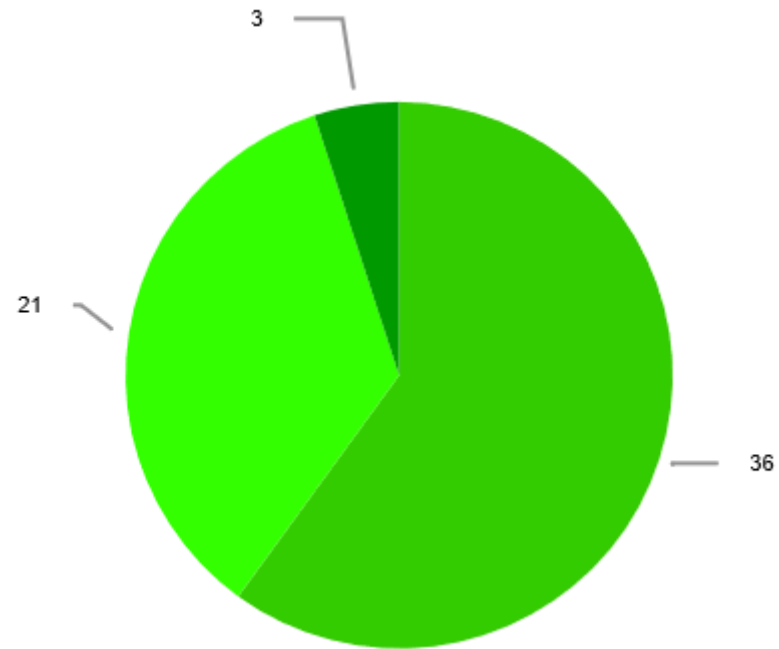




2018-2022 Delivery Program
Quarterly Delivery Program Review
Quarter 2 of the 2019-2020 reporting year as at
31 December 2019

Action status snapshot as at 31 December 2019



Of the 60 actions –

- 3 or 5.00% have been completed**
- 21 or 35.00% are progressing**
- 36 or 60.00% 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 31 December 2019 - Council has released 24 media releases to the public with the website news section visited a total of 399 times. Through the NSC Facebook page there have been 175 items posted including stories, images, videos and the sharing of content from other authors. These posts have reached a combined audience of 223,375 Facebook users. The Instagram page for Council has posted 28 images/videos to the platform engaging a combined total of 9,736 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 31 December 2019 - Council engaged the community for the Barellan Sewer Project and Flood Levee Feasibility Study, through direct letter drops and two community information sessions. Council engaged residents for input on possible projects for Round 2 Drought Communities Program using social media and	Communications Officer	Ongoing commitment	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>Narrandera Argus, giving residents the opportunity to submit ideas. Council ran four community engagement focused competitions, one with the Youth Advisory Council to encourage young people to visit the Youth Space; the Christmas Koala Competition to encourage people to shop locally; the garden awards to encourage residents to maintain properties and focus on Shire beautification; the Christmas Lights Competition to create a positive community presence for the festive season. Council placed three items on public exhibition for community feedback including the Draft Community Participation Plan for Planning, the Procurement Policy and the Related Party Disclosure Policy.</p>			
<p>ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community attitude</p>	<p>Proactive committees with meetings conducted as per terms of reference and held as scheduled. Minutes of Committees made available to Council and the community.</p>	<p>Proactive S.355 Committees with the monitoring of outcomes achieved and compliance with the Local Government Act, 1993.</p>	<p>As at 31 December 2019 - all committees are now in place. Review of committee structure and delegations will take place in coming months to inform the Council end of term report with recommendations to the incoming Council for any proposed committee restructure.</p>	<p>Deputy GM Corporate & Community</p>	<p>Ongoing commitment</p>	<p>80%</p>

