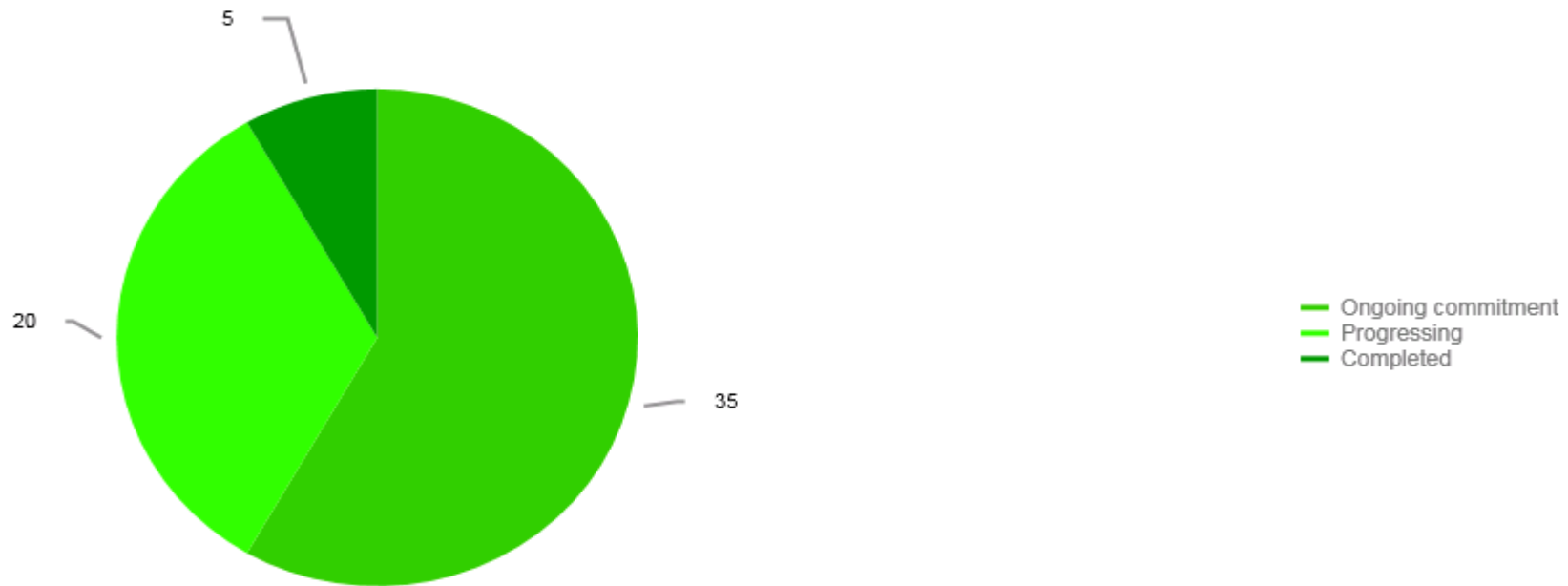




**2018-2022 Delivery Program**  
**Quarterly Delivery Program Review**  
**Quarter 3 of the 2019-2020 reporting year as at**  
**31 March 2020**



Of the 60 actions contained within the 2018-2022 Delivery Program the status of these actions as of 31 March 2020 are: -

