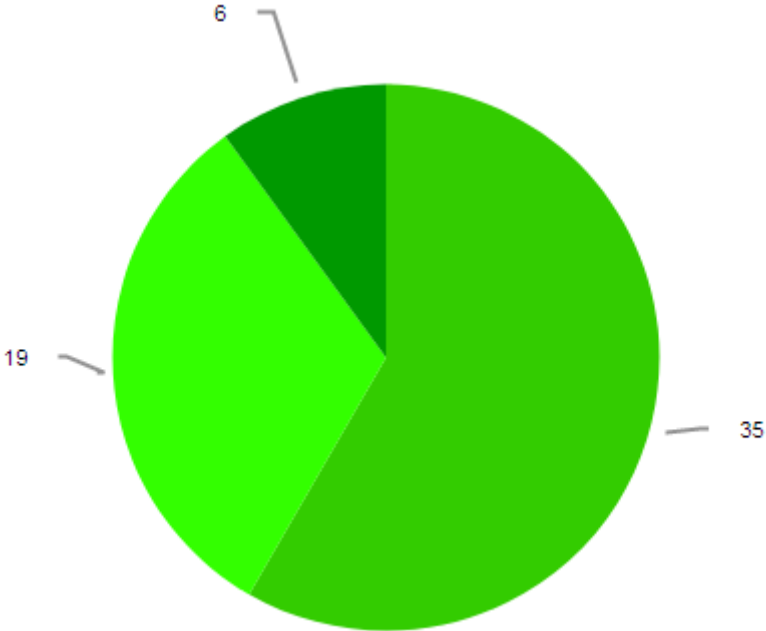




2018-2022 Delivery Program
Quarterly Delivery Program Review
Quarter 1 of the 2019-2020 reporting year as at
30 September 2019

Action status snapshot as at 30 September 2019



Of the 60 actions – 6 or 10.00% have been completed
19 or 31.67% are progressing
35 or 58.33% have an ongoing commitment