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
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 31 December 2019 - The Mayor, General Manager and Manager of Economic Development recently met with local GP Dr J Romeo also staff of the Narrandera Medical Centre to discuss staff shortages. The first meeting of the Narrandera Health task force has also been held, one of the outcomes of the meetings was to make representations to the Federal assistant Minister for Health with a meeting invitation accepted for the February 2020.	General Manager	Ongoing commitment	100%
ACTION 3 - Continue positive interactions with the Narrandera Interagency also the Aboriginal representative bodies within the community	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 at 31 December 2019 - the Narrandera Interagency was again rescheduled, however unfortunately due to low attendance the meetings were not held. Efforts are being made to strengthen these meetings with new agencies being added to the invitation list. During this period the Narrandera Aboriginal Elders Liaison Group held one ordinary meeting and one extraordinary meeting. During these meetings participants discussed plans for the rebuilding of the Wiradjuri Wall located at Marie Bashir Park, the proposed Corroboree to be held in May 2020 as well as other future proposed projects.	Community Transport and Home Support Manager	Ongoing commitment	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
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 31 December 2019 - work continues on supporting the aims of both the Disability Inclusion Action Plan also the Positive Aging Strategy. A training session for the My Gov website for Seniors is being developed which will be held at the Library during the 2020 Seniors Festival. The Library is part of the Kurrajong Waratah life skills program with Kurrajong Waratah clients now regular users of the Youth Space and Virtual Reality equipment. In 2020 the Library will be introducing more Seniors programs including movie sessions utilising the equipment in the Youth Space.	Community Development (including Library) Manager	Ongoing commitment	35%
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 at December 2019 - the Narrandera Leeton Community Transport service provided 2,769 trips to residents of the Narrandera and Leeton Shire across the reporting period. Of the 2,769 trips 1,620 trips were provided to persons over the age of 65 years or 50 years for Aboriginal and Torres Strait Islanders; 717 were delivered to those who are transport disadvantaged. The remainder of the trips were delivered through non-emergency health related transport to NDIS participants and through brokerage agreements - 224 of these trips were delivered to those who identify as Aboriginal or Torres Strait	Community Transport and Home Support Manager	Ongoing commitment	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			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 31 December 2019 - The Narrandera Shire Council Facebook page published 33 posts relating to various community services. These posts included information about upcoming school holiday events including bus trips to the movies and a day of skating in the park. Also included in these posts was information about the upcoming Christmas Koala and Christmas Light competitions, as well as several posts from the Youth Advisory Council about the new Youth Space opening and Instagram competition. The opening of the Lake Talbot Pool for the season and the official opening of the new slides and change rooms were also popular posts. Through these posts 6,815 unique users engaged with the page.	Community Transport and Home Support Manager	Ongoing commitment	50%
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	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 at 31 December 2019 - the Narrandera Leeton Social Support program provided 1,330 hours of social support and 96 hours of respite for the half year to 45 individual clients aged 65 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	Community Transport and Home Support Manager	Ongoing commitment	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	or NDIS planners.		Disability Insurance Scheme (NDIS) and 104 hours through brokerage agreements. 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 31 December 2019 - Council Executives continue to build relationships with the Narrandera campus of TAFE NSW and also the Narrandera High School. For the reporting period Council donated a total of \$1,010 to schools across the Shire for annual prize giving with the awards presented by either the Mayor, Councillors or the General Manager.	General Manager	Ongoing commitment	50%
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 31 December 2019 - discussions are currently progressing with the Arts and Cultural Committee about volunteer events to be held at the Narrandera Arts and Community Centre. Bookings are beginning to be submitted for 2020. 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. Parkside Museum has been successful with a number of small grants that will fund assessment of the collection and conditions within the	Community Development (including Library) Manager	Progressing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			building for collection items as well as funding to run training and workshops. The workshops will be held in the Arts centre,			
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 at 31 December 2019 - A timeline for the cultural plan has been submitted. The initial survey has been developed and circulated in hard copy. It is available at the Narrandera Shire Library, the Visitor Information Centre and at the Council Administration Centre. It will also be available electronically via Survey Monkey with links promoted on Council's website homepage and via Facebook. Initial consultation with the Aboriginal community with regard to the survey will be facilitated by the Community Liaison Officer.	Community Development (including Library) Manager	Progressing	25%

