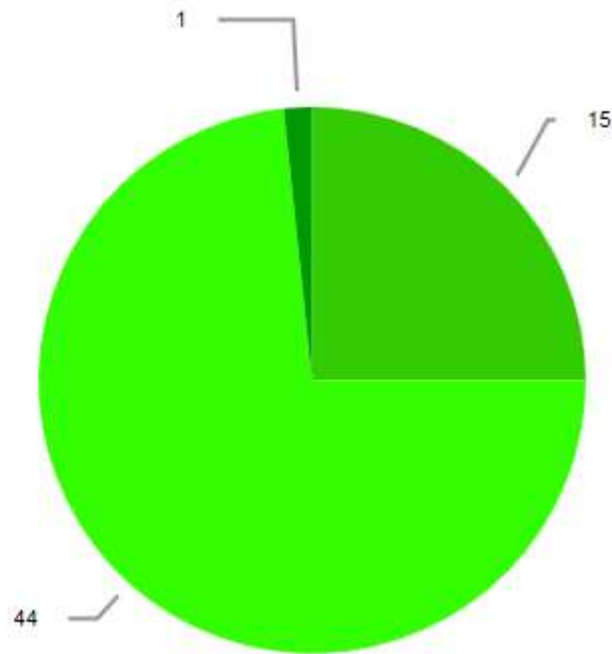




**2018-2022 Delivery Program**  
**Quarterly Delivery Program Review**  
**Quarter 3 of the 2018-2019 reporting year as at**  
**31 March 2019**

## Action status snapshot as at 31 March 2019



- 44 actions or 73.33% are progressing
- 15 actions or 25% have an ongoing commitment
- 1 action or 1.67% has been completed

## THEME 1 - OUR COMMUNITY

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
<p>ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community attitude</p>	<p>The number of items broadcast for each reporting period with cumulative totals combined along with available web page and Facebook statistics. In 2020 the community survey will measure success since the 2016 survey.</p>	<p>Regular media items broadcast to the community.</p>	<p>As of 31 March 2019 - At the end of the reporting period Council published 18 media releases (there were 24 for the last reporting period) for public information; for the month of January there were 5 releases, February there were 5 releases and during March there were 8 releases.</p> <p>Council's website continues to be a growing point of reference with the media releases landing page viewed 263 times (there were 142 views for the last reporting period) with the website having 14,911 views compared to 14,379 views for the previous reporting quarter.</p> <p>Social media interaction is increasing with Council's Facebook page publishing 151 items (there were 200 postings for the last quarter) including media releases, general activities, general photos, events, as well as the sharing of information and providing urgent notifications to the community. The 151 Facebook posts have</p>	<p>Communications Officer</p>	<p>Ongoing commitment</p>	<p>100%</p>