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
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community attitude	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.	Regular media items broadcast to the community.	As at 30 September 2019 - Council has released 21 media releases to the public with the website news section visited a total of 241 times. Through the NSC Facebook page there have been 165 items posted including stories, images, videos and the sharing of content from other authors. These posts have reached a combined audience of 167,277 to Facebook users. The Instagram page for Council has posted 13 images to the platform engaging a combined total of 4,012 people.	Communications Officer	Ongoing commitment	100%
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 at 30 September 2019 - during the reporting quarter Council engaged the community for project priorities within Round Three of Stronger Country Communities using an online survey shared through social media, the website, local newspaper and community radio station. Council also assisted in the sharing of information	Communications Officer	Ongoing commitment	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			for the State Government 'My Communities Project' grant funding opportunity to encourage locals in our Local Government Area to vote on projects within our Shire as it was a competitive grant funding scheme.			
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 at 30 September 2019 - all committees are in place with a review of committee structure and delegations to take place in coming months to inform the Council End of Term Report with recommendations to the incoming 2020 Council for any proposed committee restructure.	Deputy GM Corporate & Community	Ongoing commitment	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 at 30 September 2019 - the Mayor and the General Manager continue to lobby at local, regional and state levels for improved health services for Narrandera Shire.	General Manager	Ongoing commitment	100%
ACTION 3 - Continue positive interactions with the Narrandera Interagency also the Aboriginal	Number of meetings attended and outcomes from the meetings.	Where possible attend meetings with the outcome being stronger links for inclusiveness in service planning	As at 30 September 2019 - the Narrandera Interagency meetings were held three times during the reporting period; attendees included staff from Council, NSW Police and the Griffith Aboriginal Medical Service. During	Community Transport and Home Support Manager	Ongoing commitment	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
representative bodies within the community		and delivery.	these meetings discussions were had around increasing the availability of services and the development of the hub,at the Narrandera Local Aboriginal Land Council office as a central location for these services to meet.			
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 at 30 September 2019 - work continues on supporting the aims of both the Disability Inclusion Action Plan also the Positive Aging Strategy. The Community Development Manager presented at Western Riverina Community College 'Exceptional Aging' course held in Narrandera providing information about services and opportunities for older residents in Narrandera. Training in E-Books and E-Audio for Seniors is being developed to be run through the Library. Seniors Festival funding for a 2020 expo was unsuccessful. Kurrajong Waratah clients have been trialling the new Virtual Reality world at the new Youth Space.	Community Development (including Library) Manager	Ongoing commitment	30%
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	As at 30 September 2019 - the Narrandera-Leeton Community Transport service provided 2,801 trips to residents of the Narrandera and Leeton Shires during the reporting period. Of the 2,801 trips - 1,727 trips were provided to persons over the age	Community Transport and Home Support Manager	Ongoing commitment	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
		Aboriginal.	of 65 years or 50 years for Aboriginal and Torres Strait Islander; 688 trips were delivered to those who are transport disadvantaged. The remainder were delivered through non-emergency health related transport to NDIS participants and through brokerage agreements - 393 of these trips were delivered to those who identify as Aboriginal or Torres Strait Islander.			
ACTION 6 - Information about community services that are accessible within the Shire to be broadcast through various means	The currency and accuracy of information available to the community also the number of website page hits and Facebook page likes.	Current information delivered through traditional print material and also Council social media opportunities.	As at 30 September 2019 - the Narrandera Shire Council Facebook page published 8 posts relating to various community services. These posts included information about upcoming events including NAIDOC Week and Conversations on the Couch (hosted by the Primary Health Network) also NSW Local Government Week as well as requesting feedback from the community on the closure on Narrandera Out Of School Care (NOOSH) centre. Through these posts 1,436 unique users engaged with the page.	Community Transport and Home Support Manager	Completed	100%
ACTION 7 - Where possible ensure socially disadvantaged members of the	The number of persons that have been assisted with social support during the	Through other activities of Council such as Ageing, Disability and Home Care identify	As at 30 September 2019 - the Narrandera Leeton Social Support program provided 314 hours of social support and 48 hours of respite to 16 individual clients aged 65 years and	Community Transport and Home Support Manager	Completed	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
community have access to or are advised of how services can reduce their isolation	reporting period who may have been referred through the My Aged Care portal or NDIS planners.	members of the community where social isolation may be an issue.	over or 50 years and over for Aboriginal and Torres Strait Islander, all clients are now referred through the My Aged Care portal. An additional 60 hours of social support was provided to National Disability Insurance Scheme (NDIS) participants. Social support is an individualised service aimed at reducing social isolation amongst members of the community. Clients chose to participate in a variety of activities ranging from home visits with clients, social outings, assistance with running errands and/or social bus trips.			

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 at 30 September 2019 - Council Executive continues to build relationships with TAFE NSW also the Narrandera High School to support quality outcomes for residents and employers.	General Manager	Ongoing commitment	25%
ACTION 2 - Develop a Narrandera Shire Cultural Plan to increase community participation in the Arts and cultural activities	Details of events held at the centre including type of event and attendance statistics.	Increased usage and patronage of the Narrandera Arts and Community Centre.	As at 30 September 2019 - discussions are currently progressing with the Arts and Cultural Committee about volunteer events to be held at the Narrandera Arts and Community Centre. Events to be held during November 2019 include the exhibitions by the Cad Factory and the Narrandera Rotary Club. Committee member and volunteer involvement at the Parkside Cottage Museum is increasing with a number of planned improvements underway. A museum advisor now visiting both the Parkside Cottage Museum at Narrandera and the Barellan Museum to assess the collection and to provide advice on the best ways to curate collections.	Community Development (including Library) Manager	Progressing	25%
ACTION 2 - Develop a Narrandera Shire Cultural Plan to increase community	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	As at 30 September 2019 - a draft timeline for the development of a Narrandera Shire Cultural Plan has been established. Local Arts groups have been contacted seeking their	Community Development (including Library) Manager	Progressing	20%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
participation in the Arts and cultural activities		increasing community involvement.	involvement in its formulation. Discussions have been scheduled with both the Community Liaison Officer and the Manager of Home and Community Care about how initial consultation with the Aboriginal Advisory Committee could be best achieved.			