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 31 December - Council Executives continue to meet with senior Police on a regular basis and attended the Community Liaison Meetings.	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 31 December 2019 - Council continues to maintain the existing cameras in the CCTV system with staff recently including a project in the 2020-2021 Capital Works Program to replace the existing Main Street CCTV system. During the reporting period Council did not receive any requests to view footage 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 31 December 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 Land 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 31 December 2019 - there have been 30 property inspections conducted since July 1 2019; this is primarily due to no significant rainfall events and the position of Weeds Officer being vacant. Sixty (80) high risk areas have been inspected, these have been water ways and stopping bays where fodder transport are most likely to have stopped. All red guild posted areas have been	Open Space Recreation Manager	Ongoing commitment	10%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			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 31 December 2019- 5 dead trees were removed during the reporting period in Narrandera town being 4 Plane trees and 1 Queensland Box. Tree maintenance packages addressing medium priority works and the removal of dead trees have been issued to external service providers for quotation and expected start date for these works will be March 2020. Priority works are directly related to storm damage. No new tree plantings have taken place due to drought conditions and the likelihood of tree loss.	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 31 December 2019 - the Narrandera annual Koala Count was recently held with a record 240 volunteers in attendance with 46 koalas counted. All horses have now been removed from the Narrandera Flora and Fauna Reserve. The flora and fauna reserve has also been inspected by staff and NSW Rural Fire Service in line with fire mitigation plans.	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 31 December 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 31 December 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 seating to be installed in early February 2020 as specified by the Parks Advisory Committee are currently being quoted by suppliers. Council were successful in obtaining \$8,000,000 for the Playground	Open Space Recreation Manager	Ongoing commitment	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			on the Murrumbidgee project. Also \$1,000,000 of drought funding was also awarded for multiple projects.			
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>	The needs of the community for parks and recreation opportunities are met through a hierarchy of parks.	As at 31 December 2019 - Hankinson Park upgrade is nearing competition with concrete pathways, a large Toulouse urn placed in the centre surrounded by advanced Camellia plantings. New playground equipment has been installed at both the Narrandera Sportsground and the Barellan Sportsground also adjacent to the Barellan Community Hall with some maintenance upgrade works carried out on the existing equipment located adjacent to the Barellan Community Hall. A shade sail has been installed over the Grong Grong Playground.	Open Space Recreation Manager	Ongoing commitment	90%

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 31 December 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, electrical installation and security cameras are almost complete for the pending installation of the Reverse Vending Machine at the entrance to the Narrandera landfill site during February 2020 and an opening in March 2020.	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 31 December 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	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 at 31 December 2019 - a specification for quotation for Stage 2 of Victoria Avenue, Narrandera water reuse irrigation system been completed. Consultation with adjoining residents will take place once a cost can be established.	Open Space Recreation Manager	Ongoing commitment	50%

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 at 31 December 2019 - there is ongoing interaction with 3 solar farm developers that have obtained NSW State Government development consent to build solar farms at Morundah (Yarrabee Solar) and Sandigo (Avonlie Solar) and (Sandigo Solar). Convenor of Council's Solar Farm Reference Group, occasional sessions as Acting Chair in absence of the Mayor. Interaction with Rick Shaw who is facilitating accommodation and employment requirements for tradesmen at the Darlington Point Solar farm. Coordinated activities during Small Business Month October 2019 with speakers to inform and educate members of the business community. Dissemination of information on business opportunities and initiatives, liaise with Service NSW to facilitate Easy to do Business Program. Work in partnership with Business Enterprise Centre to deliver 5 Workshops on developing business skills,	Economic Development Manager	Ongoing commitment	90%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
<p>ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy</p>	<p>Attend Narrandera Business Group Meetings; facilitate guest speakers at Business Group functions; provide information, advice and leverage opportunities for information sharing.</p>	<p>Support and nurture existing businesses – EDS 3.2</p>	<p>As at 31 December 2019 - regular attendance throughout the year at monthly then fortnightly meetings of Narrandera Business Group (NBG).</p> <p>Assumed role of Acting Secretary for NBG when Secretary resigned. Forwarded membership renewal letters and invoices. Record number of members renewed-75.</p> <p>Included NBG as partner in Small Business Month October initiatives being Narrandera Connected(2) with 3 guest presenters and Social Media Masterclass with presenter. Partner with Business Enterprise Centre in Skills for Business Success Workshops of 5 topic areas from Nov 2019 to May 2020.</p> <p>Provide details on grant programs to Narrandera Business database.</p> <p>Arrange business breakfast with guest speaker and CEO of Tomra/Cleanaway Mr James Dorney and participate in joint promotion with TOMRA at Narrandera Show to familiarize people with details of the RVM to be introduced to Narrandera during March 2020.</p>	<p>Economic Development Manager</p>	<p>Progressing</p>	<p>95%</p>

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
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 at 31 December 2019 - Mr David Farley seeks Council support in preparing prospectus for development of the pig industry in Narrandera to capitalise on severe shortages of pork 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 and Australian Pork to confirm the situation was undertaken and it was confirmed that there is currently no opportunity for pig exports to China. There is no planned further action to be taken at this stage.	Economic Development Manager	Ongoing commitment	80%
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 31 December 2019 - four gateway banners have been installed along the entrance to the Red Hill Industrial Estate promoting 'Land Sale'. These very 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. Potential for solar power initiatives to be utilized as sales incentives under consideration through development of available land as solar farm(s) on the Red Hill Industrial Estate and on land	Economic Development Manager	Progressing	65%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			adjoining Narrandera landfill.			