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			engaged with 19,101 unique users (18,795 last quarter) with comments, post likes and posts being shared.			
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community attitude	Details of engagement opportunities for each reporting period with cumulative totals.	Number of formal Councillor and Senior Staff engagement opportunities.	As of 31 March 2019 - Council organised and participated in various activities and events during the reporting period to engage with the community. Councillors and senior staff took part in the annual Listening posts held at Grong Grong, Binya, Sandigo and Narrandera where the community were invited to come along and voice any issues, raise concerns or promote ideas for Council to consider. The 2018-2019 financial year has many ongoing projects and the community has been heavily involved such as Local Artist Workshops, Youth Group Workshops and School visits. Council's Road Safety Officer has overseen training days, held a competition through local businesses and a competition for youth - all focused on Road Safety Awareness. The Economic Development department formed a Solar Farm Reference Group for business and community representatives to best utilise local enterprise during construction of the impending solar farms.	Communications Officer	Ongoing commitment	65%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community attitude	Proactive committees with meetings conducted as per terms of reference and held as scheduled. Minutes of Committees made available to Council and the community.	Proactive S.355 Committees with the monitoring of outcomes achieved and compliance with the Local Government Act, 1993.	As of 31 March 2019 - Committees have now conducted their initial meetings and elected Chairpersons; the development of budgets to align to outcomes contained within the Community Strategic Plan is complete and are included within the 2019-2020 draft budget and the Council Operational Plan deliberations.	Deputy GM Corporate & Community	Progressing	80%
ACTION 2 - Continue with strategic advocacy for the delivery of integrated health and wellbeing programs	Details of advocacy efforts during the reporting period and outcomes.	Details of the number of meetings held and details of outcomes from these meetings.	As of 31 March 2019 - The General Manager has attended meetings with Murrumbidgee Local Health District lobbying for better and more accessible services. The General Manager has also met with the Doctor supervising the Aboriginal Health Services in the Riverina to discuss outreach services for the Shire.	General Manager	Progressing	75%
ACTION 3 - Continue positive interactions with the Narrandera Interagency also the Aboriginal representative bodies within the	Number of meetings attended and outcomes from the meetings.	Where possible attend meetings with the outcome being stronger links for inclusiveness in service planning and delivery.	As of 31 March 2019 - All meetings of the Interagency Group are co-ordinated by the Community Development Library Manager (CDLM) with reminders and agendas forwarded to group members; the CDLM also circulates information from and to the group via an e-mail list.	Community Development (including Library) Manager	Progressing	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
community			Meetings for 2019 have been set for the first Wednesday of nominated months with that day being the preferred result of a Doodle Poll circulated to all list members.			
ACTION 4 - Implementation and monitoring of the Positive Aging Strategy & Disability Inclusion Action Plan	Details of progressive achievements measured against the relevant plan.	Documented achievements arising from both the Positive Aging Strategy and the Disability Inclusion Action Plan.	As of 31 March 2019 - Council continues to lobby for increased and improved services for our aged and disabled residents. Council ran an extensive program of Seniors Festival activities during the reporting period; as well as outings and events activities were co-ordinated to meet some of the goals of the (DIAP) Disability Inclusion Action Plan and the Positive Aging Strategy. Council partnered with Murrumbidgee Local Health District and Narrandera Lions club for an early morning Tai Chi class with a hearty breakfast for Brekkie at Brewery Flat. Aqua Aerobics and a morning tea were held at Barellan which was a joint project with the managers at Barellan Pool; also a Low Impact Circuit Training event was managed by Narrandera Bidgee Boxing. Narrandera Library sourced funding through Telstra & State Library of NSW to run a 10 session Tech Savvy Seniors Program that began during the Seniors Festival; further refresher sessions will be run at a later date for	Community Development (including Library) Manager	Progressing	60%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			existing and new participants.			
ACTION 5 - Transport options are available to identified members of the community	The number of clients provided with community transport during the reporting period.	Details of the number of clients utilising the service and cumulative totals categorised as Aged, Transport Disadvantaged and Aboriginal.	As of 31 March 2019 - Narrandera Leeton Community Transport had provided 2,798 trips to residents of the Narrandera and Leeton Shires. Of the 2,798 trips 780 trips were delivered to those who are transport disadvantaged and 2,012 were delivered to residents aged 65 years or over. A further 428 trips were delivered to either NDIS participants, allied health services, non-emergency health related transport or through taxi vouchers or brokerage agreements. 417 of these trips were delivered to residents who identify as Aboriginal or Torres Strait Islander.	Community Transport and Home Support Manager	Ongoing commitment	75%
ACTION 6 - Information about community services that are accessible within the Shire to be broadcast through various means	The currency and accuracy of information available to the community also the number of website page hits and Facebook page likes.	Current information delivered through traditional print material and also Council social media opportunities.	As of March 31 2019 - The Narrandera Shire Council Facebook page published 2 posts relating to the Community Transport and Home Support Programs; both posts were advising the community of the temporary closure of the Leeton office due to stormwater damage, the posts reached a combined total of 4,625 users. The Community Services page on Council's website had 138 page visits with the Commonwealth Home Support Programs page receiving 25 page visits and the Community	Community Transport and Home Support Manager	Ongoing commitment	75%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			Support Services page receiving 67 page visits.			
ACTION 7 - Where possible ensure socially disadvantaged members of the community have access to or are advised of how services can reduce their isolation	The number of persons that have been assisted with social support during the reporting period who may have been referred through the My Aged Care portal or NDIS planners.	Through other activities of Council such as Ageing, Disability and Home Care identify members of the community where social isolation may be an issue.	As of March 31 2019 - Narrandera Leeton Social Support provided 460 hours of Social Support and 48 hours of Respite to 42 individual clients during the reporting period. Of these 460 hours 13 hours were provided to one NDIS client, the remaining clients were all referred through the My Aged Care portal. Activities during these hours range from home visits with clients, social outings, assistance with the running of errands and social bus trips.	Community Transport and Home Support Manager	Ongoing commitment	75%



## STRATEGY 2 - TO ADVOCATE FOR QUALITY EDUCATIONAL AND CULTURAL OPPORTUNITIES

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Continued strategic advocacy for strengthening of the Narrandera centres of learning	When required details of advocacy efforts.	Outcomes of advocacy efforts for Narrandera TAFE as well as early childhood centres to secondary schools.	As of 31 March 2019 - The General Manager and executive staff continue to liaise with Narrandera Tafe and Narrandera High School on the provision of courses and the placement of trainees.	General Manager	Progressing	75%
ACTION 2 - Develop a Narrandera Shire Cultural Plan to increase community participation in the Arts and cultural activities	Details of events held at the centre including type of event and attendance statistics.	Increased usage and patronage of the Narrandera Arts and Community Centre.	As of 31 March 2019 - Action on the Narrandera Shire Cultural Plan is ongoing, examination of available plans from other Local Government Authorities and organisations with an emphasis on those from areas with similar characteristics is being undertaken prior to the establishment of a basic framework. Once a framework and consultation plan have been established, community consultation will begin during 2019.	Community Development (including Library) Manager	Progressing	25%
ACTION 2 - Develop a Narrandera Shire Cultural Plan to increase community participation in the Arts and cultural activities	Regular review of strategies and target groups in response to event statistics.	Events that cater for a wide spectrum of the community, making the Arts accessible and increasing community involvement.	As of 31 March 2019 - While the Cultural Plan is being developed actions to increase community participation in the Arts has already commenced. The final exhibition of the Western Riverina Arts "Activating Narrandera Arts Centre" is expected to open in the middle of the year. The Murru Aboriginal Art Exhibition was a success followed by NACNET's "What happens if....." exhibition which	Community Development (including Library) Manager	Progressing	30%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>was very popular and will enjoy an extended run. These events have provided the community with the opportunity to participate in a wide range of arts and cultural activities. The Arts and Cultural 355 Committee has now been established uniting the interests of both the Arts and Community Centre and the Parkside Cottage Museum along with the skills and experience of organisations such as NACNET and the Western Riverina Arts Board and other interested individuals from the community. Volunteer committees are working on the development of both the Museum and the Arts Centre.</p>			

