
- To ensure coordinated, accurate and up to date information is provided.

- To continue building a positive and professional public image for Narrandera Shire Council and to educate the community on the role of Council.
- To encourage open communication with the community and improve communication within the organisation.

4. POLICY STATEMENT

Proactive media relations and well managed public relations are essential if Narrandera Shire Council is to achieve its strategic outcomes in relation to improving resident satisfaction with Council. Council will consistently promote Council's key messages and corporate priorities through news releases, social media and other proactive and reactive media and public relations activity.

While Council will always seeking to provide good news stories for the media, it is equally important that media enquiries from a journalist or reporter are responded to in an appropriate and timely manner, and within the required deadline wherever possible and reasonable.

5. PROVISIONS

5.1 ANNOUNCEMENTS

Major announcements will only be released by the Communications Officer to maximise the media and marketing potential for Council as an organisation and/or Narrandera Shire.

5.2 MEDIA ENQUIRIES AND REQUESTS

All requests for comments from the media are to be directed to the Communications Officer to ensure the correct Council representative is commenting on Council matters.

- All media interviews are to be coordinated by the Communications Officer.

5.3 RESPONDING TO MEDIA ENQUIRIES AND REQUESTS

Responding to media requests for information and interviews will take into account staff availability and time constraints of both Council staff and media.

- It is an expectation that a sufficient amount of detail and context will be provided at the time of the request to enable an appropriate and informed response by Council.
- Council staff who receive requests direct from media representatives are to decline to comment and report the request to the Communications Officer.
- All official spokespersons are to ensure they do not defame or slander another person either verbally or through the written word, that they do not misrepresent Council, that they do not release unauthorised material and that they comply with the Code of Conduct at all times.

5.4 TRAINING

Official spokespersons are to be offered media training.

5.5 BREACHES

Councillors and staff members may expose themselves to legal actions or sanctions under these requirements unless complying with this policy and procedure.

- Breaches of this policy will be addressed in accordance with Council's Code of Conduct and Council's Disciplinary Policy.

6. DEFINITIONS

- **High profile:** issues which have generated a high media profile and therefore strong community interest (may not be related to Council business).
- **Media:** official, registered publications and official, registered online news sites e.g. Newspapers, magazines, journals, websites, social media, advertising, radio, television, digital media and journalists.
- **Online material:** all of Council's online material including the websites and social media presence.
- **Operational:** issues relating to the day to day running of Council that are not deemed to be political or likely to come before the Council.
- **Political:** issues pertaining to decisions of Council and or Council policy.
- **Public relations material:** official speeches, promotional literature, website content.
- **Technical expertise:** the underlying knowledge and skills that are necessary to carry out duties or complete a task.
- **Topical:** issues which are current and of a local interest (not necessarily related to Council business).

7. ROLES AND RESPONSIBILITIES

7.1 MAYOR

- The Mayor is the official spokesperson on political issues, policy issues, topical issues or issues that have generated high media interest. If unavailable, delegate to the Deputy Mayor.
- The Mayor will give final approval for all media releases, which quote him/her directly.

7.2 COUNCILLORS

- Councillors may provide media comment as private individuals, identifying that it is provided as their own opinion and not representing the official position of Council. When commenting on a decision of Council, Councillors shall reference the resolution as carried by council to provide context to their comment.
- Councillors are encouraged to seek the assistance of the General Manger prior to making public statements to ensure the information is factually accurate.

- Councillors have the right to establish their own social media presence as a member of the governing body and as a representative of the community in accordance with the parameters of Narrandera Shire Council's Social Media Policy.

7.3 GENERAL MANAGER

- The General Manager is the official spokesperson on all operational and administration issues. The General Manager may nominate specialist members of staff to respond to technical questions on operational issues only. This may include a joint approach with the Mayor or a Manager.
- The General Manager approves all media releases.
- The General Manager and the Mayor will confer as to who is the most appropriate person to speak to the media when issues cross over political and operational lines.

7.4 DEPUTY GENERAL MANAGERS AND MANAGERS

- Managers may provide media comment on issues within their portfolio as delegated by the General Manager.
- Managers and designated staff are to make themselves or a member of their team available to brief the Mayor and General Manager on any technical issues relating to a particular media issue.
- Managers are to pro-actively prepare media releases, identify opportunities public relations, prepare written and imagery content and participate in digital medias including videos for social media channels.
- Managers are responsible for approving all website content before it is uploaded to the live site.

7.5 COMMUNICATIONS OFFICER

- The Communications Officer is responsible for coordinating responses and providing information to the media on behalf of Council and organising media/photo opportunities and preparing speeches for the Mayor.
- The Communications Officer is responsible for distributing all written media comment to media outlets and placing all media onto the website and social media platforms where required.
- The Communications Officer may provide information to the media which is freely available to any member of the public. The information will be provided in order to improve or clarify the media's understanding of issues.
- The Communications Officer can comment to the media within the delegated areas of responsibility as defined by the Position Description of this position.
- The Communications Officer should be advised of all media contacts and requests for information on Council matters to ensure a consistent message and representation of Council is given. This will also allow for the adequate monitoring of media coverage.

- The Communications Officer is responsible for the over-arching management of content on Council's website, ensuring responsible officers who are delegated specific pages maintain and update their content contribution.

7.6 DESIGNATED DEPARTMENTAL STAFF

- Designated staff in each department will be responsible for ensuring the website content and approved social media content, related to their activities, is kept up to date and is relevant to the needs of the community.
- Designated staff will ensure all promotional material and presentations are of a high standard of professional content and format.
- In some circumstances, including if a specific request is made by the media, Council staff may participate in photographs and media articles or interviews. Prior approval must be granted from the General Manager.
- Outdoor and external staff approached by the media for information on the job/project on which they are working, should refer those inquiries to their immediate supervisor who should then advise the relevant manager. Should the manager be unavailable, supervisors should notify the Communications Officer.

7.7 INFORMATION TECHNOLOGY SECTION

- The IT Section is responsible for maintaining the technical aspects of approved Council websites.

8. RELATED LEGISLATION

- Copyright Act 1879
- Defamations Act, 2005
- Government Information (Public Access) Act 2009
- Privacy and Personal Information Act, 1988

9. RELATED POLICIES AND DOCUMENTS

- Code of Conduct
- ES310 Community Engagement Policy
- POL018 Websites Policy
- POL056 Social Media Policy
- POL070 Disciplinary Policy

10. VARIATION

Council reserves the right to review, vary or revoke this policy in accordance with legislation, regulation and award changes, where applicable. Council may also make

charges to this policy and the relevant procedures from time-to-time to improve the effectiveness of its operation.

11. PREVIOUS VERSIONS

Reference to a superseded policy number and/or name is also considered a reference to the new policy number. This policy was previously named:

- SPOD20 Communications and Media Policy
- ES250 Media and Public Relations Policy

POLICY HISTORY

Responsible Officer	Communications Officer		
Approved by	General Manager		
Approval Date	DD Month 202Y		
GM Signature (Authorised staff to insert signature)			
Next Review	1 September 2028		
Version Number	Endorsed by ELT	Endorsed by Council	Date signed by GM
1 Adopted	-	29/04/1997	29/04/1997
2 Reviewed	-	12/12/2006	17/01/2007
3 Reviewed	-	17/02/2009	17/02/2009
4 Reviewed	30/06/2014	19/08/2014	17/09/2014
5 Reviewed	1/04/2019	16/07/2019	5/08/2019
6 Reviewed	8/06/2021	-	22/06/2021
7 Reviewed	05/09/2024	DD/MM/YYYY	DD/MM/YYYY

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12. Acknowledgement of Training Received

I hereby acknowledge that I have received, read and understood a copy of Council's Media and Public Relations Policy.

Employee Name	
Position Title	
Signature	
Date	



Social Media Policy 202^Y

POL056



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Policy No: POL056

Policy Title: Social Media Policy

Section Responsible: Communications

Minute No/Ref: XX/XXX (Council Res or ELT minute magiQ ID)

Doc ID: 17812

1. INTENT

This policy outlines protocols for using social media to undertake Council business and provides guidance for employees in their personal use of social media.

2. SCOPE

This policy applies to all Councillors, Council employees, agents and contractors (including temporary contractors), administrators appointed under Section 256 of the Local Government Act 1993 (NSW), members of council committees, conduct reviewers, delegates of Council, work experience employees and volunteers of the Council.

3. OBJECTIVE

- To provide guidelines for Councillors, Council staff and all other Council officials on business and individual use of social media.
- To specify who is authorised to speak on behalf of Council in a social media context; and to provide guidance on the use of personal social media accounts in relation to Council matters.
- To provide guidance on the establishment, management and use of all social media platforms at Narrandera Shire Council.
- To outline the acceptable use of the social media platforms during ordinary work hours.

4. POLICY STATEMENT

Social media platforms are an open communication tool for Council and Council representatives to engage with the public, providing a level of immediacy for sharing public information. Council's use of social media is under the direction of the General Manager and is monitored, updated and resourced through the Communications Officer.

5. PROVISIONS

5.1 PURPOSE OF OFFICIAL COUNCIL SOCIAL MEDIA SITES

- Direct people to Council information, services and Council's website.
- Rapid sharing of information that is coordinated, accurate and up to date to a wide targeted audience.
- Enhance Council's reputation online (with respect, responsibility and transparency).
- Deal openly and effectively with controversial, crisis and sensitive information, while maintaining confidentiality where appropriate.
- Create a platform for community engagement and interaction.
- Low-cost marketing of services and events.

5.2 USERS OF SOCIAL NETWORKING SITES AND SOCIAL MEDIA PLATFORMS

Users of social media must not publish any material which identifies themselves as being associated with Council or a related entity of Council. This includes making comments about Council policies, decisions or activities. This applies to both making disparaging comments about Council and/or defending Council, Council staff and Council representatives.

If you do see inaccurate or disparaging comments about Council, Council staff and/or Council representatives on social media, please bring this to the attention of the Communications Officer who will inform management. Authorised officers of Council will then determine the appropriate way to respond to inaccurate information being portrayed about Council, Council employees and/or Council representatives.

5.3 USERS

Users:

1. must ensure that any information he or she posts about Council, or a related entity of Council, is informed and factually accurate.
2. may only disclose publicly available information and must not disclose, or cause to be disclosed, confidential information.
3. must use a disclaimer when referring to Council or a related entity of the Council or a Council official. Such a disclaimer is *"the views expressed in this post are mine only and do not necessarily reflect the views of Council."*

Users must not:

4. disparage or make any adverse comment about Council, any policy or decision of Council or any of Council's related entities, employees, contractors and other Council Officials or any other person or organisation providing services to or on behalf of Council that relate to that person's employment or relationship with Council.

5. harass, bully, intimidate or threaten another employee, contractor or other Council Official (or a person the User knows to be a relative or associate of a Council Official) when contributing to a social networking site or accessing a social media platform.
6. transmit or send Council's documents, emails or text messages (in any format) to any external parties or organisations unless expressly authorised to do so.

5.4 CORRECTIONS

If a User subsequently discovers a factual inaccuracy or error in their blog or social networking entry, they are required to immediately notify the General Manager of the error and include a plan to correct the error. All alterations should indicate the date on which the alteration was made.

5.5 PERSONAL USE OF SOCIAL NETWORKING SITES & SOCIAL MEDIA PLATFORMS DURING ORDINARY WORK HOURS

Council's ordinary work hours are generally 8:15am to 4:30pm for indoor employees and 7:00am to 4:15pm for outdoor employees. All Users are permitted to have access to social networking sites and social media platforms during ordinary work hours for a limited and reasonable personal use.

Using social networking sites and social media platforms for personal use must not impact upon the User's work performance or Council resources or violate this policy or any other Council policy.

Users must not inappropriately use social networking sites and social media platforms. Inappropriate use includes, but is not limited to, using social networking sites and social media platforms to send, post or otherwise publish:

- obscene messages
- racially and/or sexually harassing messages
- sexually explicit material

5.6 WARNING

Apart from the potentially damaging effects a blog or social networking entry may have on the Council, inappropriate blogs on internal or external sites can also have adverse consequences for a user in terms of future career prospects, as the material remains widely and permanently accessible to other site users.

5.7 ENFORCEMENT

Users must comply with the requirements of this policy. Any breach of this policy may result in disciplinary action which may include termination of employment (or, for persons other than employees, the termination or non-renewal of contractual arrangements).

Other disciplinary action that may be taken includes, but is not limited to, issuing a warning, suspension or disconnection of access to all or part of the Council's computer network whether permanently or on a temporary basis.

5.8 STANDARDS APPLYING TO BLOGS AND SITES OPERATED BY COUNCIL

Users must not engage in prohibited conduct. Further:

- only Users who are authorised by the General Manager are permitted to publish a blog or social network entry on any sites operated by Council, and the content of any such blog or entry must first be approved by the General Manager.
- public communications concerning Council must not violate any provisions of any applicable Council policy, procedure or contract.
- a User may participate in Council-related public communications during normal work time. However, if doing so interferes with any of the user's normal work responsibilities, Council reserves the right to withdraw the User's access to the communication facilities.
- a User must not communicate any material that violates the privacy or publicity rights of another party.
- a User must not cite or refer to clients, rate payers, business partners, suppliers, other users etc without their prior approval.
- Users will be personally legally responsible for any content they publish and need to be aware of applicable laws.

5.9 GENERAL ENQUIRIES

Sites need to be actively administered during working hours and responses to comments need to be within 24 hours (or within two hours of the first day back following a weekend, RDO or public holiday).

To ensure the continuous and effective management of urgent matters, the Communications Officer is required to be available for emergency contact outside of ordinary working hours. This arrangement necessitates that the Communications Officer maintain a dedicated mobile phone or other reliable means of communication to address any critical issues that may arise during evenings, weekends, or public holidays. In the event of an emergency, the officer will be expected to respond promptly and manage the situation as needed. The Communications Officer must coordinate with their supervisor to establish a clear protocol for emergency contact, including providing updated contact information and ensuring accessibility at all times.

In the case of after hours emergencies, an email must be sent to the Communications Officer with relevant details/ photos and an SMS text message or phone call be made to the Communications Officer to notify directly of the issue. The Communications Officer will confirm the post has been received and is in progress.

If an issue is reported eg: a pothole, the request must be screenshot or copied and registered into MagiQ, a Customer Service Request created, and an appropriate officer assigned to the task. Note that the request has come through social media and that the administrator requires a response to the enquiry.

All administrators should seek advice and written approval from the relevant manager prior to posting a response to a comment that is critical of Council (including Councillors, staff, services, etc). Refer to the "Guidelines for NSC Social Media Administrators" when formulating responses.

5.10 NEGATIVE COMMENTS OR SERIOUS MATTERS

The Communications Officer has overarching oversight of the social media sites and is authorised to remove or hide any defamatory posts or inappropriate Council supplied posts.