- 5 actions or 8.34% have been completed;
- 20 actions or 33.33% are progressing;
- 35 actions 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 of 31 March 2020 - Council has released 34 media releases to the public with the website news section visited a total of 243 times. Through the NSC Facebook page there have been 137 items posted including stories, images, videos and the sharing of content from other authors. These posts have reached a combined audience of 175,019 Facebook users. The Instagram page for Council has posted 6 images/videos to the platform engaging a combined total of 2,497 people. Unfortunately due to the COVID-19 pandemic the 2020 Community Survey will take place early 2021.	Communications Officer	Ongoing commitment	100%
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy	Details of engagement opportunities for each reporting period with cumulative totals.	Number of formal Councillor and Senior Staff engagement opportunities.	As of 31 March 2020 - Council engaged the community for second time regarding the Barellan Flood Levee Feasibility Study, through a community information session. Council engaged residents for input on Narrandera Shire Cultural Plan and	Communications Officer	Ongoing commitment	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
and community attitude			Local Strategic Planning Statement using Survey Monkey, the website 'Have Your Say', social media and Narrandera Argus, giving residents the opportunity to submit ideas. Council held a forum with interested stakeholders of Lake Talbot Water Park to further develop the plan of redevelopment at the site. There were no items placed on public exhibition during this period.			
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community attitude	Proactive committees with meetings conducted as per terms of reference and held as scheduled. Minutes of Committees made available to Council and the community.	Proactive S.355 Committees with the monitoring of outcomes achieved and compliance with the Local Government Act, 1993.	As of 31 March 2020 - all committees are now in place. Review of committee structures and delegations has commenced. Revised terms of reference have been adopted for the Grong Grong Hall Committee. Terms of reference for a revised Parkside Museum Committee and Arts Centre Committee are underway.	Deputy GM Corporate & Community	Ongoing commitment	90%
ACTION 2 - Continue with strategic advocacy for the delivery of integrated health and wellbeing programs	Details of advocacy efforts during the reporting period and outcomes.	Details of the number of meetings held and details of outcomes from these meetings.	As of 31 March 2020 - the Mayor, General Manager and the Manager Economic Development have continued to lobby for quality health services for shire residents and have met with the Federal assistant Minister for Health and pressed for support for	General Manager	Ongoing commitment	75%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>the Visiting Medical Officer proposals to hospitals. An application for assistance in providing accommodation for a visiting General Practitioner was approved by Council at its April 2020 meeting where a Council residence will be supplied at nil weekly rental for a period of 12 months. Meetings have also been held with Murrumbidgee Health, Dr Romeo and his practice and the Health task force.</p>			
<p>ACTION 3 - Continue positive interactions with the Narrandera Interagency also the Aboriginal representative bodies within the community</p>	<p>Number of meetings attended and outcomes from the meetings.</p>	<p>Where possible attend meetings with the outcome being stronger links for inclusiveness in service planning and delivery.</p>	<p>As of 31 March 2020 - Narrandera Interagency was held only once in February 2020 with the March 2020 meeting and all future meetings suspended due to the COVID-19 pandemic. The February meeting was well attended by a wide range of service providers including Marathon Health, Griffith Aboriginal Medical Services also Intereach. During this reporting period the Aboriginal Elders Liaison Group held one ordinary meeting - items discussed included Council's Cultural Plan, funding applications for 2020 NAIDOC Week and the proposed Corroborree.</p>	<p>Community Transport and Home Support Manager</p>	<p>Ongoing commitment</p>	<p>75%</p>
<p>ACTION 4 - Implementation and</p>	<p>Details of progressive</p>	<p>Documented achievements</p>	<p>As of 31 March 2020 - work continues on supporting the aims of both the</p>	<p>Community Development</p>	<p>Ongoing commitment</p>	<p>60%</p>

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
monitoring of the Positive Aging Strategy & Disability Inclusion Action Plan	achievements measured against the relevant plan.	arising from both the Positive Aging Strategy and the Disability Inclusion Action Plan.	Disability Inclusion Action Plan also the Positive Aging Strategy. A training session for the My Gov website for Seniors was successfully held 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. Seniors Festival 2020 was an outstanding success with a range of activities held over a 10 day period including 3 different "come and try" physical activities such as Low Impact Circuit Training and a very popular "Seated" Yoga session at the Common by the river finishing with a BBQ breakfast. The first two of the planned Classic Movies 4 Seniors were held but unfortunately due to COVID-19 and the implementation of Social Isolation policies all Seniors activities outside of the Home Library Service, which are on hold.	(including Library) Manager		
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	As of 31 March 2020 - the Narrandera Leeton Community Transport service provided 2,167 trips to residents of the Narrandera and Leeton Shire. Of the 2,167 trips, 1,244 trips were provided to persons over the age of 65 years or 50 years for Aboriginal and Torres	Community Transport and Home Support Manager	Ongoing commitment	75%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
		Disadvantaged and Aboriginal.	Strait Islanders; 555 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. 242 trips 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 of 31 March 2020 - the Narrandera Shire Council Facebook page published 60 posts relating to various community services and launched a new website. These posts included regular updates from the Murrumbidgee Local Health District, the closure of the Council Chambers, Library, Community Services Building and the Visitors Information Centre as well as the continued operation of Council's essential services and information about cancelled events during the COVID-19 pandemic. Other posts included 2020 Australia Day Awards, photo competitions being run by the Youth Advisory Council, the winners of the Christmas Lights competition, Seniors Week 2020 activities, updates on the Lake Talbot Water Park redevelopment, positions	Community Transport and Home Support Manager	Ongoing commitment	75%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			vacant, survey for the Cultural Plan, Youth Advisory Council recruitment and the announcement of successful funding applications under the Stronger Country Communities Round Three Grants. Through these posts 12,396 unique users engaged the page.			
ACTION 7 - Where possible ensure socially disadvantaged members of the community have access to or are advised of how services can reduce their isolation	The number of persons that have been assisted with social support during the reporting period who may have been referred through the My Aged Care portal or NDIS planners.	Through other activities of Council such as Ageing, Disability and Home Care identify members of the community where social isolation may be an issue.	As of 31 March 2020 - the Narrandera Leeton Social Support program provided 173 hours of social support and 96 hours of Flexible Respite to 25 individual clients aged 65 years and over or 50 years and over for Aboriginal and Torres Strait Islander. All clients are now referred through the MyAgedCare Portal. An additional 60 hours of social support was provided to National Disability Insurance Scheme (NDIS) participants and 104 hours through brokerage agreements. Social Support is an individualised service aimed at reducing social isolation amongst vulnerable members of the community. Due to the COVID-19 pandemic, face to face activities have been suspended with the clients receiving social support over the phone. Staff have been assisting clients with grocery shopping and	Community Transport and Home Support Manager	Ongoing commitment	75%



ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			supporting the Meals on Wheels service by delivering frozen and hot meals to clients.			

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Continued strategic advocacy for strengthening of the Narrandera centres of learning	When required details of advocacy efforts.	Outcomes of advocacy efforts for Narrandera TAFE as well as early childhood centres to secondary schools.	As of 31 March 2020 - the Mayor and General Manager continue to support the Shire educational institutions.	General Manager	Ongoing commitment	75%
ACTION 2 - Develop a Narrandera Shire Cultural Plan to increase community participation in the Arts and cultural activities	Details of events held at the centre including type of event and attendance statistics.	Increased usage and patronage of the Narrandera Arts and Community Centre.	As of 31 March 2020 - plans were underway with the Arts and Cultural Committee for volunteer events to be held at the Narrandera Arts and Community Centre however these have had to be postponed due to the COVID-19 closure of all Arts and Cultural venues. This has also effected the Parkside Cottage Museum with plans for grant funded assessment and reporting requiring postponement until assessors are again able to travel. A successful application for SCCF3 funding of \$50,000.00 will see some projects such as internal painting and CCTV installation continue while the Museum is closed. A museum advisor now visits 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. As part of Seniors Festival 2020 celebrations	Community Development (including Library) Manager	Progressing	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			and as a promotional function the Barellan Museum hosted a Senior's Festival morning tea on behalf of Council.			
ACTION 2 - Develop a Narrandera Shire Cultural Plan to increase community participation in the Arts and cultural activities	Regular review of strategies and target groups in response to event statistics.	Events that cater for a wide spectrum of the community, making the Arts accessible and increasing community involvement.	As of 31 March 2020 - two surveys have been developed with the responses collated and presented to Council. A timeline for the cultural plan has been submitted as well as a Communication Plan. Initial consultation with the Aboriginal community about the survey has been facilitated by the Community Liaison Officer. With COVID-19 pandemic restrictions still in place, background work is still being undertaken on the plan while options for consultation under the current circumstances are being developed.	Community Development (including Library) Manager	Progressing	50%