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 at 30 September 2019 - the Mayor and the General Manager meet quarterly with senior Police to monitor staffing levels and activities.	General Manager	Completed	100%
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 at 30 September 2019 - Council continues to maintaining the existing cameras in the CCTV system with staff recently organising the replacement of the CCTV systems at the Narrandera Shire Library and the Narrandera-Leeton Airport whilst also organising quotations for new CCTV systems at the Parkside Museum and Narrandera Landfill. Council has received 2 requests to view footage during the reporting period from the NSW Police.	Information Technology Manager	Ongoing commitment	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 at 30 September 2019 - staff are continuing to conduct ground assessments of roadside reserves as required. Native Title assessments are also being carried out on Council managed Crown lands prior to any works that may be classified as a Future Act which may be compensable. Council staff take measures to ensure minimal harm is caused to the environment through detailed project planning and addressing the compliance requirements through other agencies like NSW Fisheries and the Environment Protection Authority.	Deputy GM Infrastructure	Ongoing commitment	100%
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 at 30 September 2019 - there have been zero property inspections conducted since July 1 2019; this is primarily due to no significant rainfall events and the position of Weeds Officer being vacant. Twelve (12) high risk areas have however been inspected, these have been water ways and stopping bays where fodder transport are most likely to have stopped. All red guild posted areas	Open Space Recreation Manager	Ongoing commitment	10%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			have been identified as having a bio-security risk have been inspected and treated.			
ACTION 1 - Encourage and promote environmental awareness	Works finalised against the schedule of works, progressive and comparative statistical data on trees removed, trees replaced and new plantings.	Update on programs for works originating from the 2nd generation Tree Audit with the aim to do the utmost to preserve and maintain our signature treescape.	As at 30 September 2019 - three dead trees have been removed from Barellan being 2 Kurrajong Trees and 1 Queensland Box. No trees have been removed in Narrandera or Grong Grong to date. Tree maintenance packages addressing medium priority works and the removal of dead trees have been issued to external service providers for quotation.	Open Space Recreation Manager	Ongoing commitment	5%
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 at 30 September 2019 - The Narrandera annual Koala Count was recently held with a record of 240 volunteers in attendance with 46 koalas counted. All horses have now been removed from the Narrandera Flora and Fauna Reserve.	Open Space Recreation Manager	Ongoing commitment	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 at 30 September 2019 - Council are progressing with action milestones to reconstruct Bolton Street, Narrandera as per the adopted Masterplan Design, funding will be derived from the Narrandera Business Centre Masterplan funding reserves. Works have been completed on the Narrandera gateway intersection with Whitton Street with funding derived through the Federal Government Drought Assistance Package.	Manager of Projects and Assets	Progressing	20%
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 at 30 September 2019 - an application for \$400,000 has been submitted for the North Park water towers recreation space located off Watermain Street, Narrandera; the purpose of this project is to not only enhance the area now that the has been large art installations on the main high reservoir water tower but to provide recreation space for the local community. The upgrade to Hankinson Park is progressing with a feature Toulouse ordered and plantings as specified by the Parks Advisory Committee are currently being quoted by suppliers.	Open Space Recreation Manager	Ongoing commitment	30%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 2 - Develop a small parks strategy	<p>Accessible parks that provide for local play, passive recreation, general open space and urban beautification within easy access of residents and visitors.</p>	<p>The needs of the community for parks and recreation opportunities are met through a hierarchy of parks.</p>	<p>As at 30 September 2019 - tree replacement plantings at Marie Bashir Park in Narrandera are continuing and the Hankinson Park upgrade is progressing. New playground equipment is scheduled to be installed at both the Narrandera Sportsground and the Barellan Sportsground also adjacent to the Barellan Community Hall in October 2019 with some maintenance works planned for the existing equipment located adjacent to the Barellan Community Hall.</p>	<p>Open Space Recreation Manager</p>	<p>Ongoing commitment</p>	<p>90%</p>