Via the Communications Officer, an authorised administrator may recommend to their manager or the General Manager that a User be banned from a platform where that User continually displays abusive behaviour, makes vexatious complaints or consistently unsubstantiated negative comments that unfairly compromise the reputation of Narrandera Shire, its Council or its staff.

Responses should encourage the issue to be taken off-line and handled via social media inbox messages, phone, email or in person.

All discussions are to be approved by the General Manager and recorded into MagiQ.

No political associations are to be accepted nor political posts be placed on any Narrandera Shire Council social media platform.

6. DEFINITIONS

- **Authorised administrator:** Council staff member who has been given authority in accordance with their delegations to represent Council on social media.
- **Confidential information:** includes but is not limited to trade secrets of Council; non-public information about the organisation and affairs of Council: pricing information such as internal cost and pricing rates, production scheduling software, special supply information; marketing or strategy plans; exclusive supply agreements or arrangements; commercial and business plans; contractual arrangements with third parties; tender policies and arrangements; financial information and data; training materials; technical data; schematics; proposals and intentions; designs; policies and procedures documents; concepts not reduced to material form; information which is personal information for the purposes of privacy law; and all other information obtained from Council or obtained in the course of working or providing services to Council that is by its nature confidential.
- **Council official:** includes Councillors, employees, agents and contractors (including temporary contractors), administrators appointed under Section 256 of the *Local Government Act 1993* (NSW), members of council committees, conduct reviewers, delegates of council, work experience employees and volunteers of the Council.

- **Intellectual property:** all forms of intellectual property rights throughout the world including copyright, patent, design, trademark, trade name, and all Confidential Information and including know-how and trade secrets.
- **Social media:** a page or profile created within a social media channel to promote a brand or service.
- **Social networking site and social media platform:** includes Facebook, LinkedIn, YouTube, Twitter, Instagram, Yahoo Groups, Google Groups, Snap Chat and all similar sites defined as social media platforms.
- **User:** anyone who is directly interacting with a computer system in real time.

7. ROLES AND RESPONSIBILITIES

7.1 MAYOR AND COUNCILLORS

- Council's Mayor and Councillors have the right to establish their own social media presence as a member of the governing body and as a representative of the community.
- When speaking publicly, including on social media platforms, Mayor and Councillors must clarify if they are acting in an official capacity or as a private individual.
- Mayor and Councillors using social media in an official capacity to represent Council and Council matters must do so using their official title, eg: Councillor John Smith for Narrandera Shire Council.
- Mayor and Councillors using a social media platform as a private individual must state they are expressing their own opinion and not representing the official position of Council. Such a disclaimer is *"the views expressed in this post are mine only and do not necessarily reflect the views of Council."*
- A level of qualified privilege applies to Councillors under the law, which recognises that Councillors may need to speak freely and publicly in the discharge of their civic duties. However, this should be treated with caution. Qualified privilege covers only statements made at Council or committee meetings in the discharge of a Councillor's duties which are pertinent to the business of Local Government. Such statements also need to be made in good faith and must not be made maliciously.
- Councillors are subject to defamation law, and it is contrary to law to injure another person's reputation in the eyes of society through the written word, pictorially or in speech.
- If a Councillor becomes aware of a media interest in a particular aspect of Council business that could be contentious, they should bring it to the attention of the General Manager.

7.2 AUTHORISED ADMINISTRATORS

Authorised administrators are only permitted to contribute to blogs and social network entries on Council's website and social media accounts in order to share information and

knowledge, obtain constructive feedback, interact directly with rate payers or clients, collaborate over projects and solve problems, promote our organisation, and raise Council's profile, or in the pursuit of the relevant departments of their tourism and marketing and/or economic development work.

When contributing to a Council-managed social networking site or accessing a social media platform, an authorised administrator must not identify him or herself on a public page or forum as representing Council or any of Council's related entities unless specifically authorised to do so in writing by the General Manager.

When responding to a social media inbox message, authorised administrators must disclose that he or she is an employee, contractor or other Council official of the Council or a related entity and what the User's role is eg: *"Hi – this is (name), (position) at Narrandera Shire Council."*

Authorised administrators must ensure that:

- Any content published is factually accurate and complies with relevant policies of Council.
- He or she only comments on topics that fall within his or her area of responsibility at Council.
- He or she does not post material that is obscene, defamatory, threatening, harassing, discriminatory or hateful to another person or entity or which causes (or could cause) insult, offence, intimidation or humiliation.
- He or she does not disclose another person's personal information.
- He or she respects copyright, privacy, financial disclosure, work health and safety, employment and other applicable laws.
- He or she does not create any legal or contractual obligations on behalf of Council unless expressly authorised by Council.
- The use of Council's Facebook page is in accordance with the electoral act, particularly in relation to individual Councillors.
- He or she does not send or cause to be sent chain or SPAM emails or text messages in any format.
- As ambassadors for Narrandera Shire Council, he or she reflects the organisation in a professional and appropriate manner at all times.

7.3 SET UP OR DISESTABLISHMENT OF A NSC SOCIAL MEDIA SITE AND/OR SPECIFIC PURPOSE GROUP PAGE

The General Manager must formally approve the set up or disestablishment of any social media site and approve who are the administrators for each specific site.

- Any proposals to set up or disestablish a social media site must be presented in the first instance to the Communications Officer who will prepare – in partnership with the

recommending officer – a recommendation to the Executive Leadership Team for consideration.

- Any proposal for a new site or group page should consider purpose, suitability, audience fit, strategy, administration and sustainability (including whole of life costings). It should be noted that NSC's preference is to have fewer, quality and well administered sites.
- Council's current social media platforms are listed in Attachment 1.

8. RELATED LEGISLATION

- Copyright Act 1879
- Defamations Act 2005
- Government Information (Public Access) Act 2009
- Local Government Act 1993
- Privacy and Personal Information Act 1988
- NSW State Records Act 1998

9. RELATED POLICIES AND DOCUMENTS

- Code of Conduct
- Email and Internet Usage Policy
- Guidelines for NSC Social Media Administrators
- POL047 Media and Public Relations Policy

10. VARIATION

Council reserves the right to review, vary or revoke this policy in accordance with legislation, regulation and award changes, where applicable. Council may also make changes to this policy and the relevant procedures from time-to-time to improve the effectiveness of its operation.

11. PREVIOUS VERSIONS

Reference to a superseded policy number and/or name is also considered a reference to the new policy number. This policy was previously named:

- ES340 Social Media Policy
- HRS017 Social Media Policy

POLICY HISTORY

Responsible Officer	Communications Officer
---------------------	------------------------

Approved by	General Manager		
Approval Date	DD Month 202Y		
GM Signature (Authorised staff to insert signature)			
Next Review	1 September 2028		
Version Number	Endorsed by ELT	Endorsed by Council	Date signed by GM
1 Adopted	2/04/2014	-	30/04/2014
2 Reviewed	1/05/2017	16/05/2017	24/05/2017
3 Reviewed	2/10/2018	-	14/09/2018
4 Reviewed	15/04/2019	16/07/2019	5/08/2019
5 Reviewed	8/06/2021	-	21/06/2021
6 Reviewed	05/09/2024	DD/MM/202Y	DD/MM/202Y

NOTE: This is a controlled document. If you are reading a printed copy, please check that you have the latest version via Council's website (external) or MagiQ (internal). Printed or downloaded versions of this document are uncontrolled.

Attachment 1: Current Social Media Platforms

Social Media Site	Administrators
Narrandera Shire Council Facebook page	• Communications Officer • Road Safety Officer • Community Liaison Officer • Community Support Manager • Library Officer • Community Development Library Manager • Executive Assistant to General Manager and Mayor • General Manager
Narrandera Shire Council Instagram Page	• Communications Officer • Road Safety Officer • Community Liaison Officer • Community Support Manager • Library Officer • Community Development Library Manager • Executive Assistant to General Manager and Mayor • General Manager
Narrandera Tourism Facebook page	• Marketing Tourism Economic Development Coordinator • Events and Visitor Services Team Leader • Visitor Services Staff
Narrandera Tourism Instagram page	• Marketing Tourism Economic Development Coordinator • Events and Visitor Services Team Leader • Visitor Services Staff
Narrandera Shire Council LinkedIn	• Communications Officer • Human Resources Manager • Human Resources Officer • Road Safety Officer • Community Liaison Officer • Community Support Manager • Library Officer • Community Development Library Manager
Narrandera Youth Council Facebook page	• Communications Officer • Community Liaison Officer • Community Support Manager
Narrandera Youth Council Instagram page	• Communications Officer • Community Liaison Officer • Community Support Manager

12. Acknowledgement of Training Received

I hereby acknowledge that I have received, read and understood a copy of Council's Social Media Policy.	
Employee Name	
Position Title	
Signature	
Date	

NARRANDERA SHIRE COUNCIL

And

GRONG GRONG HORSE SPORTS INCORPORATED

DRAFT

**LICENCE AGREEMENT FOR
OCCUPATION OF LAND
DESCRIBED AS RESERVE 559010
BEING THE GRONG GRONG
SPORTSGROUND (DEDICATED
FOR THE PURPOSE OF PUBLIC
RECREATION) FOR EQUINE
EVENTS AND DOG AGILITY
EVENTS**

AGREEMENT dated **[INSERT date]**

BETWEEN **NARRANDERA SHIRE COUNCIL**, appointed under the *Crown Land Management Act 2016* (herein after referred to as the "CLM Act 2016"), as Crown Land Manager of Reserve **559010 BEING THE GRONG GRONG SPORTSGROUND, GAZETTED 9 JUNE 1897 FOR THE PURPOSE OF PUBLIC RECREATION** (hereinafter called the "Licensor").

AND **GRONG GRONG HORSE SPORTS INCORPORATED** (ACN **[INSERT COMPANY NUMBER IF APPLICABLE]**) of **[INSERT ADDRESS OF LICENSEE - IF COMPANY USE REGISTERED ADDRESS]** (hereinafter called the "Licensee").

THE PARTIES AGREE AS FOLLOWS.

1 INTERPRETATIONS, DEFINITIONS AND ADMINISTRATION

Authority for grant of Licence

- 1.1.1 The Licensor warrants that it is the Crown Land Manager responsible for the care, control and management of the Premises under the CLM Act 2016.
- 1.1.2 The land identified as Reserve 559010 comprising Lots 1 to 10 Section 28 DP 758477, Lot 1 Section 27 DP 758477 and Lot 7003 DP 1025178.

2 DEFINITIONS

In this Licence unless the contrary intention appears:

Access Plan means the drawing annexed to each Premises Appendix depicting the Premises and a description of the route of access to an Enclosed Area.

Base Annual Rent means:

- (a) the Initial Rent where the rent has not been redetermined or adjusted in accordance with sub-clauses 14.4 or 14.5; or
- (b) in any other case - the Rent as last redetermined or adjusted in accordance with those provisions;

Business Day means any day which is not a Saturday, Sunday or Public Holiday in New South Wales;

CLM Act 2016 means the Crown Land Management Act 2016;

Commencement Date means the date referred to in Column 2 of Item 16 of Schedule 1;

Consumer Price Index Number in relation to a quarter, means the number for that quarter appearing in the Consumer Price Index (All Groups Index) for Sydney published by the Australian Statistician.

Due Date means the date for payment of Rent under this Licence as is specified in Column 2 of Item 6, of Schedule 1;

Enclosed Area means the fenced area (which comprises the Premises and Third Party Exclusive Areas) described in each Premises Appendix as the Enclosed Area and shown on the Plan annexed to each Premises Appendix where land is, or is intended to be fenced;

Environment has the same meaning given to that term in the *Protection of the Environment Operations Act 1997*;

Environmental Law means any Law relating to the protection of the Environment;

Expiry Date means the date referred to in Column 2 of Item 17 of Schedule 1;

"GST", "taxable supply", "consideration", "tax invoice" and "GST amount" have the meanings given to those terms in *A New Tax System (Goods and Services Tax) Act 1999* (Cth);

Hazardous Substance means a substance that because of its quality, concentration, acute or chronic toxic effects, carcinogenicity, teratogenicity, mutagenicity, corrosiveness, flammability, physical, chemical or infectious characteristics, may pose a hazard to property, human health or the environment when improperly treated, stored, disposed of or otherwise managed;

Improvements means any structure of a permanent nature attached to the land;

Initial Rent means the Rent payable under this Licence in respect of each Premises as is specified in Column 2 of Item 5 of Schedule 1;

Law includes the provisions of any statute, rule, regulation, proclamation, ordinance or by-law, present or future, whether state, federal or otherwise;

Licence means this licence including all Schedules and Annexures hereto;

Licensee means the licensee referred to in Column 2 of Item 2, of Schedule 1;

Licensor means the licensor referred to in Column 2 of Item 1 of Schedule 1 and includes its assigns and for the purpose of clauses 35, 36, 37, 38, 39, 40, 41, and 42 includes Her Majesty the Queen, the State of New South Wales and the Minister and their heirs, successors, agents, servants, employees and contractors;

Market Rent means the Rent as specified in Column 2 of Item 3, of Schedule 1 that would reasonably be expected to be paid for the site if it were offered for the same or a substantially similar use to which the site may be put under the Licence;

Market Rent Review Date means the date described as such in Column 2 of Item 8, of Schedule 1 and expressed as an absolute dollar or as a percent of the Market Rent;

Minister means the Minister administering the *Crown Land Management Act 2016*;

Party/Parties means the parties to this Licence;

Premises means the land and/or the buildings described in the Premises Appendix and on the plan annexed thereto;

Permitted Use means the use shown in Column 2 of Item 15, of Schedule 1;

Regulations means the *Crown Land Management Regulation 2018*, as amended or replaced from time to time; or the Local Government (General) Regulation 2005;

Rent means the Base Annual Rent calculated and payable upon each Due Date less any Rent Rebate granted to the Licensee together with all other payments due to be paid by the Licensee as Rent under this Licence;

Rent Rebate means such amount as specified in Column 2 of Item 4 of Schedule 1 given to the Licensee from the Licensor as per clause 14.6 as expressed either as an absolute dollar value or a percentage of the market value;

Sub-Licensee means a person who holds a sub-licence of any part of the Premises from the Licensee in accordance with the provisions of this Licence;

Tenant Fixtures means any plant or equipment, fittings or improvements in the nature of fixtures brought onto the Premises by, or on behalf of, or at the request of, the Licensee;

Term means the term of operation of this Licence in relation to the Premises;

Term of Agreement means the figure set out in Column 2 of Item 18, of Schedule 1;

Third Party Exclusive Areas means those areas that are exclusively for the use of third parties as shown on the Plan annexed to each Premises Appendix.