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Strategic advocacy for an enhanced Police presence, at the very least the maintenance of current levels	Number of advocacy interactions and outcomes.	Details on the number of advocacy meetings held with decision makers.	As of 31 March 2020 - the Mayor and General Manager have met with the Murrumbidgee District Police Commander and pushed for a continued high police presence in the shire. The Mayor has personally phoned the Superintendent a number of times during the quarter to put forward community concerns.	General Manager	Completed	75%
ACTION 2 - Maintain and enhance the current network of CCTV cameras in key locations	Number of cameras within current network and a timeline for upgrade and/or the installation of new cameras; also ongoing statistical information on how many times the footage has been requested for viewing by NSW Police.	Maintain current CCTV cameras in working order and plan for enhancements so to assist the Police and the local community to discourage crime and anti-social behaviour.	As of 31 March 2020 - 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 East Street, Narrandera CCTV system. During the reporting period Council received one request 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 of 31 March 2020 - 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 such as NSW Fisheries and the Environment Protection Authority. Consideration and assessment of all environmental factors are considered prior and during all projects.	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 of 31 March 2020 - 48 private properties have been inspected during the reporting period with 10 verbal biosecurity directions issued with 2 written directions issued.	Open Space Recreation Manager	Ongoing commitment	65%
ACTION 1 - Encourage and promote environmental awareness	Works finalised against the schedule of works, progressive and comparative	Update on programs for works originating from the 2nd generation Tree Audit with the aim to	As of 31 March 2020 - a specialised tree crew has been assigned to co-ordinate tree works therefore enabling focused actions on tree maintenance. A number of storm	Open Space Recreation Manager	Ongoing commitment	90%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	statistical data on trees removed, trees replaced and new plantings.	do the utmost to preserve and maintain our signature treescape.	damaged trees have been addressed during the reporting period given the hot dry drought conditions followed up by periods of heavy rain.			
ACTION 1 - Encourage and promote environmental awareness	Strategies and plans to preserve a unique feature of our native fauna.	Update on preservation measures to protect our unique koala population.	As of 31 March 2020 - the Narrandera annual Koala Count was held with earlier this financial year 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 Reserve has also been inspected by staff and NSW Rural Fire Service in line with fire mitigation plans.	Open Space Recreation Manager	Ongoing commitment	85%

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Focus on the Narrandera CBD Masterplan	Achieving project milestones.	Finalise design concepts, costings and identify funding opportunities for the Narrandera CBD upgrade.	As of 31 March 2020 - Council is progressing with action milestones to reconstruct Bolton Street, Narrandera (west of East Street) as per the adopted Masterplan Design; funding for this project will be derived from the Narrandera Business Centre Masterplan funding reserves. A review of electrical and stormwater design for Bolton Street, Narrandera is currently underway.	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 of 31 March 2020 - an application for the North Narrandera Park project was unsuccessful but the Playground on the Bidgee Project was successful in securing \$8 Million dollars; the North Narrandera Park project was to provide a new playground area surrounding the main high reservoir water tower off Watermain Street, Narrandera.	Deputy GM Infrastructure	Progressing	95%
ACTION 2 - Develop a small parks strategy	Accessible parks that provide for local play, passive recreation, general open space and	The needs of the community for parks and recreation opportunities are	As of 31 March 2020 - the upgrade and enhancement of Hankinson Park has now been completed and provides a quite space for people to gather. New playground equipment has been	Open Space Recreation Manager	Ongoing commitment	90%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	urban beautification within easy access of residents and visitors.	met through a hierarchy of parks.	installed at active recreational areas in both Barellan and Narrandera.			



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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Consider and where possible implement sustainable environmental practices	Progress of the Masterplan also statistical data on the tonnage of waste diverted from landfill by recycling and other waste diversion methods. Lobbying efforts for and promotion of a container deposit scheme facility for Narrandera.	Develop a Waste Management Masterplan to minimise waste to landfill and promoting recycling and resource recovery.	As of 31 March 2020 - 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 arrival and commissioning of the Reverse Vending Machine located at the entrance to the Narrandera landfill site.	Manager Development and Environment	Progressing	95%
ACTION 1 - Consider and where possible implement sustainable environmental practices	Actions taken by Council to reduce its environmental footprint such as quantifiable billing trends.	Council continues to implement energy saving infrastructure at its facilities to reduce costs and CO2 emissions where economically viable.	As of 31 March 2020 - Council has joined with RAMJO in engaging a specialist company to carry out a Solar Energy Assessment on all buildings including water and sewerage facilities; this will identify and size alternate energy solutions in an effort to reduce Council's dependence on fossil fuels and dramatically reduce Council's energy costs. In addition Council has allocated funds to carry out these installations in its future works program along with changing	Executive Engineer	Ongoing commitment	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			Council's streetlights to LED lighting at Council's next bulk upgrade. Council continues to use E21 Software to monitor energy costs and usage to identify areas of improved efficiency and cost savings.			
ACTION 1 - Consider and where possible implement sustainable environmental practices	Council managed parks and reserves to be watered with re-use or untreated water rather than potable water.	Initiate projects to water community parks and reserves with re-use or untreated water rather than potable water.	As of 31 March 2020 - stage two of the Victoria Avenue, Narrandera water reuse scheme has been quoted for and is expected to be completed before the end of the current financial year.	Open Space Recreation Manager	Ongoing commitment	85%