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 at 30 September 2019 - community use of the Community Recycling Centre at the entrance to the Narrandera 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. Earthworks and electrical installation has commenced to facilitate the installation of a reverse vending machine at the Narrandera landfill site.	Manager Development and Environment	Progressing	60%
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 at 30 September 2019 - Council monitors the current solar Installations to ensure that they are working and continue to provide carbon free power to facilities such as the Narrandera Shire Library, Council Administration Centre and Works Depot. Council uses software E21 to monitor power bills and usage to help identify energy use and cost savings.	Executive Engineer	Completed	80%
ACTION 1 - Consider and where possible implement sustainable environmental	Council managed parks and reserves to be watered with re-use or untreated water rather than	Initiate projects to water community parks and reserves with re-use or untreated water	As at 30 September 2019 - quotation specification for Stage 2 of Victoria Avenue, Narrandera is currently being developed. Consultation with adjoining residents will take place once a cost	Open Space Recreation Manager	Ongoing commitment	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
practices	potable water.	rather than potable water.	can be established.			

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).	<p>As at 30 September 2019 - monthly reports are provided to the Economic Development Taskforce Committee benchmarked against the template of Council's Economic Development Strategy. Key activity has occurred in this period relating to the progress of the proposed Solar farms for Narrandera Shire. The solar farm developments will bring significant numbers of workers to the area and provide opportunity for local business to provide goods and services to the solar farm builders. The Solar farm Reference Group comprising community representatives met monthly and considered progress with the 3 Solar Farm developments planned for the Shire.</p> <p>Planning completed for Small Business Month October events including Narrandera Connected to be held 23 October and Social media Masterclass on 28 October.</p>	Economic Development Manager	Ongoing commitment	80%

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 at 30 September 2019 - the Economic Development Manager attended monthly business group meetings and acted as Secretary upon resignation of the Secretary to ensure important correspondence circulated to members and membership renewals occur. The Chief Executive Officer of TOMRA/Cleanaway, James Dorney, was guest speaker at a business breakfast held at the Narrandera Ex-Servicemen's Club with 34 people in attendance; Mr Dorney also assist at the September 2019 Narrandera Show by manning a stand promoting proposed new Reverse Vending Machine to be installed adjacent to the entrance to the Narrandera Landfill. Council also partnered with the Narrandera Business Group as a promoter of October 2019 being 'Small Business Month'.	Economic Development Manager	Ongoing commitment	80%
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	Strengthen and grow key sectors; explore new development opportunities for processing and value-adding opportunities also use of waste	As at 30 September 2019 - Mr David Farley seeks Council support in preparing prospectus for development of the pig industry in Narrandera to capitalise on severe shortages in China caused by African Swine Fever epidemic. Research reveals that there is no pork export arrangements with China. Consultation with senior Department of Primary Industry officials	Economic Development Manager	Ongoing commitment	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	industry.	products – EDS 3.3.	and Australian Pork to confirm the situation is currently being undertaken; however there is no planned further action to be taken at this stage.			
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Review sales policy for Council owned land in the Industrial Estate to address incentives for developers; enhance appearance of the Estate with signage, flags and landscaping including 'gateway' treatment.	Facilitate further development of the Red Hill Industrial Estate – EDS 4.2.	As at 30 September 2019 - four gateway banners have been installed along the entrance to the Red Hill Industrial Estate promoting 'Land Sale'. These impressive banners are intended to draw prospective purchasers into the estate to see what land stock is currently available for sale and to gauge what developments have already established there.	Economic Development Manager	Progressing	50%