3 CONSTRUCTION

3.1 This Licence must be constructed in accordance with this clause unless the context requires otherwise;

3.1.1 Plurals

Words importing the singular include the plural and vice versa;

3.1.2 Gender

Words importing any gender include the other gender;

3.1.3 Persons

A reference to a person includes:

- (a) an individual, a firm, unincorporated association, corporation and a government;
and
- (b) the legal personal representatives, successors and assigns of that person;

3.1.4 Headings

Headings (including any headings described as parts and sub-headings within clauses) wherever appearing will be ignored in constructing this Licence;

3.1.5 Clauses and sub-clauses

- (a) A reference to a clause includes all sub-clauses, paragraphs, sub-paragraphs and other components which form part of the clause referred to;
- (b) A reference to a sub-clause includes any sub-paragraphs and other components of the sub-clause referred to;

3.1.6 Time

A reference to time is a reference to local Sydney time;

3.1.7 Money

A reference to \$ or dollars is a reference to the lawful currency of Australia;

3.1.8 Defined Terms

If a word or phrase is defined cognate words and phrases have corresponding definitions. A defined term, unless inconsistent with the context of its use, is denoted by the appearance of that word using a capital letter at the beginning of that word;

3.1.9 Writing

A reference to writing includes any mode of representing or reproducing words in tangible and permanently visible form;

3.1.10 Contra Preferentum

No rules of construction will apply to the disadvantage of any Party responsible for preparation of this Licence or any part of it;

3.1.11 Statutes

A reference to a Statute, Act, legislation, ordinance, code or other law includes regulations and other statutory instruments under it and consolidations, amendments, re-enactments or replacements of any of them made by any legislative authority;

3.1.12 Licence

A reference to this Licence will include any extension or variation of this Licence;

3.1.13 Priority

If an inconsistency occurs between the provisions of this Licence and the provisions of a licence granted in accordance with this Licence, the provisions of this Licence will prevail.

3.2 Warranties and Undertakings

- (a) The Licensee warrants that it:
 - (i) has relied only on its own inquiries about this Licence; and
 - (ii) has not relied on any representation or warranty by the Licensor or any person acting or seeming to act on the Licensor's behalf.

- (b) The Licensee must comply on time with undertakings given by or on behalf of the Licensee.

3.3 Further Assurances

Each Party must do everything necessary to give full effect to this Licence.

3.4 Relationship of Licensors and Licensee

Nothing contained or implied in this Licence will be deemed or construed to create the relationship of partnership or of principal and agent or of joint venture between the Licensors and the Licensee. Specifically, the Parties understand and agree that neither the method of computation of Rent, nor any other provision, nor any acts of the Licensee and the Licensors or either of them will be deemed to create any relationship between them other than the relationship of Licensors and Licensee upon the terms and conditions only as provided in this Licence.

3.5 Time to be of the Essence

Where in any provision of this Licence a Party is given or allowed a specified time within which to undertake or do any act or thing or any power is conferred or any event occurs after the lapsing of a specified time, time shall be the essence of the contract in that regard.

4 SEVERABILITY

Any provision of this Licence which is prohibited or unenforceable in any jurisdiction shall as to such jurisdiction, be ineffective to the extent of such prohibition or inability to enforce without invalidating the remaining provisions of such provisions in any other jurisdiction.

5 ESSENTIAL CONDITIONS OF LICENCE

The Licensors and the Licensee agree that the clauses specified in Column 2 of Item 19 of Schedule 1 are essential conditions of this Licence.

6 PERMITTED USE

6.1 Grant of Licence

The Licensors grants to the Licensee a right to occupy the area delineated on the plan annexed to the Premises Appendix **SEE ATTACHMENT 1 FOR THE LOCALITY MAP, SEE CLAUSE 1.1.2 FOR THE DESCRIPTION OF LAND, SEE SCHEDULE 1 (15) FOR PERMITTED USE.**

6.2 Permitted Use only

The Licensee must not:

- (a) use the Premises;
- (b) or allow them to be used (except pursuant to a Licence lawfully granted by the Licensors),

for any purpose other than the Permitted Use specified or referred to in Column 2 of Item 15 of Schedule 1.

6.3 No exclusive possession

The Licensee acknowledges that this Licence does not confer exclusive possession of the Premises upon the Licensee.

7 COMMENCEMENT OF LICENCE AND TERM

This Licence will commence on the date (and where a time is specified or referred to at that time) specified or referred to in Column 2 of Item 16, of Schedule 1 and subject to clauses 10 and 11 will continue in force until the Expiry Date (and where a time is specified or referred to at that time) specified or referred to in Column 2 of Item 17, of Schedule 1.

8 NO RIGHT TO PURCHASE OR TRANSFER OF LICENCE RIGHTS

8.1 In respect of this Licence, and without limitation, the grant of this Licence does not confer upon the Licensee:

- (a) a right to purchase or lease any part of the Premises; or
- (b) any tenancy or other estate or interest in any part of the Premises other than contractual rights as Licensee under this Licence.

8.2 Subject to any other provisions of this Licence the Licensee must not during the Term of this Licence, sub-licence, part with possession of the Premises, transfer or create any interest in the Licence or authorise or permit any person to occupy the Premises without the prior written consent of the Licensors.

9 LICENSEE TO YIELD UP

9.1 The Licensee must forthwith upon the termination of this Licence or any extension of it peaceably vacate the Premises at the Licensee's expense.

9.2 The Licensee must:

- (a) unless otherwise provided for in this Licence, remove all Licensee Fixture/s, signs, names, advertisements, notices or hoardings erected, painted, displayed, affixed or exhibited upon, to or within the Premises by or on behalf of the Licensee (other than a notice displayed by the Licensors); and
- (b) unless otherwise provided for in this Licence, rehabilitate the Premises, (to the extent to which it has been altered or affected by the Licensee's occupation and use of the Premises) as nearly as practicable to the original condition before the installation of the Licensee's Fixtures to the reasonable satisfaction of the Licensors; and
- (c) ensure that when it vacates the Premises in relation to its occupation of the Premises under this Licence, the Premises comply with any Environmental Law to the extent applicable at the time of granting of this Licence; and
- (d) leave the Premises in a clean and tidy condition.

9.3 Sub-clause 9.2 does not apply unless the Licensors permits the Licensee to carry out any works on the Premises reasonably required in order to comply with that clause.

10 TERMINATION OF LICENCE - S. 3.43 OF CLM ACT 2016 TO APPLY

- 10.1 Without limiting the Licensee's statutory or other rights apart from this Licence, the Parties acknowledge that subject to subclause 10.2 this Licence will terminate under section 3.43 of the CLM Act 2016 if the reservation or dedication over that part of the Reserve that comprises the whole or part of the Premises is revoked, unless the revocation notification otherwise provides.
- 10.2 Where only part of the Premises is affected by the revocation or proposed revocation the Parties undertake to consult to determine if an agreement under section 3.43(2) can be reached for the continuation of this Licence in respect to that part of the Premises not affected by the revocation.
- 10.3 The Licensee expressly acknowledges that as provided by section 3.43(4) of the CLM Act 2016 no compensation will be payable in respect of the Termination of this Licence by the operation of section 3.43.

11 TERMINATION OF LICENCE ON DEFAULT

- 11.1 The Licensor may terminate this Licence in the manner set out below in the following circumstances:
 - (a) if the Rent or any part of it or any moneys owing to the Licensor under the Licence is or are in arrears for one month, whether formally demanded or not;
 - (b) if the Licensee breaches an essential condition of this Licence or any rule or regulation made under this Licence;
 - (c) if defects notified under a provision of this Licence are not remedied within the time specified in the notice;
 - (d) if the Licensee is a corporation and an order is made or a resolution is passed for its winding up except for reconstruction or amalgamation;
 - (e) if the Licensee is a company and ceases or threatens to cease to carry on business or goes into liquidation, whether voluntarily or otherwise, or is wound up or if a liquidator or receiver (in both cases whether provisional or otherwise) is appointed;
 - (f) if the Licensee is a company and is placed under official management under corporations law or enters a composition or scheme of arrangement;
 - (g) if the interest the Licensee has under this Licence is taken in execution;
 - (h) if the Licensee or any person claiming through the Licensee conducts any business from the licensed Premises after the Licensee has committed an act of bankruptcy.
- 11.2 In the circumstances set out in sub-clause 11.1 the Licensor may end this Licence by:
 - (a) notifying the Licensee that it is ending the Licence; or
 - (b) re-entering the Premises, with force if necessary, and ejecting the Licensee and all other persons from the Premises and repossessing them; or

(c) doing both.

11.3 If the Licensor ends this Licence under this clause, the Licensee will not be released from liability for any prior breach of this Licence and other remedies available to the Licensor to recover arrears of Rent shall not be prejudiced.

11.4 If the Licensor ends this Licence under this clause or the Licence terminates under clause 10, the Licensor may remove the Licensee's property and store it at the Licensee's expense without being liable to the Licensee for trespass, detinue, conversion or negligence. After storing it for at least one month, the Licensor may sell or dispose of the property by auction or private sale. It may apply any proceeds of the auction or sale towards any arrears of Rent or other moneys or towards any loss or damage or towards the payment of storage and other expenses.

12 ACCEPTANCE OF RENT NOT WAIVER

Demand or acceptance of Rent or any other moneys due under this Licence by the Licensor after termination does not operate as a waiver of the termination.

13 HOLDING OVER BY LICENSEE

(a) At the end of the Term of Agreement as specified in Column 2 of Item 18 of Schedule 1, the Licensee will be entitled with the consent of the Licensor to remain in possession of the Premises on the following terms and conditions:

(i) the Licensee will become a monthly tenant of the Licensor at a monthly rental equivalent to one twelfth proportion of the annual Rent payable at the time of expiration or sooner determination of this Licence;

(ii) the Licensee must comply with and be bound by the terms and conditions of this Licence insofar as the terms and conditions are applicable, provided that the Licensor may from time to time by notice in writing served on the Licensee direct that any particular condition not apply or be amended in the manner set out in the notice.

(b) The Licensor and the Licensee expressly agree that where any provision of this Licence confers any right, duty, power or obligation on a Party upon the expiration or determination of this Licence or on the Expiry Date and the Licensee is authorised to remain in possession of the Premises pursuant to a consent granted under this clause the emergence of the right, duty, power or obligation shall be postponed until such time as the Licensee ceases to be entitled to possession pursuant to this clause.

(c) The tenancy created by operation of this clause may be determined by the Licensor serving on the Licensee a notice to quit. The notice shall take effect at the expiration of the period of one month from the date of service of the notice or such further period as may be specified in the notice.

(d) The tenancy created by operation of this clause may be determined by the Licensee serving on the Licensor a notice stating that as from a date specified in the notice the tenancy is surrendered.

14 LICENSEE'S RENT AND OUTGOINGS

14.1 Licensee to Pay Rent

The Licensee covenants with the Licensor that the Licensee must, during the whole of the Term of Agreement and any extension of it, pay the Rent to the Licensor in accordance with the provisions of this clause without demand free of exchange and without deduction whatsoever. **THE MINIMUM ANNUAL RENT IS SET BY NSW CROWN LANDS AND IS CURRENTLY \$609 + GST** ([Fees overview](#) | [Crown Lands](#))

14.2 Goods and Services Tax

- (a) The Parties agree that all payments to be made and other consideration to be provided by the Licensee under the Licence are GST exclusive unless explicitly expressed otherwise. If any payment or consideration to be made or provided by the Licensee to the Licensor is for a taxable supply under the Licence on which the Licensor must pay GST and the Licensor gives the Licensee a tax invoice, the Licensee must pay to the Licensor an amount equal to the GST payable ("the GST Amount") by the Licensor for that taxable supply upon receipt of that tax invoice.
- (b) The Parties agree that they are respectively liable to meet their own obligations under the GST Law. The GST Amount shall not include any amount incurred in respect of penalty or interest or any other amounts payable by the Licensor as a result of default by the Licensor in complying with the GST Law.

14.3 Rent and Adjusted Rent

The Licensee must pay to the Licensor on the Commencement Date the Initial Rent and thereafter must pay on each Due Date, Rent in advance adjusted as provided in sub-clauses 14.4 and 14.5.

14.4 ~~Calculation of Annual Rental Adjustment~~

- ~~(a) On each anniversary of the Due Date the Rent will be adjusted in accordance with the following formula:~~

$$R = B \times \frac{C}{D}$$
~~where:~~
~~R represents the Base Annual Rent following adjustment under this clause;~~
~~B represents the Base Annual Rent before adjustment under this clause;~~
~~C represents the Consumer Price Index Number for the last quarter for which such a number was published before the Due Date; and~~
~~D represents the Consumer Price Index Number for the last quarter of the last adjustment of Rent for which such a number was published;~~
- ~~(b) In the event that such index be discontinued or abolished the Minister may at his absolute discretion nominate another Index.~~
- ~~(c) Any Rent adjusted under this sub-clause shall be adjusted to the nearest whole dollar.~~

- ~~(d) — An adjustment of Rent made under this clause shall take effect on its Due Date, notwithstanding that any Rent notice to the Licensee is not issued until after that date specified or referred to in Column 2 of Item 6 of Schedule 1.~~

14.5 — Market Rent Review

- ~~(a) — In addition to the Rent adjustment provided for in clause 14.4 the Rent may, subject to the following provisions of this clause, be redetermined to an amount that is the Market Rent in accordance with Division 6.3 of the CLM Act 2016 on that date with effect on and from each Market Rent Review Date by the Licensors;~~
- ~~(b) — A redetermination of Rent for the purposes of sub-clause 14.5(a) will be taken to have been made on the Market Rent Review Date if it is made at any time within the period of six months before and up to six months after that Market Rent Review Date specified or referred to in Column 2 of Item 8 of Schedule 1.~~
- ~~(c) — Where the Licensors does not redetermine the Rent as provided for in sub-clause 14.5(a) it may subsequently redetermine the Rent at any time before the next Market Rent Review Date. No succeeding Market Rent Review Date shall be postponed by reason of the operation of this clause.~~
- ~~(d) — A redetermination of Rent made under sub-clause 14.5(a) or 14.5(c) will take effect and be due and payable on the next Due Date following the date of issue of the notice of redetermination (or where the said Due Date and the date of issue of the notice of redetermination are the same, then that date) even if the Licensee wishes to dispute the redetermination.~~

14.6 Rebate for Charitable or Non Profit Organisations

- (a) At the absolute discretion of the Licensors, the Licensors may determine that the Licensee is entitled to a Rent Rebate on the basis that the Licensee is a recognised charitable or non-profit organisation;
- (b) Subject to sub-clause 14.6(a), the Rent is calculated by subtracting the Rent Rebate from the Base Annual Rent, but the Rent must exceed the statutory minimum rental applicable to tenures under the CLM Act;
- (c) Where the Licensee is not entitled to a Rent Rebate, the Base Annual Rent applies.

15 CONTINUING OBLIGATION

The obligation of the Licensee to pay Rent is a continuing obligation during the Term of Agreement and any extension of it and shall not abate in whole or in part or be affected by any cause whatsoever.