## 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 of 31 March 2020 - there is ongoing communication with mainly two solar farm developers given that Esco Pacific Sandigo Solar development has been delayed indefinitely as a result of grid connection issues. RES Solar developing the Avonlie Solar farm at Sandigo is still hopeful of commencement in May or June of 2020 but as of early March 2020 have not resolved their appointment of a preferred EPC.</p> <p>Reach Solar which is developing the Yarrabee Park Solar farm at Morundah has withdrawn its application to vary its development consent and Council is awaiting advice on their construction timelines.</p> <p>Negotiations are continuing with the REX Group and AAPA over the potential to utilise the Narrandera/Leeton Airport for flying training although the health emergency of COVID-19 has halted</p>	Economic Development Manager	Ongoing commitment	95%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>discussions in the short term.</p> <p>March 2020 has been a very difficult environment within which to encourage new business and industry due to COVID-19.</p>			
<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 of 31 March 2020 - the guest speaker for the 9 March 2020 meeting of the Narrandera Business Group, Mr Wayne Murphy, Export Adviser for the region, unfortunately had to cancel his speaking engagement due to unavoidable commitments elsewhere. The Economic Development Manager was unable to attend any meetings during this reporting period due to leave commitments and the COVID-19 restrictions.</p>	<p>Economic Development Manager</p>	<p>Progressing</p>	<p>95%</p>
<p>ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy</p>	<p>Facilitate an industry specific forum to inform landholders and investors of opportunities in the Shire for the pig and chicken industry.</p>	<p>Strengthen and grow key sectors; explore new development opportunities for processing and value-adding opportunities also use of waste products – EDS 3.3.</p>	<p>As of 31 March 2020 - the current situation in the porcine industry discussed with Mark Wood (Adviser to Minister Mark Coulton) during a visit to the Minister in Canberra in February 2020. Mr Wood has an extensive background in trade and investment and has lived and worked internationally; Mr Wood is adamant that there are no current opportunities for the growth in the industry in</p>	<p>Economic Development Manager</p>	<p>Completed</p>	<p>100%</p>

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>Australia despite the African Swine fever epidemic in China and South East Asia generally decimating pig herds where pigs are being euthanased as a disease control measure.</p> <p>No further action to be taken in researching the pig industry also there are no current opportunities in the chicken industry.</p>			
<p>ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy</p>	<p>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.</p>	<p>Facilitate further development of the Red Hill Industrial Estate – EDS 4.2.</p>	<p>As of 31 March 2020 - 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.</p> <p>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 adjoining the Narrandera landfill site.</p> <p>A Contract of Sale has been exchanged for Lot 163 DP 1069082 (17 Driscoll Road, Narrandera) with</p>	<p>Economic Development Manager</p>	<p>Progressing</p>	<p>65%</p>

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			the purchaser proposing to develop a 1,000 sqm factory to produce road base materials. Construction is expected later in 2020 with a possible 13 jobs created on completion.			

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Strategic advocacy to support population retention with particular focus on the youth of our Shire	Youth projects and engagement opportunities.	Report on the outcomes achieved by the Youth Development Officer.	As of 31 March 2020 - the Narrandera Youth Advisory Council held one formal meeting and two informal meetings during the reporting period - due to the COVID-19 pandemic meetings are now held via Zoom. Members discussed the successful application for a food van under the Stronger Country Communities Round 3 Grant funding; also discussed were ideas for online programs aimed at Youth, the resignation of the Deputy Mayor, recruiting new members and new photo competitions. The Community Liaison Officer (CLO) has been working with the Narrandera High School girls group on weekly basis and participating in a variety activities as well as working on creative ways to engage with the community without meeting face to face. These include the use of technology and social media. Assistance by the CLO has been provided to community service providers, Community Transport and Meals on Wheels to ensure residents still receive essential	Community Transport and Home Support Manager	Ongoing commitment	75%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			services during the COVID-19 pandemic.			
ACTION 2 - Strategic advocacy for diverse housing options	Enhanced accommodation options that may be made available to members of the community.	When opportunities arise advocate for accommodation options that align with our population demographics.	As of 31 March 2020 - Council continues to advocate for increased services to support the Narrandera Shire Council. The Narrandera Shire Council Domestic Violence Committee continues its efforts to provide information and support to the local community about housing and refuge services. The two residential aged care facilities provide both long term and short term care for those living with a disability and the aged who can no longer live at home safely. The Commonwealth Home Support Programs continue to provide home modifications and maintenance to help residents remain in their own homes as long as possible. Other services available to ensure residents remain at home include Meals on Wheels and Community Transport.	Community Transport and Home Support Manager	Ongoing commitment	75%