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 at 30 September 2019 - the Narrandera Shire Council Youth Advisory Council has been endorsed by Council and has held it's first meeting. The Youth Advisory Council have begun planning for ongoing initiatives and activities for youth within the community. There were a number of activities held for children and youth across the recently school holidays including two supervised bus excursions to Leeton for a movie viewing and outdoor play. The Narrandera Shire Library unveiled the new Youth Space promoting Virtual Reality sessions, craft sessions, movie day and Lego play. Partnerships have been formed with local Aboriginal and community groups such as Boori Dreaming Womens group, Bidgee Boxing, Clontarf Academy, Gundyarri Aboriginal Corporation, the Narrandera Local Aboriginal Lands Council, Narrandera Lizards Junior Rugby League and Kito's Coffee Van. Council hosted a very successful Community Day to celebrate NAIDOC Week 2019.	Community Transport and Home Support Manager	Ongoing commitment	60%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
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 at 30 September 2019 - Council continues to advocate for increased services to support the Narrandera Shire community. The Narrandera Domestic Violence Group continues it's efforts to provide information to the local community about emergency housing and refuge services. The two residential aged care facilities located in Narrandera continue to provide both permanent and short term care options for those living with a disability and the frail aged. The Commonwealth Home Support programs continue to provide Home Modifications and Maintenance to help residents remain in their own homes for as long as possible; the service also assists residents access a variety of services including Meals on Wheels, Community Nursing also domestic and personal care options.	Community Transport and Home Support Manager	Ongoing commitment	50%

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 at 30 September 2019 - Council has as part of the annual Regional Roads Repair Program nominated a section of the Lockhart Road for rehabilitation works with the funding approved. No other funding applications have been submitted this reporting quarter.	Works Manager	Ongoing commitment	25%
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.	As at 30 September 2019 - the following works have been completed for the reporting period; 4.61 kilometres of sealing works also 5.62 kilometres of gravel resheet works.	Works Manager	Ongoing commitment	25%
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 at 30 September 2019 - 9 kilometres of road service digital roughness count was undertaken as part of assessing the road surface seal.	Works Manager	Progressing	25%

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 at 30 September 2019 - staff continually working with the suppliers of the Asset Management System (AMS) known as Confirm to both validate and then migrate the asset and financial data into the system. The AMS will enable Council to deliver complex, critical public infrastructure that maximises operational efficiencies and minimise costs The water and sewer data implementation is currently underway with all of the asset data now successfully migrated. There is still work to do on validating the useful life on some pipeline assets to ensure the annual depreciation matches the financial reports. Road condition assessments have also been completed on all seal and unsealed pavement network in preparation for the 30 June 2020 Transport Network Revaluation.	Manager of Projects and Assets	Progressing	60%
ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and	Completion of projects identified within projected timeframe and budget.	Preparation of future plans for the renewal or replacement of assets.	As at 30 September 2019 - all funded infrastructure projects have been scheduled for commencement and resourcing; stakeholders are meeting fortnightly to review and	Manager of Projects and Assets	Progressing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
infrastructure			update all project action plans. The group is chaired by the Deputy General Manager Infrastructure with quarterly budget reviews and monthly capital works program updates actioned to inform Council and the community of the 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.			
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 at 30 September 2019 - Council applied for funding under the NSW Safe and Secure Water Program which co-funds eligible water and sewer projects in regional NSW. For Narrandera Shire two projects were successful and were recently announced being – South West Narrandera Sewer Expansion which is for the identification of options to connect a large number of existing septic systems adjacent to Narrandera to the existing sewer reticulation network, funding through this scheme is \$480,000. The other project is the Barellan Sewer Scheme where \$4.87 million dollars has been secured to design and construct a reticulated sewerage system for the village of Barellan	Water Sewer Engineering Officer	Progressing	90%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			with centralised treatment and disposal.			
ACTION 2 - Continuation and monitoring of the Integrated Water Cycle Management Plan (IWCMP).	Reporting of milestones achieved within the IWCMP.	Implement IWCMP; report on direct actions derived from the IWCMP with relevant timeline and Key Performance Indicators.	As at 30 September 2019 - the Integrated Water Cycle Management options study is currently undergoing a variation in scope to review additional options for reticulated water treatment. A 30 year asset replacement program and asset management plan is currently being developed by Public Works Advisory NSW.	Water Sewer Engineering Officer	Progressing	75%
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 at 30 September 2019 - the capital works program is slightly behind schedule, changes to organisational structure being undertaken to improve performance of renewals programs.	Water Sewer Engineering Officer	Ongoing commitment	20%