16 NO REDUCTION IN RENT

Subject to this Licence the Licensee must not without the written consent of the Licensors by any act, matter or deed or by failure or omission impair, reduce or diminish directly or indirectly the Rent reserved or imposed by this Licence. However, if at any time during the Licence:

- (a) some natural disaster or other serious event occurs which is beyond the reasonable control of the Licensee; and

- (b) as a result of the damage caused by the natural disaster or other serious event, the Licensee is not able to use the Premises in a reasonable manner,

the Licensee's obligations to pay Rent will abate to the extent proportional to the effect on the Licensee's ability to occupy and use the Premises until the Premises are restored to a condition in which the Licensee is able to conduct the Licensee's activities and/or occupy the Premises in a reasonable manner.

17 — LICENSEE TO PAY RATES

~~17.1 The Licensee must when the same become due for payment pay all (or in the first and last year of the Term of Agreement the appropriate proportionate part) rates, taxes, assessments, duties, charges and fees whether municipal, local government, parliamentary or otherwise which are at any time during the currency of this Licence separately assessed and lawfully charged upon, imposed or levied in respect of the Licensee's use or occupation of the Premises to the extent referable to the Licensee's use or occupation of the Premises.~~

~~17.2 Where the Licensor requires evidence for such payments the Licensee must produce such evidence within ten Business Days after the respective due dates for payment.~~

~~17.3 In the case where such rates, taxes, duties and fees so covenanted to be paid by the Licensee are not paid when they become due the Licensor may if it thinks fit pay the same and any such sum or sums so paid may be recovered by the Licensor as if such sums were Rent.~~

18 LICENSEE TO PAY OTHER CHARGES

The Licensee must pay all other fees, charges and impositions for which it may properly be liable which are imposed by an authorised third party and which are at any time during the Term of Agreement payable in respect of the Premises or on account of the use and occupation of the Premises by the Licensee.

19 LICENSEE TO PAY FOR SERVICES

The Licensee must as and when the same become due for payment pay to the Licensor or to any other person or body authorised to supply the same all proper charges for gas, electricity, water or other services supplied to the Licensee or consumed in or on the Premises, by the Licensee.

20 LICENSEE TO PAY COST OF WORK

Whenever the Licensee is required under this Licence to do or effect any act, matter or thing then the doing of such act matter or thing shall unless this Licence otherwise provides be at the sole risk, cost and expense of the Licensee.

21 COSTS PAYABLE BY LICENSEE TO LICENSOR

Except when law limits costs being recovered from a Licensor by a Licensee, the Licensee must pay in full the Licensor's reasonable legal costs, the fees of all consultants and all duties fees, charges and expenses incurred reasonably, properly and in good faith by the Licensor in consequence of or in connection with or incidental to:

- (a) the preparation and completion of this Licence;

- (b) any variation of this Licence made otherwise than at the request of the Licensor;
- (c) any application for the consent of the Licensor and the Minister if applicable under this Licence;
- (d) any and every failure to comply breach or default by the Licensee under this Licence;
- (e) the exercise or attempted exercise of any right power privilege authority or remedy of the Licensor under or by virtue of this Licence;
- (f) the examination of plans, drawings and specifications of any improvement erected or constructed or to be erected or constructed on the Premises by the Licensee and the inspection of it, in this case the costs to be mutually agreed;
- (g) any entry, inspection, examination, consultation or the like which discloses a breach by the Licensee of any covenant of this Licence;
- (h) the Licensee requiring the Licensor to do any act, matter or thing under this Licence, unless otherwise provided for in this Licence.

22 — COSTS PAYABLE BY LICENSOR

~~The Licensor must pay its own direct and external consultants costs in relation to any rental redetermination matter without reimbursement from the Licensee.~~

23 INTEREST ON OVERDUE MONEYS

The Licensee must pay interest to the Licensor on any moneys due and payable under this Licence or on any judgment in favour of the Licensor in an action arising from this Licence until all outstanding moneys including interest are paid in full. The rate of interest applicable is the rate set by the Licensor's Bank for the time being as its benchmark rates for overdrafts of one hundred thousand dollars (\$100,000.00) or more. Interest shall accrue and be calculated daily.

24 MANNER OF PAYMENT OF RENT AND OTHER MONEYS

The Rent and other moneys payable in accordance with this Licence must be paid to the address or bank account specified in Column 2 of Item 9, of Schedule 1 or to such other person or at such other address as the Licensor may from time to time direct by notice in writing served on the Licensee.

25 OBLIGATIONS AND RESTRICTIONS RELATING TO PREMISES

25.1 Access

Subject to the sub-clauses hereunder the Licensor confirms that the Licensee will have unfettered and free access to and from, the Premises at all times, provided however that:

- (a) The Licensee must strictly observe the reasonable directions and requirements of the Licensor at all times regarding the methods and routes of access to the Premises taken by the Licensee;

- (b) If the Licensee has shown the position of its intended access on the Access Plan **SEE ATTACHMENT 1** and described the nature of the activity to be conducted on the land at those positions, then in respect of that access, the Licensor will not require further notice;
- (c) The Licensee as far as is practicable, must use existing access tracks to, from, within and surrounding the Premises;

25.2 Entry by the Public

The Licensee must allow the public to have right of access over that part of the Premises as specified in Column 2 of Item 20, of Schedule 1 and any such part of the Premises shall be suitably signposted. Otherwise the Licensee may prohibit unauthorised entry to the remainder of the Premises. If required by the Licensor plans showing the areas where public access is authorised and unauthorised shall be displayed in a prominent location at the entrance to the Premises.

25.3 Additions and Alterations

The Licensee shall not make any additions or alterations to the Premises without first obtaining the written consent of the Licensor, the Minister (unless it has been deemed to have been given under section 2.23 of the CLM Act 2016) and any development consent required under the *Environmental Planning & Assessment Act 1979*. Any additions or alterations consented to by the Licensor and the Minister shall be carried out at the Licensee's expense.

25.4 Maintenance of Premises and Enclosed Areas

The Licensee must keep the Premises clean and tidy and in good order and condition.

25.5 Licensee to erect barricades etc

Where the Premises or any part of the Premises become to the knowledge of the Licensee (or which ought reasonably to be in the knowledge of the Licensee) unsafe, hazardous or dangerous the Licensee shall forthwith erect such warning signs, fences and barricades as may be necessary until the Premises are rendered safe.

25.6 No residence on Premises

The Licensee must not reside or permit any other person to reside on the Premises, unless Schedule 2, Special Conditions, permit otherwise.

25.7 Licensee not to remove materials

- (a) The Licensee must not mine, remove, extract, dig up or excavate any sand, stone, gravel, clay, loam, shell or similar substance from, on or in the Premises or permit any other person to undertake such action without the prior consent in writing of the Licensor and the Minister and subject to such conditions as the Licensor or the Minister may determine.
- (b) Sub-clause 25.7(a) does not apply to any removal, digging up or excavation as may be necessary to construct or undertake any Improvement authorised by or

under this Licence provided that any such removal, digging up or excavation is undertaken in accordance with the requirements of that authorisation.

- (c) A failure by the Licensee to comply with any condition imposed pursuant to sub-clause 25.7(a) constitutes a failure by the Licensee to comply with a provision or covenant of this Licence.

25.8 Licensee not to burn off

The Licensee must not carry out any burning off on the Premises except with the prior consent of the Licensor in writing, which consent shall not be unreasonably withheld, and after compliance with the requirements of the *Rural Fires Act 1997*. Any consent granted in accordance with this clause shall be subject to such reasonable conditions as the Licensor may impose.

25.9 Rodents and Vermin

The Licensee must take all reasonable precautions to keep the Premises free of rodents, vermin, insects and pests and shall in the event of failing to do so if required by the Licensor employ from time to time a duly certified pest exterminator at cost of the Licensee and as approved by the Licensor whose approval will not be unreasonably withheld. In performing its obligations pursuant to this clause the Licensee and any one acting on the Licensee's behalf shall not use any substance or undertake any activity prohibited by any legislation.

26 ADVERTISING

- (a) The Licensee must not permit to be displayed or placed on the Premises or any part of them any sign, advertisement or other notice without first obtaining the Licensor's written consent other than safety signs, in respect of which the Licensor's consent shall not be required; and
- (b) The Licensor may at any time by notice in writing require the Licensee to discontinue to use any piece or mode of advertising to which the Licensor has granted consent under sub-clause 26(a) which in the opinion of the Licensor has ceased to be suitable or has become unsightly or objectionable and the Licensee on receipt of the notice shall comply accordingly.

27 NOTIFICATION OF ACCIDENT

The Licensee must give to the Licensor prompt notice in writing of any serious accident or serious defect at or in the Premises or any part of them unless the defect or accident is capable of being and is promptly remedied by the Licensee.

28 LICENSEE NOT TO COMMIT NUISANCE ETC

The Licensee must not:

- (a) carry on or permit to be carried on at the Premises any noxious, nuisance or offensive trade or business; or
- (b) carry on or permit to be carried on at the Premises any act, matter or thing which results in nuisance damage or disturbance to the Licensor or owners or occupiers of adjoining or neighbouring lands or buildings; or

- (c) use the Premises for any illegal activity.

29 HAZARDOUS SUBSTANCES

The Licensee must not keep any Hazardous Substance on the Premises without prior consent of the Licensor, which consent shall not be unreasonably withheld.

30 RELICS

- (a) Unless authorised to do so by a permit under section 87 or a consent under section 90 of the *National Parks and Wildlife Act 1974* and subject to observance and compliance with any conditions imposed on the grant of such permit or consent the Licensee must not knowingly disturb, destroy, deface or damage any aboriginal relic or place or other item of archaeological significance within the Premises and shall take every reasonable precaution in drilling excavating or carrying out other operations or works in the Premises against any such disturbance, destruction, defacement or damage.
- (b) If the Licensee becomes aware of any aboriginal relic or place or other item of archaeological significance within the Premises the Licensee must within 24 hours notify the Licensor and the Chief Executive of the Office of Environment and Heritage of the existence of such relic place or item.
- (c) The Licensee must not continue any operations or works on the Premises likely to interfere with or disturb any relic, place or item referred to in sub- clause 30(b) without the approval of the Chief Executive of the Office of Environment and Heritage and the Licensee shall observe and comply with all reasonable requirements of the said Director-General in relation to carrying out the operations or works.

31 ARTEFACTS

All fossils, artefacts, coins, articles of value, articles of antiquity, structure and other remains or things of geological historical or archaeological interest discovered on or under the surface of the Premises shall be deemed to be the absolute property of the Licensor and the Licensee must as authorised by the Licensor watch or examine any excavations and the Licensee must take all reasonable precautions to prevent such articles or things being removed or damaged and shall as soon as practicable after discovery thereof notify the Licensor of such discovery and carry out the Licensor's orders as to the delivery up to or disposal of such articles or things at the Licensor's expense.

32 OWNERSHIP AND REMOVAL OF TENANT FIXTURES AND IMPROVEMENTS

- (a) During the Term of Agreement and any extension of it, ownership of Tenant Fixtures vests in the Licensee. Notwithstanding anything contained in this Licence, so long as any Rent or other moneys are due by the Licensee to the Licensor or if the Licensee has committed any breach of this Licence which has not been made good or remedied and whether the Licensee is still in possession or not, the Licensee shall not be entitled to remove any of the Tenant Fixtures, fittings or equipment from the Licensed property.

- (b) Upon expiry of the Licence all Improvements undertaken by the Licensee become the property of the Licensor.

33 GENERAL REQUIREMENT TO REPAIR

Without prejudice to the specific obligations contained in this Licence the Licensee must to the satisfaction of the Licensor at all times keep the Premises in good repair and properly maintained in all respects.

34 BREAKAGES

The Licensee must, immediately at the Licensee's expense, make good any breakage defect or damage to the Premises (including but not limited to broken glass) or to any adjoining premises or to any facility or appurtenance of the Licensor occasioned by want of care, misuse or abuse on the part of the Licensee or the Licensor's other Licensees occupants occupiers or other persons claiming through or under the Licensee or otherwise occasioned by any breach or default of the Licensee hereunder.

35 INDEMNITIES AND INSURANCE

35.1 Indemnity for use of Premises

- (a) The Licensee indemnifies and keeps indemnified the Licensor from and against all actions, suits, claims, demands, proceedings, losses, damages, compensation, sums of money, costs, legal costs, charges and expenses whatsoever to which the Licensor will or may be or becomes liable for or in respect of the Licensee's occupation operation and use of the Premises or for or in respect of all losses, damages, accidents or injuries of whatsoever nature or kind and howsoever sustained or occasioned (and whether to any property or to any person or resulting in the destruction of any property or the death of any person or not) at or upon the Premises or originating on the Premises although occurring or sustained outside the same except to the extent that any such claims and demands:
 - (i) arise from or are contributed to by the negligence or wilful act or omission on the part of the Licensor; or
 - (ii) arise from the occupation, operation or use of the Premises by any other occupier, or the acts of any person who has access to the Premises with the consent of another occupier, and the Licensor is adequately indemnified by that other occupier in respect of the relevant claim or demand, and the Licensor must use its reasonable endeavours to ensure that an indemnity in this form is contained in any agreement with any other occupier of the Premises.

35.2 Indemnity Continues After Expiration of Licence

The obligations of the Licensee under this clause continue after the expiration or other determination of this Licence in respect of any act, deed, matter or thing happening before such expiration or determination for the period limited by the Statute of Limitations.

35.3 Exclusion of Consequential Loss

Despite any other provision of this Licence, both Parties exclude, and agree that they will have no rights against the other for liability for consequential or indirect loss arising out of this Licence including (without limitation) in respect of loss of profits or loss of business. This clause does not apply in respect of wilful acts by either Party.

36 INSURANCE - PUBLIC RISK

The Licensee must effect and maintain with a reputable and solvent insurer with respect to the Premises and the activities carried on in the Premises public risk insurance for an amount not less than the amount set out in Column 2 of Item 12, of Schedule 1 or such other amount as the Licensor may from time to time reasonably require as the amount payable in respect of liability arising out of any one single accident or event. The Licensor acknowledges that the Licensee may effect the public risk insurance pursuant to an insurance policy which is not specific as to the location of risk.

37 PROVISIONS RE POLICIES

- (a) All insurance policies required to be effected by the Licensee pursuant to this Licence are specified in Schedule 2, Special Conditions and shall be in place prior to the Licensee occupying the Premises.
- (b) The Licensee must produce to the Licensor, once per calendar year or once per period of insurance (whichever first occurs), a certificate of insurance and/or a certificate of currency in respect of the insurance policies required to be effected by the Licensee pursuant to this Licence.
- (c) The Licensee must not at any time during the Term of Agreement do or bring upon the Premises anything which it ought reasonably believe may render void or voidable any policy of insurance. If the Licensee brings anything onto the Premises whereby the rate of premium on such insurance is liable to be increased, the Licensee must obtain insurance cover for such increased risk and pay all additional premiums on the Premises required on account of the additional risk caused by the use to which the Premises are put by the Licensee.
- (d) The Licensee must use all reasonable endeavours to ensure that full, true and particular information is given to the office or company with which the said insurances are effected of all matters and things the non-disclosure of which might in any way prejudice or affect any such policy or policies of insurance or the payment of all or any moneys there under.