**STRATEGY 3 - TO FEEL CONNECTED AND SAFE**

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Strategic advocacy for an enhanced Police presence, at the very least the maintenance of current levels	Number of advocacy interactions and outcomes.	Details on the number of advocacy meetings held with decision makers.	As of 31 March 2019 - During the reporting period the Mayor and the General Manager met twice with senior Police representatives to discuss staffing levels. Approaches were made to six (6) adjoining Council areas to gauge interest in establishing a lobby group for the region.	General Manager	Progressing	75%
ACTION 2 - Maintain and enhance the current network of CCTV cameras in key locations	Number of cameras within current network and a timeline for upgrade and/or the installation of new cameras; also ongoing statistical information on how many times the footage has been requested for viewing by NSW Police.	Maintain current CCTV cameras in working order and plan for enhancements so to assist the Police and the local community to discourage crime and anti-social behaviour.	As of 31 March 2019 - The Manager of Information Technology has a comprehensive specification of each CCTV camera within the network with the Manager currently working on prioritising the replacement schedule. Two (2) additional cameras were installed at the Narrandera Railway Station and the CCTV system at the Narrandera-Leeton Airport was recently replaced. During the reporting period only one formal request for the release of footage was received by the NSW Police.	Information Technology Manager	Progressing	50%

## THEME 2 - OUR ENVIRONMENT

### STRATEGY 1 - TO VALUE, CARE FOR AND PROTECT OUR NATURAL ENVIRONMENT

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Encourage and promote environmental awareness	Project delivery and works programs result in minimal environmental harm.	Council's key environmentally sensitive areas are managed to ensure those areas are protected and enhanced.	As of 31 March 2019 - Narrandera Shire Council was successful in obtaining grant funding under the Roadside Reserves Environment grant program enabling a wide cross section of staff to be trained in roadside environment awareness in particular environments most at risk. The next phase is the development of strategic plans and a flow chart on how to carry out on-ground assessment of reserves and the implementation of management actions.	Deputy GM Infrastructure	Progressing	70%
ACTION 1 - Encourage and promote environmental awareness	Statistical information on the number of inspections performed also a summary of the inspections results – are we being effective, are we achieving control.	Update on targeted 300 property inspections across the Shire for noxious weeds.	As of 31 March 2019 - During the reporting period 50 property inspections were completed with no general biosecurity directions issued.	Open Space Recreation Manager	Progressing	65%
ACTION 1 - Encourage and promote	Works finalised against the schedule of works,	Update on programs for works originating from the 2nd	As of 31 March 2019 - There has been no additional tree plantings since December 2018 due to budget	Open Space Recreation Manager	Progressing	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
environmental awareness	<p>progressive and comparative</p> <p>statistical data on trees removed, trees replaced and new plantings.</p>	generation Tree Audit with the aim to do the utmost to preserve and maintain our signature treescape.	constraints, only those works to alleviate risk have been undertaken.			
ACTION 1 - Encourage and promote environmental awareness	Strategies and plans to preserve a unique feature of our native fauna.	Update on preservation measures to protect our unique koala population.	As of 31 March 2019 - The requirements contained within State Environmental Planning Policy No. 44 - Koala Habitat Protection requires an assessment for the presence of Koala vegetation prior to development approval. Council continues to provide support the Koala Regeneration Committee.	Open Space Recreation Manager	Progressing	50%

## STRATEGY 2 - TO EFFECTIVELY MANAGE AND BEAUTIFY OUR PUBLIC SPACES

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Focus on the Narrandera CBD Masterplan	Achieving project milestones.	Finalise design concepts, costings and identify funding opportunities for the Narrandera CBD upgrade.	As of 31 March 2019 - Council are progressing with action milestones to reconstruct Bolton Street as per the adopted Masterplan Design; funding will be derived from the Narrandera Business Centre Masterplan funding reserves. Plans are well advanced to commence works to redevelop the East Street, Narrandera gateway intersection with Whitton Street; with funding to be derived through the Federal Government Drought Assistance Package.	Manager of Projects and Assets	Progressing	75%
ACTION 1 - Focus on the Narrandera CBD Masterplan	Spaces where the needs of the community as a whole are considered.	The needs of all members of the community are considered within designs such as pedestrian access, disabled parking and loading zones.	As of 31 March 2019 - The construction and fit out of the Barellan change room complex at the Barellan Sportsground has been completed and has proven to be an asset to this community facility. At Marie Bashir Park at Narrandera, apart from the 3 new family friendly barbeque areas the basketball pit has been completed. Plans are underway to install a re-use watering system at Hankinson Park.	Open Space Recreation Manager	Progressing	80%
ACTION 2 - Develop a small parks strategy	Accessible parks that provide for local play, passive recreation, general	The needs of the community for parks and recreation opportunities are	As of 31 March 2019 - At Marie Bashir Park, Narrandera construction of a walking/jogging track surrounding the sporting oval has been completed.	Open Space Recreation Manager	Progressing	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	open space and urban beautification within easy access of residents and visitors.	met through a hierarchy of parks.	Refurbishment and extensions to the skate park at Marie Bashir Park have been completed as has an adjoining family barbeque area. Works on the Basketball Pit have also been completed.			