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 31 December 2019 - the Narrandera Youth Advisory Council held three official meetings and three informal meetings to discuss matters relating to youth. Through these meetings a number of initiatives and projects were discussed, including plans for the official opening of the Narrandera Shire Library Youth Space. This opening included an Instagram competition, which included promotional material created by the Youth Advisory Council. An application for Grant funding was also submitted for a food van, as well as a letter of support for the Community Hub application submitted by Bidgee Boxing. Discussions around recruitment of new members were held and a new campaign will commence in February.	Community Transport and Home Support Manager	Ongoing commitment	50%
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 31 December 2019 - Council continues to advocate for increased services to support the Narrandera Shire community. The Narrandera Domestic Violence Group continues efforts to provide information to the local community about housing and refuge services. The two residential aged care facilities continue to	Community Transport and Home Support Manager	Ongoing commitment	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>provide both permanent and short term care 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 as well as domestic and personal care.</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 at 31 December 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. Three applications have been submitted as part of the Fixing Local Roads program These were for sealing Old Wagga Road, Brewarrana Bridge Repairs and sealing part of Paintings Bridge Road. Council also received an additional \$472,000 in Roads to Recovery funding for this year.	Works Manager	Progressing	50%
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 31 December 2019 - the following works have been completed for the reporting period; 18.8 kilometres of sealing works also 9 kilometres of gravel resheet works. The current maintenance grading, re-sheet and reseal program maps have been made available to the public through the new Council web page.	Works Manager	Ongoing commitment	50%
ACTION 3 - Maintain the condition rating of	A complete and reliable asset management plan.	Maintain the road network in accordance with	As at 31 December 2019 - 500 kilometres of road service digital roughness count was undertaken	Works Manager	Progressing	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
the road network across the Shire in accordance with agreed service levels		adopted levels of service.	as part of assessing the ride quality.			