38 INDEMNITY FOR NON-COMPLIANCE WITH LEGISLATION

The Licensee indemnifies and keeps indemnified the Licensor from and against any and all actions, suits, claims, demands, proceedings, losses, damages, compensation, sums of money, costs, legal costs, charges and expenses whatsoever arising from the non-compliance by the Licensee with any New South Wales or Commonwealth legislation that may apply to the Licensee's use, occupation of and access to the site and the Licensee's operation of their business from and access to the site.

This clause does not merge on the expiration or other determination of this Licence in respect of any act, deed, matter or thing happening before such expiration or determination.

39 INDEMNITY FOR BREACH OF ENVIRONMENTAL LAW

Without prejudice to any other indemnity granted by this Licence, the Licensee indemnifies and keeps the Licensor indemnified against all claims whatsoever arising from a breach by the Licensee of any Environmental Law which breach is in relation to the Premises. This clause shall not merge on expiration or other determination of this Licence in respect of any act, deed, matter or thing happening before such expiration or determination.

40 NO LIABILITY FOR FAILURE OF SERVICES

The Licensor is not liable for any loss, injury or damage sustained by the Licensee or any other person at any time as a result of or arising in any way out of the failure of the electricity, telephones, gas, water supply, sewerage, drainage or any other services or facilities provided by the Licensor or enjoyed by the Licensee in conjunction with the Premises or this Licence provided that such failure is not due to the negligent or wilful act or omission of the Licensor its servants or agents.

41 LICENSEE NOT TO IMPOSE LIABILITY ON LICENSOR

Subject to any other provision of this Licence, the Licensee must not without the written consent of the Licensor by any act, matter or deed or by failure or omission cause or permit to be imposed on the Licensor any liability of the Licensee under or by virtue of this Licence even though the Licensee is entitled to do so under any law present or future or otherwise.

42 RELEASE OF LICENSOR FROM LIABILITY

- (a) The Licensee occupies, uses and keeps the Premises at the risk of the Licensee and hereby releases to the full extent permitted by law the Licensor from all claims and demands of every kind resulting from any accident, damage or injury occurring therein but excluding such claims and demands to the extent that such claims and demands arise out of the negligent or wilful acts omissions or default of the Licensor. The Licensor has no responsibility or liability for any loss of or damage to fixtures and/or personal property of the Licensee or any agent or servant of the Licensee or of any member of the public whilst in or upon the Premises (but excluding such loss or damage claims and demands to the extent that such loss or damage, claims and demands arise out of the negligent acts or wilful omissions or default of the Licensor).
- (b) The obligations of the Licensee under this clause continue after the expiration or other determination of this Licence in respect of any act, deed, matter or thing happening before such expiration or determination for which the Licensee is responsible. Such obligation is to be governed by the Statute of Limitations.

43 LICENSOR'S WARRANTIES AND COVENANTS**43.1 Hazardous Chemicals**

The Licensor warrants that it has not received any notices pursuant to the *Contaminated Land Management Act 1997* (NSW).

44 LICENSOR'S POWERS AND FUNCTIONS**44.1 Approval by Licensor**

- (a) In any case where pursuant to this Licence the doing or executing of any act, matter or thing by the Licensee is dependent upon the approval or consent of the Licensor such approval or consent is not effective unless given in writing and may be given or withheld (unless the context otherwise requires) by the Licensor and may be given subject to such conditions as the Licensor may determine unless otherwise provided in this Licence provided such consent or approval is not unreasonably withheld or such terms and conditions are not unreasonable.
- (b) Any failure by the Licensee to comply with a condition imposed by the Licensor pursuant to sub-clause 44.1(a) constitutes a failure by the Licensee to comply with a condition of this Licence.

45 APPLICATION OF CERTAIN STATE AND COMMONWEALTH LAWS**45.1 Proportionate Liability**

Part 4 of the Civil Liability Act 2002 (NSW) does not apply to this Licence.

45.2 Licensee to Comply with all Commonwealth and NSW State Laws

- (a) The Licensee must comply with the requirements of all Statutes, regulations or by-laws and requirements of all relevant public and local authorities in so far as they apply in relation to the use and occupation of the Premises to the extent to which the Licensee is bound at law to comply with the same and nothing in this Licence affects this obligation.
- (b) The Licensee must forthwith on being served with a notice by the Licensor comply with any notice or direction served on the Licensor by a competent authority relating to the destruction of noxious animals or plants or pests or the carrying out of repairs alterations or works on or to the Premises.

45.3 Licensee to Comply with Environmental Laws

In relation to its use of the Premises, the Licensee shall, during the Term of Agreement, and in relation to the Premises:

- (a) comply with relevant Environmental Law;
- (b) use its best endeavours to prevent a breach of any Environmental Law;
- (c) report any breach even if accidental; and
- (d) provide to the Licensor as soon as reasonably practicable details of notices received by or proceedings commenced against the Licensee pursuant to an Environmental Law:
 - (i) relating to a breach or alleged breach by the Licensee of an Environmental Law; or

- (ii) requiring the Licensee to carry out works to decrease the affectation of the Premises by any Hazardous Substance.

45.4 Licensee's Failure to Comply with Statutory Requirements

Where the Licensee breaches any law in relation to its use of the Premises it is taken to breach a condition of the Licence, provided that:

- (a) the Licensee has been found guilty of the breach, and
- (b) the Licensor determines that the breach warrants the Termination of the Licence.

46 NOTICES

46.1 Service of Notice on Licensee

Any notice served by the Licensor on the Licensee must be in writing and is sufficiently served if:

- (a) served personally or left addressed to the Licensee at the address stated in Column 2 of Item 10, of Schedule 1 or such other address as the Licensee notifies in writing to the Licensor; or
- (b) sent by email to the Licensee's email address stated in Column 2 of Item 10, of Schedule 1 or such other address as the Licensee notifies in writing to the Licensor;
- (c) forwarded by prepaid security mail addressed to the Licensee at the address stated in Column 2 of Item 10, of Schedule 1;

and every such notice must also be served on the Licensee's solicitors as they may be nominated from time to time, or such other address as the Licensee's solicitors notify in writing to the Licensor, by any methods identified in subclauses 46.1 (a) and (b).

46.2 Service of Notice on Licensor

Any notice served by the Licensee on the Licensor must be in writing and is to be sufficiently served if:

- (a) served personally or left addressed to the Licensor at the address stated in Column 2 of Item 11, of Schedule 1 or such other address as the Licensor notifies in writing to the Licensee; or
- (b) sent by email to the Licensor's email address stated in Column 2 of Item 11, of Schedule 1 or such other address as the Licensor notifies in writing to the Licensee;
- (c) forwarded by prepaid security mail addressed to the Licensor at the address stated in Column 2 of Item 11, of Schedule 1

and every such notice must also be served on the Licensor's solicitors, as they may be nominated from time to time, or such other address as the Licensor's solicitors notify in writing to the Licensee, by any methods identified in subclauses 46.2 (a) and (b).

46.3 Notices

- (a) Any notice served by the Licensor or the Licensee under this Licence is effective if signed by a director or secretary or the solicitors for the Party giving the notice or any other person or persons nominated in writing from time to time respectively by the Licensor or by the Licensee to the other.
- (b) Any notice sent by prepaid security mail is deemed to be served at the expiration of 2 Business Days after the date of posting.

47 PROCEDURE - DISPUTE RESOLUTION

- (a) In the event that the Licensor and the Licensee are in dispute regarding any matter relating to or arising under this Licence or in respect of any approvals or consents to be granted by the Licensor (except those approvals or consents where the Licensor has an obligation to act reasonably) to the Licensee hereunder or where it is acting in its statutory capacity, then either the Licensor or the Licensee may give notice and particulars of such dispute to the other Party.
- (b) Where a notice of dispute is served pursuant to this clause the Parties agree to enter into informal negotiations to try and resolve the dispute in good faith and in an amicable manner.
- (c) If the dispute is not resolved informally within 21 days of service of written notification, the Parties may confer with a mutually agreed third party whose role will be to assist in the resolution of the dispute by mediation or expert appraisal of the dispute. The Parties agree to provide all information and assistance reasonably requested by such third party, including access to any accounting or other business records relating to or arising out of the Licence.
- (d) A third party appointed in accordance with this clause may decide in which proportions any fees will be borne by the respective Parties. In the absence of any such decision by the third party fees shall be borne equally by the Parties.
- (e) Neither Party shall be entitled to commence or maintain any proceedings in any court or tribunal until negotiations or mediations have taken place pursuant to this clause except where either Party seeks urgent interlocutory relief.
- (f) Either Party may at any time bring negotiations or mediation to an end by serving upon the other Party written notice stating that the dispute has failed to be resolved. Upon service of such notice both Parties shall be entitled to pursue any legal remedies available to them in relation to the dispute. This sub-clause does not in any way limit a mediator's power to apportion fees under sub-clause 47(d).
- (g) Notwithstanding the existence of a dispute under this or any other clause of this Licence the Parties must, unless acting in accordance with an express provision of this Licence, continue to perform their obligations under this Licence.

MISCELLANEOUS**48 NO MORATORIUM**

Any present or future legislation which operates to vary obligations between the Licensee and the Licensor, except to the extent that such legislation is expressly accepted to apply to this Licence or that its exclusion is prohibited, is excluded from this Licence.

49 NO WAIVER

No waiver by a Party of any breach of any covenant obligation or provision in this Licence either express or implied shall operate as a waiver of another breach of the same or of any other covenant obligation or provision in this Licence contained or implied. None of the provisions of this Licence shall be taken either at law or in equity to have been varied waived discharged or released by a Party unless by express consent in writing.

50 NO MERGER

Nothing in this Licence merges, postpones, extinguishes lessens or otherwise prejudicially affects the rights and remedies of the Parties under this Licence or under any other agreement.

51 COUNTERPARTS

- (a) A Party may execute this Licence by signing any counterpart.
- (b) All counterparts constitute one document when taken together.

52 CONTACT PERSON

The Licensor and the Licensee each must nominate a person to contact about matters arising under this Licence. The person so nominated is the person referred to in Column 2 of Items 13 and 14, of Schedule 1 or such other person as the Licensor nominates in writing to the Licensee and the Licensee nominates in writing to the Licensor from time to time.

53 APPLICABLE LAW

This Licence shall be construed and interpreted in accordance with the law of New South Wales.

54 NO HOLDING OUT

- (a) The Licensee must not in connection with the Premises or otherwise directly or indirectly hold out or not permit to be held out to any member of the public any statement, act, deed, matter or thing indicating that the Premises or the business conducted or operated thereon or any parts or parts thereof are or is being carried on or managed or supervised by the Licensor.
- (b) The Licensee must not act as or represent itself to be the servant or agent of the Licensor.

55 WHOLE AGREEMENT

- (a) The provisions contained in this Licence expressly or by statutory implication cover and comprise the whole of the agreement between the Parties.
- (b) No further or other provisions whether in respect of the Premises or otherwise will be deemed to be implied in this Licence or to arise between the Parties hereto by way of collateral or other agreement by reason or any promise representation warranty or undertaking given or made by any Party hereto to another on or prior to the execution of this Licence.
- (c) The existence of any such implication or collateral or other agreement is hereby negated.

56 SPECIAL CONDITIONS

The Special Conditions set out in Schedule 2 apply and form part of this Licence.

SCHEDULE 1

Item	Clause	Column 1	Column 2
1	2	Licensor	Narrandera Shire Council
2	2	Licensee	Grong Grong Horse Sports Incorporated
3	2	Market Rent	As per Crown Land NSW fees
4	2	Rent Rebate	\$669.90 incl GST for 2025-26
5	2	Initial Rent	\$669.90 incl GST for 2025-26
6	2	Due Date	[INSERT Commencement of Agreement date for first Licence] and for each the 4 renewals that apply to this short-time licence (maximum 5 years).
7	14.4	Annual Rental Adjustment	As established by the Crown Lands NSW prior to each financial year
8	14.5	Market Rent Review Date	As established by the Crown Lands NSW prior to each financial year
9	24	Address for Payment of Rent	Narrandera Shire Council, 141 East Street, Narrandera NSW 2700. Account will be issued to the Licensee through Council's debtor system
	46.1	Licensee's address for Service of Notices	[INSERT address of Licensee] Attention: Phone: Email:
11	46.2	Licensor's address for Service of Notices	Attention: Craig Taylor, 141 East Street, Narrandera NSW 2700. Phone: 02 6959 5510 Email: council@narrandera.nsw.gov.au
12	36	Public Risk Insurance amount	\$20 Million

13	52	Licensors' Person	Contact	Attention: Craig Taylor, 141 East Street, Narrandera NSW 2700. Phone: 02 6959 5510 Email: council@narrandera.nsw.gov.au
14	52	Licensee's Person	Contact	[INSERT contact details]
15	6	Permitted Use		Equine events – including team penning, team yarding, speed penning, rodeo, breed shows, pony club, dressage, eventing, clinics and challenges also potentially hosting riding for the disabled activities. On occasions 'equine events' may include food stalls, music and other displays. Dog agility events – to be held in the eastern part of the licenced reserve.
16	7	Commencement Date		[INSERT commencement date of licence]
17	7	Expiry Date		[INSERT expiry date of licence]
18	2	Term of Agreement		12 months from the date of issue with 4 annual renewals resolved by Council at its 19 August 2025 (maximum 5 x 1 year short-term licence agreements including the initial agreement)
19	5	Essential Conditions of Licence		Clauses 1.1, 1.2, 6.2, 6.3, 8, 14, 33, 35, 36, 37, 38,39, 41, 42, 45.2, 45.3, 45.4
20	25.2	Entry by the public		Entry and exits point are to be from Willandra Street, Grong Grong

End of Schedule 1

SCHEDULE 2 SPECIAL CONDITIONS

1. Lots 1, 2 and 10 Section 28 DP 758477 also the northern half of Lot 7003 DP 1025178 should not be used for any activities associated within this licence apart from minimal vegetation maintenance when required.
2. The Licensor will take all necessary actions to reduce/eliminate the escape of all litter from the licenced area into surrounding areas.
3. The Licensor will take all necessary actions to remove litter/waste items from the licensed area and dispose of the litter/waste items in an appropriate manner.
4. The Licensor will take all necessary actions to reduce noise and odour from the licenced area, outside of the hours of any planned events.
5. The Licensor will take all necessary actions to remove animal excrement from the site or manage the excrement in a manner that reduces odour or the attracting of vermin and flies to the licenced area.
6. The Licensor will preferably host any Dog Agility Events in the eastern area of the licenced area.
7. The Licensee has resolved to agree to 4 renewals of this 12 month short-term licence meaning that the maximum licence period is 5 years which is inclusive of the initial 12 month short-term licence.
8. The Licensor will make application to Council annually for the issue of the next 12 short-term licence which is to be received at least 2 months before the expiry date of the most recent 12 month short-term licence agreement.