### STRATEGY 3 - TO LIVE IN A COMMUNITY WHERE THERE ARE SUSTAINABLE PRACTICES

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Consider and where possible implement sustainable environmental practices	Progress of the Masterplan also statistical data on the tonnage of waste diverted from landfill by recycling and other waste diversion methods. Lobbying efforts for and promotion of a container deposit scheme facility for Narrandera.	Develop a Waste Management Masterplan to minimise waste to landfill and promoting recycling and resource recovery.	As of 31 March 2019 - Community use of the Community Recycling Centre at the entrance to the facility diverts specified materials such as water-based and oil-based paints, fluorescent lights, batteries, gas bottles, fire extinguishers, acid and alkalines, etc away from landfill. Council is in ongoing discussions with an operator regarding installation of a reverse vending machine at the Narrandera Landfill site. The landfill audit is scheduled to occur during 2019 with audit outcomes helping to determine priority actions identified within the Masterplan.	Manager Development and Environment	Progressing	20%
ACTION 1 - Consider and where possible implement sustainable environmental practices	Actions taken by Council to reduce its environmental footprint such as quantifiable billing trends.	Council continues to implement energy saving infrastructure at its facilities to reduce costs and CO2 emissions where economically viable.	As of 31 March 2019 - Council continues to make savings by using solar generated power. Configuration of electrical usage to water supply facilities is being assessed to avoid pumping operations outside of peak usage periods to prevent additional KVA energy charges; being mindful that it is critical to maintain residual chlorine and storage levels.	Executive Engineer	Progressing	70%



ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Consider and where possible implement sustainable environmental practices	Council managed parks and reserves to be watered with re-use or untreated water rather than potable water.	Initiate projects to water community parks and reserves with re-use or untreated water rather than potable water.	As of 31 March 2019 - Locations recently connected and using the Narrandera reuse water include the Narrandera Cemetery (lawn cemeteries only), Henry Mathieson Oval and Marie Bashir Park Oval. Automated watering systems have been installed along parts of Victoria Avenue adjacent to the Narrandera Sports Stadium and the Narrandera Sportsground. Works are progressing with the irrigation project at Hankinson Park which will be funded as part of Round 2 of the Stronger Country Communities Fund.	Open Space Recreation Manager	Progressing	80%

## THEME 3 - OUR ECONOMY

### STRATEGY 1 - TO ENCOURAGE NEW BUSINESS AND INDUSTRY THAT CAN BE SUSTAINED ALSO SUPPORT LOCAL BUSINESS AND INDUSTRY TO GROW AND PROSPER

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Information to Council and the community on efforts to encourage new business and industry but also support existing enterprises.	Report on actions and outcomes contained within the Economic Development Strategy (EDS).	As of 31 March 2019 - Monthly reports continue to be provided to the Economic Development Taskforce Committee benchmarked against the template of Council's Economic Development Strategy. There was significant action on the Solar Farm development front with the formation of a Reference Group formed from across the community including Councillors; the group was formed to address the needs of the builders of the proposed new solar farms being developed by Reach Solar, Esco Pacific and RES. The objective for Council is to ensure that as many goods and services as possible able to be sourced from within the Shire; to date Council has established a database of in excess of 45 businesses that have responded to an EOI. The earliest requirements are likely to emerge during September 2019 when Reach Solar is hopeful to commence its facility at Morundah.	Economic Development Manager	Progressing	75%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Attend Narrandera Business Group Meetings; facilitate guest speakers at Business Group functions; provide information, advice and leverage opportunities for information sharing.	Support and nurture existing businesses – EDS 3.2	As of 31 March 2019 - Attended Narrandera Business Group Meeting AGM on 11 March 2019 providing an update on the proposed solar farm developments, the establishment of the Reference Group and the number of types of responses to an EOI circulated by the Economic Development Unit to businesses likely to be able to offer goods and services to the solar farm developers in due course.	Economic Development Manager	Progressing	65%
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Facilitate an industry specific forum to inform landholders and investors of opportunities in the Shire for the pig and chicken industry.	Strengthen and grow key sectors; explore new development opportunities for processing and value-adding opportunities also use of waste products – EDS 3.3.	As of 31 March 2019 - Mr David Farley, an agri -business sector expert, is currently following up on business leads from attendees at the 2018 pig forum. At this stage it is not possible to facilitate a poultry forum as principal industry leader Baiada are unable to support the conduct of a forum at this time; this will be followed up during 2019. A number of private enquiries about establishing sheds for chicken fattening were referred to a local real estate agent for suitable land availability.	Economic Development Manager	Progressing	55%
ACTION 1 - Continued delivery of actions contained within the Economic Development	Review sales policy for Council owned land in the Industrial Estate to address incentives	Facilitate further development of the Red Hill Industrial Estate – EDS 4.2.	As of 31 March 2019 - An enhanced large billboard has been sited on the corner of the Newell Highway and the Barellan Road highlighting the availability of Industrial land at	Economic Development Manager	Progressing	70%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
Strategy	for developers; enhance appearance of the Estate with signage, flags and landscaping including 'gateway' treatment.		competitive prices. Gateway entrance treatment to the estate will include pole mounted banners at the intersection of the Barellan Road and Driscoll Road with installation is imminent. Consideration of a small park development at the same corner is currently being assessed by the Economic Development Unit.			