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 at 30 September 2019 - the reporting on measurables within in the adopted Delivery Program continues on a three monthly basis, 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	Ongoing commitment	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 at 30 September 2019 - unfortunately funding for this project was carried through to the adopted 2019-2020 budget papers, however it is hoped that the amount will be approved at the September 2019 Quarterly Budget Review; however 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	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Outcomes promised by Council in its Fit for the Future Improvement Plan.	Report on Fit for the Future strategies.	As at 30 September 2019 - Council's general purpose financial reports for the year ending 30 June 2019 indicate that council has meet the Fit For The Future ratios with the exception of the Own Source Revenue ratio and Asset Renewal ratio. The Own Source revenue has been reduced due to the success of Council obtaining grant funding which is not categorised as own source revenue. While Council's asset renewal ratio was below the benchmark the value of capital expenditure in 2018-2019 exceeded previous years, however as over \$4 million remained as work in progress as at 30 June 2019 this did not reflect in the renewal ratio.	Deputy GM Corporate & Community	Completed	90%
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 at 30 September 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	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	outcome.		then Council in coming months. The Draft Customer Service Charter has been allocated to a number of key Managers for comment before progressing to the Executive Leadership Team. In addition key Infrastructure Services Managers are assessing the introduction of an out of hours call centre number to manage emergency water, sewer, waste and animal matters.			
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 at 30 September 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.	As at 30 September 2019 - Council is still in the process of transferring to the newly created website; the migration is expected by the end of the 2019 calendar year. The new website is built in compliance with the respective standards and is equipped with a compliance checking system before internal staff publish information. The current website was built in 2006 and is therefore not required to meet the requirements,	Communications Officer	Progressing	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			however its current limitations are recognised.			
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 at 30 September 2019 - the review of the Procurement Policy was managed by the Deputy General Manager Corporate and Community Services and will be submitted to the November 2019 meeting of Council for community consultation. The procurement procedures were recently amended by the Governance and Engagement Manger and contains mostly administrative updates and is intended for use as an internal operational document.	Governance & Engagement Manager	Progressing	90%
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 at 30 September 2019 - significant improvement has been made in relation to the review and/or creation of Workplace Health & Safety policy and procedures with 78% of target reviews completed since the commencement of the current Workplace Health and Safety Reporting Officer in April 2019. A total of 28% of all Human Resources policies have been reviewed and/or updated during this period.	Human Resources Manager	Ongoing commitment	75%
ACTION 2 - A highly skilled and motivated workforce	Action recommendations within the Workforce Strategic Plan 2017-	Develop and implement succession	As at 30 September 2019 - the comparison data with regard to staff demographics will be reported to the Executive Leadership Team in	Human Resources Manager	Progressing	85%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	2021; report September annually on staff demographics in comparison to previous 3 years.	planning.	September 2019. This will be the first time this comparison has been made available. In the near future the Human Resources team will also be able to provide comparison data for like Councils as we have now completed three years of the Pricewaterhouse Coopers Australasian Local Government Performance Excellence Program.			
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 at 30 September 2019 - all Performance Appraisals for the 2018-2019 review period are now complete. The Human Resources team and payroll have processed all step increases as recommended as part of the process and all training requests have been provided to the General Manager and Deputy General Managers for approval. A report on the process and outcomes will form part of the September Human Resources / Workplace Health and Safety Reporting Officer to the Executive Leadership Team.	Human Resources Manager	Progressing	75%
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 and presentation	As at 30 September 2019 - Council has provided comprehensive report writing training to all managers and above. Team leaders have also been provided intermediate training in report writing and general	Human Resources Manager	Ongoing commitment	90%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