End of Schedule 2

ATTACHMENT 1

Locality map of licenced area with allotments identified



Dated this **[INSERT DATE]** day of **[INSERT MONTH]**, **[INSERT YEAR]**

[INSERT name of Licensee] was
affixed in the presence of:

[INSERT name of Licensor]

Signature

First Signatory

Print Name

Print Name

Office Held

Office Held

SIGNED BY THE LICENSEE in the
presence of

Second Signatory

Signature of Witness

Print Name

Print Name

Office Held

Delivery Program 2022-2026

End of Year Progress Report

30 June 2025



DELIVERY PROGRAM 2022-2026

1: OUR COMMUNITY

1.1: To live in an inclusive, healthy and tolerant community with a positive attitude toward others

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.1.1	Acknowledge and celebrate our local Wiradjuri culture	Progress the implementation of the Cultural Plan to value our Wiradjuri Culture.	A community that is more aware of its Wiradjuri heritage.	Council continues to hold quarterly meetings with the Aboriginal Elders Liaison group to discuss current and emerging issues within the Aboriginal community. Council's Community Liaison Officer has help establish an interagency meeting with workers in identified roles or roles that work directly with the Aboriginal community both locally and in surrounding areas.	Community Support Manager	Progressing	95%
1.1.2	Support opportunities for community participation in diverse arts and cultural activities	Our Cultural Plan supports opportunities for the community in arts and our community through cultural events, programs and initiatives.	Number of events supported with details on participation and attendance.	The goals, actions and outcomes of the adopted Cultural Plan are facilitated by Council through its S.355 and Advisory Committees, Western Riverina Arts, various community groups, artists, artisans and community members. These groups support the aims and outcomes listed for the plan's 6 Goals. The successful reconstitution of the Arts and Cultural Advisory Committee, community groups such as Narrandera Arts & Creative Net and the 'With One Voice community Choir' as well as the ongoing advice and involvement from the Aboriginal Elders Liaison Group support Council's efforts to meet the goals set out in the adopted Cultural Plan.	Community Development (including Library) Manager	Progressing	95%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.1.3	Work with event organisers to promote and improve participation in local events and festivals	Community events that are highly publicised and promoted with high levels of community participation and positive feedback.	Event statistics and participant feedback.	During 2024-25 financial year two meetings with organisers have been held with quarterly meetings planned for the 2025-26 reporting year. There has been a steady increase in event applications with an event calendar distributed to all event holders for the 2025 calendar year - this has proved successful by avoiding event clashes and easy identification of calendar gaps. The 'What's On' calendar on the website of Council is regularly updated by the Marketing and Visitor Economy Officer with a plan for promotion of being developed.	Events and Visitor Services Team Leader	Progressing	75%

1.2: Work together to advocate for quality health, education, youth and social services

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
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	Build on the existing relationship and strengthen connections.	Summary of meetings held and the outcomes of consultation on projects and initiatives.	Council continues to hold quarterly meetings with the Aboriginal Elders Liaison group to discuss current and emerging issues within the Aboriginal community. Council's Community Liaison Officer has help establish an interagency meeting with workers in identified roles or roles that work directly with the Aboriginal community both locally and in surrounding areas.	Community Support Manager	Ongoing commitment	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.2.2	Work with the Youth Council to implement the Youth Strategy	A Youth Council that is considered as part of Council.	Update of actions relating to the Youth Strategy also engagement and member recruitment opportunities.	At the conclusion of the term of the previous Youth Council, Narrandera Shire Councillors commenced a rebranding of the Youth Advisory Council. Narrandera Shire Councillors are currently taking steps towards in creating a new suite of documents to assist with the recruitment and retention of new young persons to be involved in this process - which will include a review of the youth strategy.	Community Support Manager	Progressing	50%
1.2.3	Integrate the Youth Council into official Council and community events	A Youth Council that is engaged with leadership activities.	Outcomes achieved within the Youth Strategy, particularly the section of 'Voice' where the objective is to involve youth in the decisions that affect them.	At the conclusion of the term Council commenced a rebranding of the Youth Advisory Council. Council is currently taking steps towards creating a new suite of documents to assist with the recruitment and retention of new young people to be involved in this process.	Community Support Manager	Progressing	50%
1.2.4	Continued advocacy for the delivery of integrated health services and well-being programs.	Continued improvements in the delivery of integrated health services and wellbeing programs.	Improvements resulting from continued advocacy also outcomes from participation in the Narrandera Health Advisory Group.	The Mayor and General Manager met quarterly with the Chief Executive Officer of the Murrumbidgee Local Health District and with the Sec 19.1 Committee to discuss health services in Narrandera. The General manager also met with senior staff of Ambulance NSW to discuss services within Narrandera Shire.	General Manager	Ongoing commitment	100%

1.3: To feel connected also safe

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.3.1	Maintain and enhance the connection between Council and the community using available communication channels	A community and Council that is engaged.	Statistical information from the monthly media report submitted to the Executive Leadership Team.	Council is very proactive in engaging with the community utilising various communication channels including social media, website, radio, newspaper, digital newsletters, physical newsletters and television.	Communications Officer	Ongoing commitment	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.3.2	Continued advocacy for the strengthening of critical emergency services personnel and 'fit for purpose' infrastructure; also commence the Disaster Risk Reduction Fund Project which is 'building knowledge and improving practice in disaster risk reduction within the Riverina and Murray Joint Organisation footprint (RAMJO)'.	Critical emergency services and personnel are readily and consistently available to meet the current and emerging needs of the community.	Details of advocacy opportunities and outcomes relating to personnel numbers and infrastructure improvements.	Disaster Risk reduction Plan approved with funding obtained for the implementation of priority project being the development of a stormwater/wastewater harvesting project across the region.	General Manager	Progressing	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.3.3	Ensure that the CCTV network is functional and there is a program for enhancement	An enhanced CCTV network that captures anti-social behaviour.	A CCTV network that provides NSW Police with information to address anti-social behaviour leading to a reduction in requests to view footage.	Contractors have finished replacing the existing public CCTV cameras and are completing the installation of the final new cameras as part of the grant funded project. Narrandera Police have been provided with access to both live and recorded footage from the public cameras since September 2024. The Information Technology Manager has reviewed and implemented new CCTV Policies, CCTV Procedures and organised a Memorandum of Understanding with the NSW Police. Council information technology staff will continue to enhance the system as successive budgets and grant funding becomes available.	Information Technology Manager	Progressing	90%
1.3.4	Provide transport opportunities to support independent living at home	A community transport service that supports independent living at home.	The number of trips provided to clients by funding demographic, kilometres travelled cumulative per financial year and comparative to the previous year.	During the reporting period, the Narrandera-Leeton Community Transport service provided 2,152 trips to CHSP clients aged 65 years and over (or 50 years and over for Aboriginal and Torres Strait Islander persons); there were 3,321 trips made available to transport disadvantaged persons including taxi vouchers, 26 Department of Veteran Affairs trips, 534 trips through brokerage arrangements, 687 trips for non-emergency health related trips and 32 trips to NDIS participants. Total kilometres travelled within the past 6 months was a staggering 104,219 kilometres.	Community Support Manager	Ongoing commitment	100%

2: OUR ENVIRONMENT

2.1: To value, care for and protect our natural environment

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
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	Our koala population is protected by the scientific and broader community, and a koala research centre is established in Narrandera.	Progress in establishing a research centre in Narrandera, but also the actions taken to protect our koala population and data on the population when available.	Council continues to collaborate with the Narrandera Koala Regeneration Committee to support its ongoing work to protect and grow the region's koala population, with transect marketers placed to assist with the 2025 Annual Koala Count and for general information.	Economic Development Manager	Progressing	70%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.1.2	Key environmentally sensitive areas under the control of Council are managed with awareness and sensitivity	Environmentally sensitive areas controlled by Council area managed appropriately.	Details of actions taken to prevent environmental damage; where there is a breach, remedial actions taken and measures to prevent reoccurrence.	Key environmentally sensitive areas that under the control of Council such as Crown Land reserves are managed with awareness and sensitivity. Council continues to manage environmentally sensitive areas with a focus on protection, education, and sustainable access. A key initiative includes the upgrade of the Bundidgerry Walking Track along the northern boundary of Lake Talbot, designed to divert pedestrian traffic away from ecologically sensitive zones, helping to minimise disturbance and degradation of native habitats. In addition, the Weeds Action Plan and associated inspection schedule for the Shire has been finalised - these tools will guide proactive weed management, improve environmental outcomes, and ensure compliance with relevant legislation across public lands.	Open Space Recreation Manager	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.1.3	Preservation and enhancement of our significant tree assets to maintain our signature streetscapes	The preservation and enhancement of trees within our townscapes is practiced and encouraged by Council.	Continuation of the tree audit to identify risks and potential early issues with specific tree species also details of ongoing maintenance to our tree assets and comparative statistical data on trees removed, plantings and any projects where trees will be a significant feature.	A scope of works and specifications for the next tree audit are being finalised to ensure a comprehensive and consistent approach to tree condition assessment and management. Previous audits identified a number of tree maintenance proposals, however the initial cost estimates were deemed excessive, so the renewed scope of works has been reviewed to reduce overall expenditure but while still addressing priority needs and not increasing the risk rating. To ensure a cost-effective and phased approach, Council is considering conducting the full tree audit over multiple years, focusing first on high-priority trees and areas. This staged approach ensures that urgent works can be completed promptly, while lower-priority areas will be scheduled for future audit and intervention. Cost-saving measures are continually explored to ensure value for money while maintaining community expectations for urban greenery and public safety.	Open Space Recreation Manager	Completed	100%

2.2: Enhance our public spaces to enrich our community

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
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	All playgrounds are considered fit for purpose to applicable service standards and by the community.	Compliance with relevant playground standards and Council's insurer StateWide Mutual best practice manual titled 'Playgrounds'. Details of grant funding applications to maximise opportunities also details of planned improvement works.	A substantial upgrade of the infants & toddlers play area at Marie Bashir Park has been completed. The upgrade features unique, age-specific play equipment, directly reflecting community feedback gathered during the Marie Bashir Park Playground Masterplan consultation process. A new playground has been installed at the Narrandera Water Tower precinct, improving access to recreational facilities for residents living north of the railway line. A new fence around the infant play areas at Marie Bashir Park was installed with fencing installed along the northern side of the Narrandera Water Tower Playground. All other playgrounds across the Shire are regularly inspected, maintained, and repaired as required, ensuring they remain compliant with safety standards and in response to community needs.	Open Space Recreation Manager	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.2.2	Implement a renewal and maintenance schedule to support a diverse range of building facilities for the community	Facilities are maintained so that they are fit for purpose and continue to support both organisational and community activities and that there is a strategic plan in place for their replacement or renewal.	Details of actual and proposed renewal and maintenance activities achieved in the financial year in accordance with the schedule and allocated budgets.	Council buildings renewal and maintenance program for the 2024-25 financial year has been finalised. Scheduled air-conditioning servicing, test and tag services, spider spraying and gutter cleaning have been finalised. Renewal activities under the Special Variation program have been completed at the Council Administration Centre, Emergency Operations Centre, Barellan and Grong Grong halls, whiteway lighting, the Community Services Building, the Airport Hanger, Barellan Pool, Lake Talbot Water Park, the Arts Centre and Council housing properties.	Projects and Assets Manager	Completed	100%

2.3: Maximise greater re-use of resources to increase sustainability within our community

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.3.1	Implementation of the Narrandera Shire Waste Management Plan and identify realistic opportunities for re-use of waste streams	Options to minimise waste streams to landfill to promote reuse and recycling are identified and progressed.	Statistical information for waste diverted from landfill obtained from the current EPA reporting regime.	The new transfer area completed with the increased controls and manning expected to be implemented in mid-2025. Green waste management continues to be an ongoing challenge as a cost-effective solution for this waste stream is not able to be readily identified.	Deputy GM Infrastructure	Progressing	40%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.3.2	Source funding and implement short to medium term actions from the Narrandera Shire Council Climate Action Strategy	Council progresses the 24 short term to medium actions identified under its November 2020 Climate Action Strategy as funding opportunities arise.	Progress on the 24 short term to medium term actions.	Council in its recently adopted 2025-29 Delivery Program identifies the establishment of a revolving energy fund. Short to medium term energy saving options as outlined in the Climate Action Strategy have been included into the Long Term Financial Plan.	Projects and Assets Manager	Progressing	75%

3: OUR ECONOMY

3.1: Create strong conditions for investment and job creation through quality infrastructure and proactive business support

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
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	New industries/businesses that situate their operation in the Shire as a result of targeted campaigns.	Outcomes of targeted campaigns that align with the Economic Development Strategy.	Council continues to seek funding to expand the Red Hill Industrial Precinct into Stage 2 bordering Manderlay Road and to provide fully serviced allotments to attract new industries. A targeted campaign is under development with two approaches under consideration such as promoting the land for sale on a demand basis, or the full section serviced and available for sale.	Economic Development Manager	Progressing	40%
3.1.2	Promote collaborative marketing initiatives through regular meetings between businesses and Council on both a formal and informal basis	The business group and Council view their working relationship as constructive and progressive.	Details of meetings held, such as attendance also the outcomes achieved or proposed to be achieved.	Council continues to support the Narrandera Business Group (NBG) and during this reporting period a grant application was successful securing NSW Government grant funding for the NBG's Spring Fair event for the next three years. Council has begun providing an economic snapshot each quarter to NGB members with the first to supplied for Autumn 2025, the document will also contain insights into major events to assist in businesses identifying opportunities for strategically targeted marketing.	Economic Development Manager	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.1.3	Promotion of Narrandera Shire using our heritage buildings, culture, location, waterways, ecotourism also business and sporting facilities	Promotion of the natural, cultural and built environments of our Shire results in increased tourism, business and sporting activity.	Details of promotional campaigns also the measuring of value-adding effects such as maximising visitor stays.	Council re-activated the Narrandera Shire Tourism website during the final quarter of 2024-25 financial year with a fresh look, new and engaging content, imagery and videography. Council also successfully secured a cover feature in the REX inflight magazine called Truly Aus. During the reporting period the Tourism page on Facebook saw an increase on 164.6% in reach and a 233.9% increase in content interaction, for the same reporting period the Tourism Instagram page increased reach by 212.6%.	Economic Development Manager	Ongoing commitment	100%
3.1.4	Advocate and support the expansion of the Narrandera-Leeton Airport and increased business opportunities	The Narrandera-Leeton operations are strengthened by infrastructure upgrades including the parallel taxiway.	Outcomes measured by usage of the airport also advocacy for the enhancement of the Narrandera-Leeton Airport.	Council continues to seek opportunities to grow the Narrandera-Leeton Airport through aviation-related activities and by leasing land for aviation linked purposes. Through the Narrandera Shire Economic Development Strategy 2024-28, Project 4.5 identifies the need to develop a Narrandera Airport Master Plan, focusing on commercialisation opportunities and investment priorities to support airport growth - however this project requires a budget estimated at \$30,000 - \$50,000 which has yet to be allocated.	Economic Development Manager	Progressing	10%