## STRATEGY 2 - POPULATION GROWTH, RETENTION AND IDENTIFY NEEDS FOR OUR YOUTH

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Strategic advocacy to support population retention with particular focus on the youth of our Shire	Youth projects and engagement opportunities.	Report on the outcomes achieved by the Youth Development Officer.	As of 31 March 2019 - Youth Week 2019 has been co-ordinated with Totem Skate School returning for a workshop at the newly expanded and improved Narrandera Skate Park. This workshop will highlight the importance of wearing a helmet and will be followed by a BBQ hosted by Narrandera Bidgee Boxing. There will also be a video competition and activities co-ordinated by Fusion and the Narrandera Shire Library. The successful applicant for the Community Liaison Officer position will be in place and operating during the second quarter of 2019. Draft documentation for the Youth Advisory Council has been completed with an interim implementation group selected so that the project can move forward.	Community Development (including Library) Manager	Progressing	40%
ACTION 2 - Strategic advocacy for diverse housing options	Enhanced accommodation options that may be made available to members of the community.	When opportunities arise advocate for accommodation options that align with our population demographics.	As of 31 March 2019 - Following advice that a Narrandera based Women's Refuge would not be feasible Council continues to advocate for increased services to support the Narrandera Domestic Violence Awareness Committee in their efforts to provide the community with information on Domestic	Community Development (including Library) Manager	Ongoing commitment	10%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>Violence and the help that is available for victims. Refuge services are currently in place within the region and assistance with emergency crisis accommodation is provided through the Linking Communities Network. Flexible housing solutions are currently under discussion due to the potential influx of labour during the construction phase of the proposed solar farms within the Shire.</p>			

## THEME 4 - OUR INFRASTRUCTURE

### STRATEGY 1 - TO HAVE AN IMPROVED AND ADEQUATELY MAINTAINED ROAD NETWORK

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Through advocacy seek funding commitments for identified roadway projects and strategies	Advocacy efforts and the reporting of successful outcomes using a timeline.	Secure funding from each of the transport strategy funding streams.	As of 31st March 2019- Council made an application to upgrade the road and causeway on Canola Way crossing Cowabbie Creek east of Grong Grong, this application was successful and a deed of agreement signed valued at \$1.3 M. Council is also planning to complete the Kamarah Road curve realignment by March 2020 which has been funded by the Heavy Vehicle Safety and Productivity Program. Council completed strategic road reviews and based its 2018-2019 and 2019-2020 funding application plans that were reported and endorsed by Council in March 2018. Council is in the process of developing funding applications valued at \$6.5 M for various projects by August 2019; the application includes the upgrading of Erigolia Road, Brewarana Bridge retrofitting, upgrade of 14 intersections for efficient and safe transit of heavy vehicles, bridge assessments for culverts and causeways, upgrade of Settlers Road and Rosedale road also pavement	Works Manager	Progressing	70%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			upgrade at the Narrandera-Leeton Airport.			
ACTION 2 - Road assets are managed in accordance with the road service review and asset management plans	Strategic mapping of reseal, re-sheeting or grading works made available to the community also details of works undertaken during the reporting period.	The road service review and asset management plans are to be consulted when planning for works.	<p>As of 31st March 2019 - the following works has been completed for the 2018-2019 reporting year:</p> <ul style="list-style-type: none"> <li>- 17 kilometres of seal extension has been completed using Otta seal</li> <li>- more than 500 km of maintenance grading has been completed</li> <li>- about 80 km of shoulder grading and table drain maintenance work has been completed</li> <li>- 28 km of resheeting work has been completed.</li> </ul> <p>Apart from various roadworks and the use of Otta Seals a strategy to manage Councils extensive unsealed roads with optimised cost is being researched. An extensive study of use of PAM (Polyacrylamide) on gravelled road surfaces continues with various experts in the field; an economic viable way to source the product directly from China is being researched. A small scale trial of the use of inexpensive PAM is being considered as an option to reduce</p>	Works Manager	Progressing	70%



ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			the rate of gravel loss.			
ACTION 3 - Maintain the condition rating of the road network across the Shire in accordance with agreed service levels	A complete and reliable asset management plan.	Maintain the road network in accordance with adopted levels of service.	As of 31 March 2019 - Council completed gravel depth measurement investigations at 500 metre intervals for the entire graveled road network within the Shire; at the same time assessing the seal at 500 m intervals on sealed roads. With factual data a 4 years re-sheet and reseal program can now be redeveloped across the next 12 months. The data allows for the creation of thematic mapping of areas that require attention.	Works Manager	Progressing	50%