		skills.	correspondence including emails. Training in presentation skills has not been addressed at this stage; however no requests for training in presentation skills were identified within the recently completed performance appraisals.			
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 at 30 September 2019 - the Information Management Strategy 2014-2019 is reviewed each year as part of the capital works budget process to include any suitable projects. The Information Management Strategy will be updated in 2020.	Information Technology Manager	Progressing	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 at 30 September 2019 - Council's Revenue Officer closely monitors assessments which may become rateable during the financial year; this includes 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 in accordance with the Investment Policy and reports to Council on a monthly basis. The budget is reviewed on a quarterly basis and	Senior Finance Officer	Ongoing commitment	60%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			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 at 30 September 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 are recorded.	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 at 30 September 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 and 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 5 - The community displays a high level of understanding and	Updated statistics for each reporting period with cumulative totals also to be	Number of dogs registered under the Companion	As at 30 September 2019 - compliance staff are continuing door-to-door compliance checks of companion animals within	Manager Development and Environment	Ongoing commitment	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
compliance with legislative in regard to the keeping of and control of companion animals and other animals	reported.	Animals Act.	Narrandera, Barellan and Grong Grong. Use of Council's Facebook page provides a platform to provide ongoing education for community members.			
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 at 30 September 2019 - during the current reporting quarter 8 micro-chipped and registered pets were returned to owners at no charge; 24 cats and dogs were impounded before being claimed by owners; 43 dogs and cats were rehomed. A total of 10 warnings and 3 penalty infringement notices were issued during the reporting period.	Manager Development and Environment	Ongoing commitment	60%
ACTION 6 - The Narrandera Shire Local Environmental Plan 2013 (LEP) is reviewed within a 5 year cycle	Review the current LEP within the timeframe established by the Department of Planning and Environment.	Maintain the LEP to meet community aspirations, land needs and environmental outcomes.	As at 30 September 2019 - preparatory work has commenced to review the Local Environmental Plan (LEP). The review will involve consultation with residents, agencies and other stakeholders in line with the Community Participation Plan (CPP). It will also reflect public feedback to be outlined in the Local Strategic Planning Statement (LSPS), which is currently under development. The CPP and LSPS are recent additions to strategic planning documents required by the Department of Planning, Industry & Environment in	Deputy GM Infrastructure	Progressing	40%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			developing new and revised LEP's.			
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 at 30 September 2019 - the Community Participation Plan (CPP) will be publicly exhibited during November. Other current priorities include the Local Strategic Planning Statement and preparatory work has commenced to review the Local Environmental Plan. Revisions and additions of other planning instruments will be scheduled around staff workloads.	Deputy GM Infrastructure	Progressing	40%
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 at 30 September 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. Averaged determination time at the end of the reporting quarter is 30 days.	Manager Development and Environment	Ongoing commitment	90%
ACTION 8 - Development Applications received and assessed within	Comparison of assessment timeframe against Department of Planning &	Compliance with statutory timeframes for assessment.	As at 30 September 2019 - comparative assessment timeframes for the previous financial year are included in monthly Development Services reports submitted to Council	Manager Development and Environment	Ongoing commitment	70%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
statutory timeframes	Environment averages.		with the information made available to and re-presented by the Department of Planning & Environment. Average determination times for the reporting quarter is 30 days.			
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 at 30 September 2019 - the Mayor and the General Manager are active members of the Riverina and Murray Joint Organisation of Councils and its subsidiary committees.	General Manager	Completed	100%