3.2: Encourage new housing supply to meet the needs of the community

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
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	A mixed housing development that includes independent living and affordable housing opportunities is built in Narrandera.	Advocacy actions to promote such a development within Narrandera.	Council has successfully negotiated the sale of 68-74 Elwin Street, Narrandera to a housing development and has received a development application for a multi-dwelling development with 36 proposed lots to be developed over five stages on a needs/demand basis. Council was in ongoing discussions during the first half of 2025-26 with another developer regarding a proposed affordable housing development at 2 Whitton Street, Narrandera.	Economic Development Manager	Progressing	90%
3.2.2	Strategic land use planning for future housing, recreational, commercial and industrial needs	A housing and industrial land strategy is developed and implemented.	Land is identified within the new Local Environment Plan for future housing, recreational, commercial and industrial needs.	Actions identified within the Local Housing and Employment Zone Land Strategy. Planning proposals for the rezoning for additional industrial land is progressing, however delayed due to the need for additional biodiversity assessments. Support being provide for additional residential development whenever the opportunity presents.	Deputy GM Infrastructure	Progressing	55%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.2.3	Continue to lobby NSW Government to resolve Aboriginal Land Claims on lands suitable for potential development	Aboriginal Land Claims relevant to the Shire's desired housing and industrial development strategies are heard and resolved.	Progress of any land claims proposed for settlement.	This issue was again raised at the Country Mayors meeting in May 2025, with no response yet received from the Department of Lands indicating a desire to progress the thousands of claims that now exist across the State.	General Manager	Ongoing commitment	75%

4: OUR INFRASTRUCTURE

4.1: To have an improved and appropriately maintained road network

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.1.1	Submit funding applications to maximise opportunities to upgrade the local and regional road network	Commonwealth and State funding is sourced to upgrade the local and regional road network.	Details of financial applications submitted for road related funding also the details of successful applications.	No funding was applied for during the reporting period due to the limited opening of funding opportunities and what was deemed as an eligible project.	Project Works Engineer	Completed	100%
4.1.2	Plan and undertake road maintenance and upgrades based on available funding	Local roads are maintained within budget with reference to the strategic 3 year works plan for upgrades and maintenance.	Details of works undertaken also statistical data such as kilometres and costing.	Works program completed and achieved the outcomes proposed in the 3 year works plan.	Project Works Engineer	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.1.3	Strategic lobbying for the replacement or upgrade of the bridge across the main irrigation canal on Irrigation Way	The bridge across the main canal along Irrigation Way is upgraded or replaced.	Lobbying outcomes until a successful outcome is achieved.	Lobbying for the replacement or upgrade of the bridge continues to be undertaken, with representation to the Minister for Regional Transport and Roads made during the period, with further road safety monitoring being undertaken by Transport for NSW.	Deputy GM Infrastructure	Ongoing commitment	50%

4.2: Actively investigate opportunities to enhance our potable water quality

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.2.1	Implement the adopted Integrated Water Cycle Management Plan (IWCM)	Implementation of the IWCM.	Actions taken to implement the IWCM.	The Narrandera Water Treatment Plant scoping study is now complete allowing the finalisation of the Integrated Water Cycle Management Strategy by the end of November 2025.	Water Sewer Manager	Progressing	50%
4.2.2	Continue to address water quality issues within the potable water supply network	Continued improvements to the Narrandera potable water supply as outlined in 2020 Clean Water Strategy.	Implementation of the action plan and statistical analysis of water quality monitoring reports.	A funding application has been submitted under the National Water Grid Fund to progress the proposed Narrandera Water Treatment Plant project. If the application is successful, the treatment plant concept design would be completed by mid-2027 calendar year.	Water Sewer Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.2.3	Ensure that wastewater returned to the environment is in line with guidelines from relevant authorities	Wastewater is appropriately treated and returned to the environment.	Reporting on the wastewater testing regime and any variations outside of parameters of acceptable load limits of pollutant discharge.	NSW Environment Protection Authority seek a return from each wastewater authority annually, for 2024-25 the return was submitted in April 2025 with 1 exceedance recorded for the year.	Water Sewer Manager	Progressing	90%
4.2.4	Keep the community informed of water supply matters and proposed infrastructure upgrades, encourage water customers to register and use the new water billing portal	An informed community about improvements to the Narrandera potable water supply.	The number of media items issued to the community relating to the potable water supply.	The timeline has progressed with Council submitting a grant application for a detailed business case to support a water treatment plant upgrade. A media release was prepared, and the information has been distributed via social media, website, newspaper and other media news outlets. There are regular posts using social media about emergency water and sewer works or planned works where there may be disruption to service availability or traffic impediments.	Communications Officer	Ongoing commitment	95%

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

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.1	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	Stages 1 and 1A of the Narrandera Business Centre upgrade and improved stormwater drainage are implemented.	Milestones achieved as the project progresses.	Funding for stormwater upgrades being sought, with an application prepared and submitted to the Disaster Ready Fund Round 3 program. Initial upgrades to footpaths were undertaken with the trial of an alternate composite decking on the blisters on the corner of Bolton & East Street.	Deputy GM Infrastructure	Progressing	20%
4.3.2	Through stakeholder consultation, in any project consider the diverse mobility needs of our community, consistent with the Disability Inclusion Action Plan	That the Disability Inclusion Action Plan is considered in any project.	Consideration of the Disability Inclusion Action Plan in any project and what elements of the Plan have been included in the project.	Council staff are and will continue to undertake stakeholder consultation to determine the mobility needs of our community in accordance with the adopted Disability Inclusion Action Plan.	Projects and Assets Manager	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.3	Through community consultation develop a new masterplan for Marie Bashir Park	A masterplan for Marie Bashir Park is developed.	Details of actions taken to deliver a new masterplan, including a timeline and budget predictions.	Council has successfully developed a new Master Plan for Marie Bashir Park, outlining a long-term vision for the site's future use, functionality, and enhancement. In addition, a separate Master Plan for the Marie Bashir Park Playground has been completed. As part of the planning process, two community engagement sessions were held to ensure that local voices — including families, carers, and children were heard. Council thanks these community members who helped shape the design and priorities of the play space.	Open Space Recreation Manager	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.4	Through consultation with all user groups of Narrandera Shire sporting facilities, prioritise improvements for venues and seek funding to implement the improvements	Sporting facilities are improved through works agreed with key stakeholders, users and the community.	Feedback from advisory groups and user groups also details of grant submissions.	Council has maintained regular engagement with user groups of facilities through ongoing meetings and consultations. These discussions have proven valuable in identifying key infrastructure needs and opportunities for improvement. Prioritised items raised by user groups include: * Upgraded netball courts at Barellan to enhance safety and reducing delays due to ball-loss * Installation of video scoreboards and standard scoreboards at Barellan Sportsground * Enhanced playground facilities at Marie Bashir Park at Narrandera * Replacement and upgrade of goal posts * GPS line marking points to assist line marking of Henry Mathieson Oval and Narrandera Sportsground * Infrastructure to support Little Athletics programming and competition. The improvements reflect Council's ongoing commitment to maintaining and enhancing recreational infrastructure in collaboration with the community, and to proactively seek funding opportunities that align with community-identified priorities.	Open Space Recreation Manager	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.5	Establish an off-leash companion animal area adjacent to Henry Mathieson Oval	A purpose built off-leash companion animal park at Henry Mathieson Oval is available to the community.	Development of a new off-leash for companion animals.	Off-leash companion animal area is operational with additional furniture and activities to be provided in the near future with a small grant received and funding allocation in the 2025-26 financial year.	Deputy GM Infrastructure	Progressing	90%
4.3.6	Source funding to improve vehicle parking at the Lake Talbot Water Park	Parking at the Lake Talbot Water park is maximised for all users.	Investigation and presentation to Council on available parking options and how the project is intended to be funded.	A detailed line marking layout has been completed with comments from the Lessee of the Lake Talbot Swimming Pool considered. Council staff are currently searching for suitable financial grant funding opportunities for this project.	Projects and Assets Manager	Progressing	15%

5: OUR CIVIC LEADERSHIP

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

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.1	Manage the functions of ARIC also the schedule of Internal Audits and Service Reviews.	Internal audits completed in accordance with the adopted program also service reviews carried out on identified areas of operation.	ARIC at its July 2022 meeting affirmed its commitment to 4 Internal Audits per financial year.	The Audit, Risk and Improvement Committee (ARIC) continues to make progress toward conformance with the guidelines for the management of ARIC released by the Office of Local Government mid-December 2022. The ARIC at the 4 June 2025 reviewed and adopted an amended Terms of Reference and Internal Audit Charter. Since the last update the National Audits Group, as the appointed Internal Auditor, has finalised 1 internal audit being Personnel Succession Planning/Attraction with the Community Transport internal audit progressing - the partnership to assess the existing Fraud and Corruption Control framework continues. At its most recent meeting the ARIC reviewed and adopted the first Annual Attestation report where the Committee makes a self-assessment and reports on its compliance with the guidelines - there are 4 areas of non-compliance which centre around meeting with Councillors - the committee felt that these discussions are best held at a time closer to the 4 yearly Council election.	Governance & Engagement Manager	Progressing	95%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.2	Support ethical, transparent and accountable corporate governance	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.	Presentation of information to Council and the community such as 6 monthly reporting of the actions contained within the Delivery Program being 31 December and 30 June.	Good governance promotes public confidence & is paramount to service delivery & the economic and efficient use of public money. Governance is the high-level processes & behaviours that ensure an organisation performs by achieving its intended purpose, complies with relevant laws, codes & directions while meeting community expectations of probity, accountability & transparency. Council achieves this in many ways - the most visible is the Council business paper & live streaming of Council meetings. The overarching document of Council is the Community Strategic Plan supported by documents such as the Delivery Program contains the strategies, actions & targets of Council with outcomes reported to Council & the community every 6 months - for 1 January 2025 to 30 June 2025 this will be reported to Council in August 2025 & published to the community using the website.	Governance & Engagement Manager	Progressing	95%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.3	Gauge customer and resident satisfaction with services and operations	Identify trends within the areas of importance identified from the 2021 community survey and in 2024 action a new community survey and report on variation to important issues.	From the 2021 Community Survey identify areas of importance and identify trends. In the 2023-2024 budget ensure there are financial resources to conduct a third Community Survey to be used to develop the new Community Strategic Plan and other supporting documents for adoption prior to 30 June 2025.	During the previous reporting period, Council continued the partnership with Projectura Pty Ltd to review the existing Community Strategic Plan from which the new 4 year Delivery Program and the annual Operational Plan will be developed. Using a number of consultation methods such as face to face sessions held at venues in Narrandera, Barellan and Grong Grong, an online and manual survey, targeted consultation sessions and a pop-up session, Karina Dooley of Projectura provided Council with a summary of issues and recommendations to consider. A high-level overview was presented to Council 18 February 2025 from with the Community Strategic Plan 2025-40, the Delivery Program 2025-29, DIAP 2025-29 and the Operational Plan 2025-26. During the 30 day exhibition period no submissions were received in regard to these strategic documents.	Governance & Engagement Manager	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.4	Report on compliance with the financial performance measures within the annual financial statements	Financial reporting is compliant with measures set by the Office of Local Government also the NSW Audit Office.	Attaining or exceeding the benchmark ratios for the financial performance measures.	Council's financial reporting is compliant with requirements established by Office of Local Government and NSW Audit Office. The external audit for 2024-25 is progressing and in due course the audited Financial Statements will be included in Council's Annual Report to be adopted by Council in November 2025. Following adoption, the Annual Report will be published to the website of Council.	Chief Financial Officer	Completed	100%
5.1.5	Continue strategic advocacy for the strengthening of the Shire centres of learning	Improvements to our centres of learning.	Learning centre outcomes such as improved course availability and advancements in technology to assist in remote learning.	During the reporting period, Council continued its offering of work experience and traineeships. Council staff attended a Uni expo hosted by Leeton Council during June 2025.	General Manager	Ongoing commitment	100%
5.1.6	Continue strategic advocacy for the improvement of telecommunication networks across the Shire	Improved telecommunications network in the Shire.	Outcomes of advocacy, improved infrastructure and reduction in the number of 'black spots'.	During the reporting period a number of discussions have been held with Telstra including two on-site meetings to attempt to identify a suitable site for the mobile tower for the Grong Grong area.	General Manager	Ongoing commitment	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.7	Make representations to both Federal and State Government agencies to determine the feasibility of the Lake Mejum and Lake Coolah concept	An informed decision of the feasibility of the Lake Mejum and Lake Coolah water storage concept is made and relayed to all stakeholders.	Progress of representations and outcomes of any study.	The General Manager has written to Department of Climate Change, Energy, the Environment and Water staff seeking clarification on the State position on the proposed Lake Mejum and Lake Coolah projects. These potential projects have not been identified by the department in any planning process.	General Manager	Completed	100%
5.1.8	Ensure that workforce policies remain current in a changing environment	An organisation where workforce policies suit a changing work environment and succession planning is in place for key roles.	Compliance to the policy review schedule also details of organisational training and successes in attaining qualifications. Succession planning for key roles is in place.	The Human Resources team have a large number of policies and procedures to manage, therefore the review of these policies will always have conflicting timelines with other urgent work requirements - however the team review policies as time permits. Updated and new policies will be tabled at future Executive Leadership Team meetings.	Human Resources Manager	Progressing	75%
5.1.9	Maintain the connection with Price Waterhouse Cooper to complete the LG Performance Excellence Program on an annual basis	Participation in the annual Price Waterhouse Cooper survey titled LG Performance Excellence Program.	Completion of the survey on time, reporting the findings to the Executive Leadership Team.	Unfortunately, PricewaterhouseCoopers have discontinued the LG Performance Excellence Program Survey,	Human Resources Manager	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
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	A workforce that is well skilled and succession planning for key roles in place.	Details of organisational training and successes in attaining qualifications also details of successional appointments where appropriate.	Council provides comprehensive training opportunities to all employees where a need is identified - training offered can range from certificate courses through to university degrees. In most cases training is provided at no cost to employees or subsidised by negotiation for degree qualifications. Council also provides training for required legislative courses, leadership and development and ad-hoc training courses as they become available. Succession planning and providing secondments and higher duty opportunities are becoming more prevalent for key roles within the organisation.	Human Resources Manager	Progressing	75%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.11	Recognise the achievements of the Council workforce	A workforce that is recognised for performance, qualifications and service.	Continue the practice of hosting breakfasts with recognition of improved work outcomes as well as qualifications attained and service awards, also use the internal Communique to recognise individual and team efforts.	Council has formally recognised and celebrated the achievements of employees for many years through both the annual performance appraisal processes and at the annual awards function where certificates, diplomas and degree documents and handed to the employee in front of their peers. Years of service are also recognised at this function.	Human Resources Manager	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
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	An appropriate Information Technology Strategy is in place and operating.	System availability (or uptime) indicating whether critical business operating systems are fully functioning during the standard business hours of operation but excluding scheduled maintenance or scheduled downtime.	The current Information Management Strategy is referenced each year for the budget preparation process. Information Technology staff are planning to update the strategy in the next 12 months.	Information Technology Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.13	Actively protect the organisation from cyber threats such as spear phishing emails and unauthorised access to the network	Cyber threats to the organisation are reduced.	Addressing issues detected from periodic auditing or penetration testing.	All Councillors and staff have completed mandatory cyber security training in the last 12 months. All new staff are now completing cyber security training as part of the Pulse induction process. IT staff have completed Penetration Testing with Cyber Security NSW. Staff and Councillors are informed weekly of any threats discovered by the Information Technology section or alerted to Council through Cyber Security NSW. IT staff are providing 6 monthly reports to the Executive Leadership Team of recorded cyber Incidents at Council. IT staff have recently reviewed the Cyber Incident Response Plan and created 5 Cyber Incident Response playbooks.	Information Technology Manager	Progressing	95%
5.1.14	Monitor the availability of Federal and State funding grants payable to Council	Income from funding sources is accounted for and acquitted.	Maintenance of documents that detail grant funding opportunities applied for and if the application was successful and the acquittal of funds.	Council has developed a centralised register that records grant applications and from where the funding is being sourced. Should the funding be successful then other information is required such as the date and the amount of the funding received, the proposed date of acquittal as well as the actual date of acquittal. The centralised register also provides other essential financial information including the amount received, amount expended and remaining funds of the grant as well as if a contract liability or contract asset exists.	Chief Financial Officer	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.15	Maximise the revenue streams of Council	Revenue for Council is maximised.	Arrears collection statistics comparative to previous years, investment return against investment benchmark.	Council's Revenue Officer closely monitors property arrears and manages these cases in accordance with established policies and procedures. Arrears statistics are reported to Council monthly along with details on the number of assessments being managed by Council's debt recovery agency. Throughout the year assessments are monitored for rateability i.e., rateable to non-rateable and non-rateable to rateable. The Finance Manager regularly reviews financial investments in accordance with the Investment Policy and a report detailing the invested monies of Council is presented to each Council meeting - this report details all transactions that have taken place within the preceding month and gives a snapshot of the portfolio and credit limits to make sure that Council remains within the prescribed amount allowed for each financial institution.	Chief Financial Officer	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
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	Monitoring of Companion Animal statistics and compliance statistics.	Community awareness activities and information on companion animal registration, impounding, release, re-homing and euthanasia.	Report presented to Council at each meeting. For the reporting year 75 stray animal reports were received and investigated, 45 dogs and 57 cats were impounded. There was a total of 30 animal registrations and 63 impounded animals rehomed in the twelve-month period.	Deputy GM Infrastructure	Ongoing commitment	100%
5.1.17	Provide a summary of Development Applications received and assessed	Development applications received and assessed within established timeframes also statistical information on development applications received cumulative annually and comparatively to the previous year.	Development application activity statistics based on annual cumulative and previous year comparative information.	Report presented to each Council meeting. For the reporting year 53 development applications were determined with a value of \$10,660,920, with the determination average being 11.8 days.	Deputy GM Infrastructure	Ongoing commitment	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
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.	Measurement will be the completion of projects identified in the Long Term Financial Plan or other supporting plans.	The performance target will be to have contemporary Asset Management Plans that have a 10 year rolling forecast, a 4 year timeline to guide asset decision making with detailed actions to be included or referenced within the annual Operational Plan.	Council has worked to update the Strategic Asset Management Plan to include the ongoing Special Variation funding - this plan was adopted by Council at its June 2025 meeting as part of the essential Integrated Planning and Reporting suite of documents.	Projects and Assets Manager	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.19	Investigate solutions that will assist in the financial stability 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.	Measurement will be the listing of outcomes and where successful the resulting benefits to the community.	The performance target would be to list the solutions being considered with commentary on the progress of assessing, planning, consultation and implementation.	On the 13 May 2024 the Independent Pricing and Regulatory Tribunal (IPART) approved a Special Variation for the financial years 2024-25 and 2025-26 for a cumulative increase in general income of 48.1% (inclusive of the approved rate-peg percentage). Council adopted the initial phase of the SV increase for 2024-25 and adopted the remainder of the SV increase for 2025-26. This approval by IPART has ensured that Council can address issues such as infrastructure asset backlog and funding for the Narrandera CBD stormwater infrastructure duplication project.	General Manager	Completed	100%