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 31 December 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 are well underway with seal and unsealed pavement components inspections completed in preparation for the 30 June 2020 Transport Network Revaluation.	Manager of Projects and Assets	Progressing	65%
ACTION 1 - Plan and source funding for redevelopment of or the construction of	Completion of projects identified within projected timeframe and	Preparation of future plans for the renewal or replacement of	As at 31 December 2019 - all funded infrastructure projects have been scheduled for commencement and resourcing; stakeholders are	Manager of Projects and Assets	Progressing	55%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
key facilities and infrastructure	budget.	assets.	meeting fortnightly to review and 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 31 December 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 \$48,000. The other project is the Barellan Sewer Scheme where \$4.87 million dollars has been secured to design and construct a reticulated sewerage	Water Sewer Engineering Officer	Progressing	90%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			system for the village of Barellan 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 31 December 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 31 December 2019 - the capital works program is slightly behind schedule due to changes to the organisational structure currently being undertaken to improve performance of renewals programs.	Water Sewer Engineering Officer	Ongoing commitment	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 at 31 December 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 31 December 2019 - Scoping of the project has commenced, very soon the process of obtaining quotations as per Council's Procurement Policy will commence. At this stage the survey will be conducted late March 2020 or early April 2020 depending on the availability of Council's research partner.	Governance & Engagement Manager	Progressing	5%
ACTION 1 - Accountable, transparent and ensure open	Outcomes promised by Council in its Fit for the Future	Report on Fit for the Future strategies.	As at 31 December 2019 - Councils general purpose financial reports for the year ending 30 June 2019 indicate that council has meet the	Deputy GM Corporate & Community	Completed	90%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
communication between the community and Council	Improvement Plan.		<p>FFTF ratios with the exception of the Own Source Revenue ratio and Asset Renewal ratio.</p> <p>The Own Source revenue has been reduced due to councils success in obtaining grant funding which is not categorised as own source revenue. While councils asset renewal ratio was below the benchmark the value of capital expenditure in 18-19 exceeded previous years but as over \$4 million remained as work in progress at 30 June this did not reflect in the renewal ration.</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 outcome.	Update the Customer Service Charter to include reference to AS/NZS 1002:2014 'Guidelines for complaint management in organisations'.	As at 30 December 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 then Council in coming months. The Draft Customer Service Charter has been allocated to a number of key Managers for comment before	Governance & Engagement Manager	Progressing	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			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 31 December 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 31 December 2019 - Council is still in the process of transferring to the newly created website; the migration is expected by early 2020. 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, however its current limitations are recognised.	Communications Officer	Progressing	80%
ACTION 1 - Accountable, transparent and	Revise Council's Procurement Policy by 31 December	Council's procurement provides best	As at 31 September 2019 - the review of the Procurement Policy was managed by the Deputy General	Governance & Engagement	Progressing	90%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ensure open communication between the community and Council	2018.	value and protects against fraud and corruption.	Manager Corporate and Community Services and presented to the briefing session of Council in October 2019, the draft policy then progressed to the November 2019 meeting of Council for community consultation. Submissions on amendments to this policy will close at 4pm on Wednesday 12 February 2020 with a report to be submitted to the February 2020 meeting of Council. At the same time as amending the Procurement Policy a comprehensive review of the Procurement Manual is also underway.	Manager		
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 31 December 2019 - significant improvement continues to be made in relation to the review and/or creation of Human Resources and Workplace and Health Safety policies with a further six (6) Human Resources related policies being reviewed and/or updated since the last reporting period.	Human Resources Manager	Ongoing commitment	75%
ACTION 2 - A highly skilled and motivated workforce	Action recommendations within the Workforce Strategic Plan 2017-2021; report September annually	Develop and implement succession planning.	As at 31 December 2019 - the comparison data with regard to staff demographics was not provided by Price Waterhouse Coopers Australasian Local Government Performance Excellence Program	Human Resources Manager	Progressing	85%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	on staff demographics in comparison to previous 3 years.		until January 2020. This will be the first time this three (3) year comparison data has been made available. In the near future the Human Resources team will also be attending a webinar on how to interpret the data and provide information on how to best present this information to the Executive Leadership Team. The report will provide comparison data for group ten (like) Councils and should be submitted to ELT by the end of February 2020.			
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 31 December 2019 - most Set Phases for the 2019-2020 review period are now complete. A report on the progress on any outstanding set phases will be provided to the Executive Leadership Team. Monitoring of the Appraisal process will ensure the all amendments will be processes has per the timetable and the annual September report will be produced on time.	Human Resources Manager	Progressing	45%
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 31 December 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 last performance appraisals process. A further training course will be facilitated in the 2019-2020 financial year to capture any senior staff that have recently commenced with Council.			
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 31 December 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 31 December 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	Senior Finance Officer	Ongoing commitment	60%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			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 at 31 December 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 31 December 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	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 at 31 December 2019 - compliance staff are continuing door-to-door compliance checks of companion animals within Narrandera, Borellan and Grong Grong. Use of Council's Facebook page provides a platform to provide ongoing education for community members.	Manager Development and Environment	Ongoing commitment	80%
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 31 December 2019 - from 1 October 2019 seven (7) micro-chipped and registered pets were returned to owners at no charge. Three (3) cats and dogs were impounded before being claimed by owners. Twenty three (23) dogs and cats were re-homed in this period with a total of 11 warnings and 2 infringement notices issued.	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 31 December 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	Deputy GM Infrastructure	Progressing	40%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			development. The CPP and LSPS are recent additions to strategic planning documents required by the Department of Planning, Industry & Environment in 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 31 December 2019 - the Community Participation Plan (CPP) was exhibited during November 2019. 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 31 December 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	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 8 - Development Applications received and assessed within statutory timeframes	Comparison of assessment timeframe against Department of Planning & Environment averages.	Compliance with statutory timeframes for assessment.	As at 31 December 2019 - comparative assessment timeframes for the previous financial year are included in monthly Development Services reports submitted to Council 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.	Manager Development and Environment	Ongoing commitment	70%
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 31 December 2019 - Council Executives continue to play a role in RAMJO with the Mayor, Deputy Mayor and GM holding positions within working parties and attending meetings as scheduled.	General Manager	Ongoing commitment	100%