**STRATEGY 2 - TO IMPROVE, MAINTAIN AND VALUE-ADD TO OUR ESSENTIAL PUBLIC AND RECREATIONAL INFRASTRUCTURE**

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure	Availability of accurate and relevant data for all classes of assets.	Implementation of an asset management system.	As of 31 March 2019 - Staff continually looking for grant funding opportunities for facility and infrastructure assets identified in the Community's Delivery Program 2017-2030. Council has submitted applications for grant funding on a variety of State and Commonwealth programs with mixed results. Council has been successful in gaining access to grant funding up to \$1 M under the Drought Communities Program and are working on completing identified Projects. Council was also successful in being invited to submit a detailed application under the Regional Growth Environmental Trust for the Playground on the Murrumbidgee application which is due 4 February 2019, as yet the results of this application is not known. Projects under Rounds 1 & 2 of the Stronger Country Communities Funding are progressing with the completion of the Marie Bashir Park skate park upgrade, basketball pit installation, running track and perimeter oval	Manager of Projects and Assets	Progressing	65%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			fencing replacement also the Barellan Sportsground changerooms.			
ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure	Completion of projects identified within projected timeframe and budget.	Preparation of future plans for the renewal or replacement of assets.	As of 31 March 2019 - All funded infrastructure projects have been scheduled for commencement and resourcing with stakeholders meeting fortnightly to review and update all project action plans; this group is chaired by the Deputy General Manager Infrastructure. The quarterly budget review and monthly capital works program updates are actioned to inform progress of all projects. The Project Management control software is continually updated to provide all stakeholders with the highest level of progress for each activity.	Manager of Projects and Assets	Progressing	70%
ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure	Details of applications submitted and the outcome.	Funding opportunities to replace key facilities and infrastructure.	As of 31 March 2019 - Applications have been submitted for the Barellan Sewer project and the Narrandera West Sewer project also the upgrade of the current Narrandera Water Treatment Plant. Funding for the scoping of a new Water Treatment Plant has been approved.	Water Sewer Engineering Officer	Progressing	50%
ACTION 2 - Continuation and monitoring of the	Reporting of milestones achieved within	Implement IWCMP; report on direct actions derived from	As of 31 March 2019 - An options study has been completed with the presentation of the options and the	Water Sewer Engineering	Progressing	70%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
Integrated Water Cycle Management Plan (IWCMP).	the IWCMP.	the IWCMP with relevant timeline and Key Performance Indicators.	adoption of a business case are yet to be finalised.	Officer		
ACTION 3 - An ongoing program of capital works for both water and sewer operations of Council	Progress of proposed works followed by the completion of projects within budget and effectiveness measured by a timeline.	Ongoing 10 year Capital Works Program within funding.	As of 31 March 2019 - A 10 year capital works program is on target.	Water Sewer Engineering Officer	Progressing	40%

## THEME 5 - OUR CIVIC LEADERSHIP

### STRATEGY 1 - TO HAVE A COUNCIL THAT DEMONSTRATES EFFECTIVE MANAGEMENT CONSISTENTLY, ALSO A COUNCIL THAT COMMUNICATES AND ENGAGES WELL WITH THE COMMUNITY AND WORKS COLLABORATIVELY