5.2: Promote a community spirit that encourages volunteerism and values effective partnerships

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.2.1	Through energised Advisory Committees seek input for the improvement of facilities and services under their management	Advisory Committees that are proactive and provide input for improvements to amenities as outlined in their Terms of Reference.	Outcomes achieved for improvements.	Following the induction of the 2024 elected Council, nominations were sought for Council committees for the next term. All five Corporate and Community S.355 and Advisory Committees have been reconstituted with minimum numbers met and new Chairpersons elected. Dates for future meetings have been set. Each committee has a budget for which they are able to use for committee or facility related purposes.	Community Development (including Library) Manager	Ongoing commitment	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
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'	Identify opportunities where additional volunteers may be able to become involved in the operations of Council and strategies to retain the volunteers.	Statistical information on the number of volunteers within the organisation and the tasks performed, also details of recognition events.	Volunteer numbers and hours remain high at the Narrandera Shire Library, Parkside Museum also Community Transport. A dedicated group of volunteers also remain involved with Parkside Museum S.355 and advisory committees. A new group of volunteers is working with the Barellan Museum which is now open 1 day per week with plans to open on weekends when significant events are held at Barellan. Volunteerism is also well established within other sectors of the community with Narrandera enjoying the benefit of a number of active and involved service organisations and community groups. Traditional service organisations such as Rotary, CWA and Lions are joined by Arts focused organisations such as NACNET and the 'With One Voice Community Choir' to provide the community with the opportunity to come together to participate, learn and enjoy what Narrandera has to offer. Volunteers are acknowledged and celebrated by Council in appreciation of the effort they make to support their community.	Community Development (including Library) Manager	Ongoing commitment	100%

Disability Inclusion Action Plan 2022-2026

End of Year Progress Report

30 June 2025



DISABILITY INCLUSION ACTION PLAN 2022-2026**1: POSITIVE COMMUNITY ATTITUDES AND BEHAVIOURS****1.1: Elevate the profile and importance of people with a disability in our community**

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.1.1	Identify opportunities for an inclusive event recognising people with a disability and promoting inclusion.	Community events that are inclusive.	Events that are widely promoted with high levels of participation and positive feedback.	The refreshed Narrandera Shire Council Disability Inclusion Action Plan 2025-29 was adopted by Council in June 2025 and will provide the road map for improved services and access for the community. In support of this plan and ongoing consultation Council will be inviting expressions of interest from the community to become part of an Access Advisory Committee who will consult with Council, advise on Council plans and projects, also make suggestions to Council on matters concerning better access and opportunities for the community. Library staff provide ad-hoc technology training for community members, both individuals and groups - staff also provide training and support for clients for the Centrelink Rural Agency hosted by the Library. Library staff continue to work with individuals and groups providing a safe, friendly space as well as access to materials for National Disability Insurance Scheme clients.	Community Development (including Library) Manager	Ongoing commitment	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.1.2	Through the Australia Day Committee consider an award recognising a significant contribution to the disability sector or the promotion of inclusivity and/or accessibility.	A community that recognises significant contributions made to the disability sector.	An annual award included as part of the Narrandera Shire Australia Day celebrations.	The Australia Day awards ceremony to be held 26 January 2026 will include for the third year an award for Disability Advocacy.	Events and Visitor Services Team Leader	Completed	100%

1.2: Include disability awareness within Committee and Advisory Groups Terms of Reference.

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.2.1	Education delivered to the organisation on disability awareness also that disability awareness is to be included within the new employee induction program.	An organisation that is aware of disability inclusion within its operations.	An awareness campaign delivered to the organisation on disability inclusion.	At present the Human Resources team has been unable to devote time to review the Equal Employment Opportunity and Diversity Management plan. The Equal Employment Opportunity and Diversity Management plan along with the Community Strategic Plan and Workforce Management plan will be available to new manages through a dedicated Pulse onboarding portal. Disability awareness will be included in the new employee induction program for all other employees.	Human Resources Manager	Progressing	25%
1.2.2	Include disability awareness within Committee and Advisory Groups Terms of Reference.	Committees and Advisory Groups are inclusive and welcome the contributions from persons with a disability.	Terms of Reference for Committees and Advisory groups reviewed and updated when the opportunity arises.	Following the September 2024 Council election, the Terms of Reference for all Committees were reviewed prior to expressions of interest for membership sought. All Committees commit to ensuring access to Council facilities and that they are maintained within the constraints of the buildings involved. Safe spaces for persons with special needs are provided so that patrons can enjoy community activities at the Arts Centre, Destination and Discovery Hub and the Library. With the assistance of NSW Trains, improvements to access and safety have been made at the Narrandera Railway Station which houses both Narrandera Community Radio and Narrandera Arts & Creative Network as well as being the hub for rail and bus services.	Community Development (including Library) Manager	Ongoing commitment	55%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.2.3	Use media resources to promote disability awareness within the community.	An organisation that actively promotes disability inclusivity.	Details of disability inclusion activities and actions promoted to the community.	The Communications Officer is currently looking to include alternative captions on social media posts and to review the Council style guide to ensure digital inclusion, diversity and accessibility for all members of the community.	Communications Officer	Progressing	80%

2: LIVEABLE COMMUNITIES**2.1: Ensure the needs of people with a disability are properly considered when upgrading or developing Council infrastructure, recreational and cultural areas.**

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.1.1	Commitment to disability awareness when considering, designing and executing projects.	An organisation that considers disability awareness in projects and activities.	Disability inclusivity when planning, designing and executing projects.	Disability access and other requirements are considered and included within all Council projects.	Deputy GM Infrastructure	Ongoing commitment	100%

2.2: Advocate to the Shire business community the importance of disability access to premises.

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.2.1	When opportunities arise, promote disability access to commercial property owners and retailers.	An awareness campaign directed toward commercial property owners and tenants about the importance of disability access for consumers.	Commercial property owners and retail tenants made aware of the benefits of providing all ability access to premises.	Council continues to seek opportunities to promote disability access to commercial property owners and retailers.	Economic Development Manager	Progressing	30%

3: SUPPORT ACCESS TO MEANINGFUL EMPLOYMENT

3.1: Consider opportunities for people living with a disability to work with Council

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.1.1	Council's Workforce Management Strategy to include meaningful guidelines for inclusion and Equal Employment Opportunities	An organisation that recognises Equal Employment Opportunities.	Other than appointments based on merit selection, consider opportunities to engage people living with a disability into our workforce.	Council's Workforce Management Plan has been substantially reviewed and was adopted by Council in June 2025. The plan is required to be reviewed every 12 months with the new plan having actions to be considered when trying to boost applications from those of underrepresented groups. The extract below from the 2025-29 Workforce Management Plan is a table detailing the employment history of underrepresented groups at Narrandera Shire Council, the records date back to 2004 and indicate a steady improvement across most categories and reflects the current community profile in most cases.	Human Resources Manager	Progressing	50%

3.2: Recognise workers with a disability and those performing a carer role for people with a disability

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.2.1	Promote Council as an 'employer of choice' by considering flexible working arrangements for staff to facilitate a better work/life balance	An organisation that has flexibility for most workforce positions to allow for a better work/life balance where required.	Requests for a flexible working arrangement due to circumstances centering around disability are given due consideration.	During the reporting period Council placed significant effort in implementing changes that would promote Narrandera Shire Council as an employer of choice. These changes have included a new salary system, salary packaging options and improved flexible work arrangements. These initiatives along with the introduction of modernising the application process, were designed to make Council more competitive in the open market. Flexible work arrangements have been positively received by existing and new employees (based on the uptake) and have improved work life balance. At this stage no data is available to support the positive effect of flexible work arrangements however the HR team are in the process of developing a survey to capture the thoughts of existing employees and gauging the thoughts of new employees by including more pointed questions in the induction/onboarding feedback document.	Human Resources Manager	Completed	100%

3.3: Work proactively with employment service providers to match capabilities with workforce needs at Council and other workplaces

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.3.1	Identify and work with disability employment organisations to assist with opportunities for employment at both Council and advocate to other workplaces where possible.	An organisation that assists persons with a disability to gain employment, if not possible advocate for employment at another suitable location.	Details of any direct requests to engage a person living with a disability into the workforce, after consideration, what were the outcomes.	Council has an ongoing commitment to assist disability employment organisations by placing clients in meaningful employment. The Human Resources Manager is happy to discuss employment opportunities with any disability provider as the need arises. As an example, Council has fostered a working relationship with local NDIS provider Kurrajong Narrandera - at the present time one long term client is engaged weekly for data entry which is proving to be very successful. All applications for employment are assessed on merit, qualifications and capacity - where a preferred applicant has a disability, every effort is made to modify workspaces and practices where possible.	Human Resources Manager	Completed	100%

4: IMPROVING ACCESS TO SERVICES

4.1: Identify gaps and limitations in Commonwealth and State services and provide a voice for advocacy

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.1.1	Where gaps are identified and are impacting members of the community, advocate for appropriate levels of support services	Actively participate in various community forums and use this resource to identify emerging issues affecting service delivery.	Emerging issues identified and a strategy actioned to address the issue.	Current emerging issues include access to transport for residents of aged care facilities, access to mental health services and access to medical services - it is worth noting that Council will continue to advocate to officials for the need to provide accessible transport to residents of the local aged care facilities. Council is assisting the Narrandera Medical Centre in the retention and attraction of GPs through a recently adopted assistance policy and by making a residence available to a Doctor, where possible to do so. Council, through grant funding will be providing mental health workshops throughout 2025 to the youth of the community.	Community Support Manager	Progressing	50%

4.2: Recognise the essential services that provide connectivity and support to members of our community, where necessary provide support and advocacy for improved services

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.2.1	Strong voice of advocacy where reductions in community connectivity and services occur	Provide a voice for those who are affected by any reductions in service.	Reduced service levels identified with strategies and actions for advocacy developed.	Council is assisting the Narrandera Medical Centre in the retention and attraction of GPs through a recently adopted assistance policy and by making a residence available to a Doctor where possible to do so. Council, through grant funding will be providing mental health workshops throughout 2025 to the youth of the community.	Community Support Manager	Completed	100%