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Delivery Program update report submitted to Council and community during September, December, March and June annually on outcomes achieved.	Continued three monthly reporting on measureables contained within the Delivery Program.	As of 31 March 2019 - The reporting on measurables on a three monthly basis continues, at a future Senior Management Team meeting the need for better reporting on what has actually been achieved and current performance compared to say the same reporting period 12 months ago will be explained as a prelude to better performance reporting.	Governance & Engagement Manager	Progressing	90%
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Scheduled for early 2020 and will inform Council of the views of the community against industry benchmarks.	Undertake a second Community Survey early 2020.	As of 31 March 2019 - Preliminary 2020 Community Survey tasks have commenced by looking at other community surveys to ascertain what new questions can be introduced into the survey.	Governance & Engagement Manager	Progressing	5%
ACTION 1 - Accountable, transparent and ensure open communication between the community and	Outcomes promised by Council in its Fit for the Future Improvement Plan.	Report on Fit for the Future strategies.	As of 31 March 2019 - Council's audited general purpose financial statements as at 30 June 2018 indicate that Council has surpassed the NSW Local Government industry indicators for all financial benchmarks in both the Consolidated and General Fund with the exception of the Own	Deputy GM Corporate & Community	Progressing	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
Council			<p>Source Operating Revenue Ratio. The consolidated ratio of 55% is below the benchmark of 60% however the ratio was impacted by Council achieving addition State Government Grants during the year reducing the ratio of own source funds to total operating revenue. The Council is unlikely to achieve the Own Source Revenue benchmark of 60% in 2018-2019 as State and Federal Governments are both directing significant grant funding to Councils in the lead up to 2019 elections. Council's 2019 budget deliberations will include forecast of financial outcomes against the Fit For The Future benchmarks in the long term financial plan.</p>			
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Amendments to the Customer Service Charter to be made by 31 December 2018 also review the Customer Request System reporting to ensure requests are being dealt with as per the Charter and determine ways to gauge if the customer is happy with the	Update the Customer Service Charter to include reference to AS/NZS 1002:2014 'Guidelines for complaint management in organisations'.	As of 31 March 2019 - Originating from the Executive Leadership Team, the Customer Service Think Tank group was created to resolve a number of issues such as the responsibility for closing the customer service loop, that is from the service request initiation to the action then to gauging customer satisfaction. The outcomes of this Think Tank will be incorporated into the Draft Customer Service Charter to be presented to both the Executive Leadership Team	Governance & Engagement Manager	Progressing	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	outcome.		then Council in coming months.			
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Council to consider any requests in accordance with the Community Strategic Plan 2017-2030.	Where possible support community projects where groups or organisations have clear goals and outcomes.	As of 31 March 2019 - Any requests for support shall be considered in accordance with strategic documents and budgetary constraints.	Governance & Engagement Manager	Ongoing commitment	100%
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Compliance with Australian Government Digital Service Standard also details of website content review and where possible details of website visits and pages most frequently visited.	Ensure that the Council website is compliant with current industry standards.	<p>As of 31 March 2019 - Website redevelopment is due for completion by the end of August 2019 and will be built to the Federal Digital Services Standards required, including understanding the needs of the user, agile and user-centred process, website security, consistent and responsive design, accessibility and measuring performance. Council's current website was created about 2005 and is therefore not required to be assessed against the Standard. Demonz Media have been engaged to complete the redevelopment works.</p> <p>The current website contains 126 online pages; the website has been viewed 14,911 times up from 14,379 times in the previous quarter. The top five pages are the homepage 2,315 views (2,050 last quarter), positions</p>	Communications Officer	Progressing	65%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			vacant 1,678 views (1,437 last quarter), contact information 1,246 views (1,230 last quarter), Lake Talbot Aquatic Park 1,207 views (1,016 last quarter) and the Business Papers & Minutes 509 times (last quarter 561 views).			
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Revise Council's Procurement Policy by 31 December 2018.	Council's procurement provides best value and protects against fraud and corruption.	As of 31 March 2019 - The review of the Procurement Policy has commenced by looking at the policies of other Councils to gauge the scope of the review.	Governance & Engagement Manager	Progressing	10%
ACTION 2 - A highly skilled and motivated workforce	Reviewed at least every 2 years or when there is legislative or award changes.	Ensure workforce policies remain current in a changing work environment.	As of 31 March 2019 - The recent recruitment of Council's Work Health and Safety Risk Officer (WHSRO) will allow the policy reviews to now progress. Currently nine Human Resource policies have been reviewed along with fifteen Work Health and Safety Risk policies. Council's WHSRO is in the process of developing additional necessary policies; it is envisaged that policy training will form part of the Council staff breakfast/training day to be held during May 2019.	Human Resources Manager	Progressing	40%



ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 2 - A highly skilled and motivated workforce	Action recommendations within the Workforce Strategic Plan 2017-2021; report September annually on staff demographics in comparison to previous 3 years.	Develop and implement succession planning.	As of 31 March 2019 - The Human Resources Team continues to report this information to the Executive Leadership Team on a monthly basis. Council also continues to participate in the annual Price Waterhouse Cooper survey which is a valuable tool when benchmarking Council against other local government authorities across Australia.	Human Resources Manager	Ongoing commitment	100%
ACTION 2 - A highly skilled and motivated workforce	Amendments are made as soon as possible; report September annually performance appraisal outcomes.	Implement approved revisions of the salary administration and Employee Performance Management System.	As of 31 March 2019 - The 2017-2018 Employee Performance Appraisal process has now been finalised with all recommended or approved financial increases now processed. The training budget for the current 2018-2019 financial year has not yet been finalised due to issues within the approval processes, however these issues are expected to be resolved soon. The 2018-2019 appraisal process is reaching the final stages with approximately forty five set phases yet to be completed, the final reviews are to be finalised by the end of May 2019.	Human Resources Manager	Progressing	90%
ACTION 2 - A highly skilled and motivated workforce	Information presented is accurate, relevant and easy to read.	Identified Council staff to undertake training for excellent written communication	As of 31 March 2019 - Two separate training programs for report writing were provided to staff during 2017-2018. The level of training was determined by the skill level required	Human Resources Manager	Completed	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
		and presentation skills.	whereby comprehensive training was provided for management and basic to intermediate training provided for other staff. The 2017-2018 Employee Performance Management process did not identify any staff that would benefit from additional training. It is expected that the upcoming 2018-2019 Employee Performance Management process will identify any current deficiencies.			
ACTION 3 - As an organisation the information management capability meets the needs of the users and the community	Implement actions within the Information Management Strategy 2014-2019 also review and update the Information Strategy 2014-2019 during 2020.	Maintain an Information Management Strategy providing best value contemporary services.	As of 31 March 2019 - The Information Management Strategy 2014-2019 is assessed each year with relevant items to be included in the Capital Works Budget annually. The Information Management Strategy is scheduled for review and update during 2020.	Information Technology Manager	Ongoing commitment	50%
ACTION 4 - Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised	Recommendations to maximise Council's financial position.	Monitor Council's financial situation and progress against Fit for the Future benchmarks.	As of 31 March 2019 - Council's Revenue Officer closely monitors assessments which may become rateable during the financial year; including the sale of vacant Department of Housing land. or land sold by religious institutions or instances where Crown authorities that are currently non- rateable become rateable. The Finance Manger regularly reviews Investments	Senior Finance Officer	Progressing	55%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			in accordance with the Investment Policy and reports to Council on a monthly basis. The budget is reviewed on a quarterly basis and reported to Council with any variations that have been made during the reporting period.			
ACTION 4 - Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised	Have systems in place that details grants applied for, and where successful that monies have been received, expended and acquitted in accordance with the funding body requirements.	Monitor the level of State and Federal Government grants payable to Council.	As of 31 March 2019 - Council has developed a register that details the name of the Council officer who has applied for grant funding, from where the funding is being sourced, if the funding was successful then the date and the amount of the funding received, eventually the date that the acquittal needs to be finalised and the actual date of acquittal.	Senior Finance Officer	Ongoing commitment	100%
ACTION 4 - Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised	Reported monthly to Council against a timeline.	Ensure that Council funds are invested in accordance with legislative provisions and income yield is maintained within Council's risk profile.	As of 31 March 2019 - A monthly report detailing Councils invested monies is presented to Council each month; the report details all transactions that have taken place within the proceeding month and gives a snapshot of the portfolio credit limits to make sure that Council remains within the prescribed amount allowed for each institution. A report for local expenditure is also tabled in conjunction with the budget quarterly review.	Senior Finance Officer	Ongoing commitment	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 5 - The community displays a high level of understanding and compliance with legislative in regard to the keeping of and control of companion animals and other animals	Updated statistics for each reporting period with cumulative totals also to be reported.	Number of dogs registered under the Companion Animals Act.	As of 31 March 2019 - Compliance staff commenced door-to-door compliance checks of companion animals within the Narrandera township during the reporting period with 326 residences visited to date. Animals at each address were scanned for identification and checked on the Companion Animals Register. Penalty Infringement Notices (PINs) were not issued, but information has been provided to pet owners about identification (microchipping) and registration requirements with follow-up visits scheduled.	Manager Development and Environment	Ongoing commitment	20%
ACTION 5 - The community displays a high level of understanding and compliance with legislative in regard to the keeping of and control of companion animals and other animals	Updated statistics for each reporting period with cumulative totals also to be reported.	Number of cats registered under the Companion Animals Act.	As of 31 March 2019 - Between July 2018 and February 2019, 44 chipped and registered pets were returned to owners at no charge. 29 cats and dogs were impounded before release to owners. 63 dogs and 33 cats were rehomed. 21 warnings and 12 PINs were issued. 2 dangerous dog and 1 menacing dog incidents were reported.	Manager Development and Environment	Ongoing commitment	20%
ACTION 6 - The Narrandera Shire Local Environmental Plan 2013 (LEP) is reviewed within a 5	Review the current LEP within the timeframe established by the Department of Planning and	Maintain the LEP to meet community aspirations, land needs and environmental	As of 31 March 2019 - Council has recruited a permanent part-time Planning Officer that will assist to undertake strategic planning work including any Local Environment Plan	Deputy GM Infrastructure	Progressing	5%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
year cycle	Environment.	outcomes.	(LEP) reviews. During this reporting quarter the focus has been on development assessment, solar farm developments and flood study review that have drawn resources away from commencing the LEP Review.			
ACTION 7 - Planning instruments reflect the intent and direction of land use strategies and facilitate development and growth of the Shire	Compliance with guidelines from the Department of Planning and Environment.	Documents are reviewed against intended outcomes.	As of 31 March 2019 - Council has various planning documents that will be reviewed over a period of time. The priority at the present is to review the Local Environment Plan and make minor housekeeping amendments; leading into a more substantive review in the future. Council's Development Control Plan is also scheduled for review when resources allow.	Deputy GM Infrastructure	Progressing	20%
ACTION 8 - Development Applications received and assessed within statutory timeframes	The number of Development Applications received during the reporting period also financial year cumulative totals also provide comparative yearly data to paste 2 year's data.	Statistical data on Development Applications received, also comparing to previous years.	As of 31 March 2019 - The Development Services report to Council provides lists all development applications (DA's) lodged and determined each calendar month; cumulative totals are included for the current financial year. Comparative data is graphed and indicates the previous two years' data in both numbers of DA's and the value of development.	Manager Development and Environment	Ongoing commitment	20%
ACTION 8 - Development Applications	Comparison of assessment timeframe against	Compliance with statutory timeframes for	As of 31 March 2019 - Comparative assessment timeframes for the previous financial year are included in	Manager Development and	Ongoing commitment	20%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
received and assessed within statutory timeframes	Department of Planning & Environment averages.	assessment.	monthly Development Services reports submitted to Council with the information made available to and represented by the Department of Planning & Environment.	Environment		
ACTION 9 - Maintain a strong voice in regional groups such as RAMROC, the proposed RAMJO also Destination NSW	Details of engagement opportunities.	Proactive engagement at appropriate forums and continued political lobbying with our partners.	As of 31 March 2019 - The Mayor and General Manager attend Riverina and Murray Joint Organisations (RAMJO) meetings and have proactively assisted in the development of the Statement of Regional Strategic Priorities co-ordinated through the Office of Local Government. The General Manager has been appointed as the co-ordinator of the RAMJO Energy sub-committee.	General Manager	Progressing	75%