## THEME 4 - OUR INFRASTRUCTURE

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Through advocacy seek funding commitments for identified roadway projects and strategies	Advocacy efforts and the reporting of successful outcomes using a timeline.	Secure funding from each of the transport strategy funding streams.	As of 31 March 2020 - Council is awaiting notification on three applications that were submitted as part of the Fixing Local Roads program, these were for sealing of part 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. Council has also supplied a \$10 million proposed works program to The Hon Michael McCormack MP for future funding consideration as part of a Land Transport Infrastructure Boost.	Works Manager	Progressing	75%
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 of 31 March 2020 - the following works have been completed for the reporting period; 25.2 kilometres of sealing works also 14.4 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	75%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 3 - Maintain the condition rating of the road network across the Shire in accordance with agreed service levels	A complete and reliable asset management plan.	Maintain the road network in accordance with adopted levels of service.	As of 31 March 2020 - 500 kilometres of road service digital roughness count was undertaken as part of assessing the ride quality. Not additional roughness data was collected this quarter.	Works Manager	Progressing	75%

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

<b>ACTION</b>	<b>Measured By</b>	<b>Performance Target</b>	<b>Comments</b>	<b>Responsible Officer Position</b>	<b>Status</b>	<b>Progress</b>
ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure	Availability of accurate and relevant data for all classes of assets.	Implementation of an asset management system.	As of 31 March 2020 - staff continually work 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 projects that maximises operational efficiencies and minimise costs. Road condition assessments have been 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 key facilities and infrastructure	Completion of projects identified within projected timeframe and budget.	Preparation of future plans for the renewal or replacement of assets.	As of 31 March 2020 - all funded infrastructure projects have been scheduled for commencement and resourcing; stakeholders are 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	Manager of Projects and Assets	Progressing	60%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			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 of 31 March 2020 - 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 - the South West Narrandera Sewer Scoping Study also the Barellan Sewer Scheme. Both projects are underway as of the date of this comment.	Water Sewer Engineering Officer	Progressing	90%
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 of 31 March 2020 - 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	Ongoing 10 year Capital Works Program within funding.	As of 31 March 2020 - the capital works program is behind schedule due to delays with recruitment and the current COVID-19 interruptions.	Water Sewer Engineering Officer	Ongoing commitment	55%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	measured by a timeline.					

## 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 measurable s contained within the Delivery Program.	As of 31 March 2020 - 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 of 31 March 2020 - Micromex Research was appointed as Council's provider for this service with the survey scheduled for late April 2020; however due to the COVID-19 pandemic the community survey will be conducted early 2021. Given that the NSW State Government has deferred the September 2020 Council elections until September 2021 the End of Term Report is now due August 2021 at which time the results of the Community Survey conducted early 2021 will better inform Council and the community of satisfaction levels compared to the 1996 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.	<p>As of 31 March 2020 - Councils general purpose financial reports for the year ending 30 June 2019 indicate that council has met the 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 2018-2019 exceeded previous years but as over \$4 million remained as work in progress at 30 June this did not reflect in the renewal ratio.</p>	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	Update the Customer Service Charter to include reference to AS/NZS 1002:2014 'Guidelines for complaint management in organisations'.	As of 31 March 2020 - 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 progressing to the Executive Leadership Team.	Governance & Engagement Manager	Progressing	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	happy with the outcome.					
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Council to consider any requests in accordance with the Community Strategic Plan 2017-2030.	Where possible support community projects where groups or organisations have clear goals and outcomes.	As of 31 March 2020 - 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 of 31 March 2020 - Council officially launched the new website on 1 March 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. A website check for compatibility can be completed through WAVE Report <a href="https://wave.webaim.org/report#/https://www.narrandera.nsw.gov.au">https://wave.webaim.org/report#/https://www.narrandera.nsw.gov.au</a> identifying only four minor contrast issue relating to the homepage image banner, as the symbols identifying the four different images has little contrast to the background.	Communications Officer	Ongoing commitment	100%



ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Revise Council's Procurement Policy by 31 December 2018.	Council's procurement provides best value and protects against fraud and corruption.	As of 31 March 2020 - adoption of the Procurement Policy by Council will occur soon with the Procurement Manual still being reviewed.	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 of 31 March 2020 - a further 6 Human Resources / Workplace Health & Safety policies have been reviewed by the Human Resources team, endorsed by the Executive Leadership Team, the Consultative Committee and placed on 28 day display for employee comment. All 6 policies have now been adopted. It is the intention to increase the number of policies reviewed while a number of the Human Resources team works from home due to the COVID-19 pandemic.	Human Resources Manager	Ongoing commitment	80%
ACTION 2 - A highly skilled and motivated workforce	Action recommendations within the Workforce Strategic Plan 2017-2021; report September annually on staff demographics in comparison to	Develop and implement succession planning.	As of 31 March 2020 - workload issues have delayed finalisation of this report however the Human Resources team have attended a webinar on how to best present this report. An interim report has been provided to the Executive Leadership Team, providing graphs on all relevant data as compared to other similar sized councils. A full report should be made available to the Executive Leadership Team in the near future.	Human Resources Manager	Progressing	85%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	previous 3 years.					
ACTION 2 - A highly skilled and motivated workforce	Amendments are made as soon as possible; report September annually performance appraisal outcomes.	Implement approved revisions of the salary administration and Employee Performance Management System.	As of 31 March 2020 - all salary revisions required to employees through the 2018-2019 performance appraisal process have now been completed.	Human Resources Manager	Completed	100%
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 skills.	As of 31 March 2020 - the Human Resources team has provided all employees with information regarding a report writing and presentation skills training course provided by TAFE NSW, this course is provided by remote access. As far as Human Resources are aware only one employee has accepted this opportunity. A further training course will be facilitated in the 2019-2020 financial year to capture any senior staff that have recently commenced with Council.	Human Resources Manager	Ongoing commitment	95%
ACTION 3 - As an organisation the information management capability meets the	Implement actions within the Information Management Strategy 2014-2019 also review and update the	Maintain an Information Management Strategy providing best value	As of 31 March 2020 - 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	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
needs of the users and the community	Information Strategy 2014-2019 during 2020.	contemporary services.				
ACTION 4 - Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised	Recommendations to maximise Council's financial position.	Monitor Council's financial situation and progress against Fit for the Future benchmarks.	As of 31 March 2019 - Council's Revenue Officer closely monitors assessments which may become rateable during the financial year; 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 reported to Council with any variations that have been made during the reporting period.	Senior Finance Officer	Ongoing commitment	60%
ACTION 4 - Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised	Have systems in place that details grants applied for, and where successful that monies have been received, expended and acquitted in accordance with the funding body requirements.	Monitor the level of State and Federal Government grants payable to Council.	As of 31 March 2019 - Council has developed a register that details the name of the Council officer who has applied for grant funding, from where the funding is being sourced, if the funding was successful then the date and the amount of the funding received; eventually the date that the acquittal needs to be finalised and the actual date of acquittal are recorded.	Senior Finance Officer	Ongoing commitment	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 4 - Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised	Reported monthly to Council against a timeline.	Ensure that Council funds are invested in accordance with legislative provisions and income yield is maintained within Council's risk profile.	As of 31 March 2020 - 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.	Senior Finance Officer	Ongoing commitment	100%
ACTION 5 - The community displays a high level of understanding and compliance with legislative in regard to the keeping of and control of companion animals and other animals	Updated statistics for each reporting period with cumulative totals also to be reported.	Number of dogs registered under the Companion Animals Act.	As of 31 March 2020 - annual door to door inspections for companion animal ordinance matters were completed by end of November 2019 with the next round of inspections proposed to be undertaken during September 2020.	Manager Development and Environment	Completed	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 cats registered under the Companion Animals Act.	As of 31 March 2020 - seventeen (17) micro-chipped and registered pets were returned to owners at no charge. Four (4) cats and dogs were impounded before being claimed by owners. Five(5) dogs and cats were re-homed in this period with a total of 2 warnings and 1 infringement notice issued.	Manager Development and Environment	Ongoing commitment	75%
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 of 31 March 2020 - 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). Further progress is pending the completion of the Local Strategic Planning Statement (LSPS), which is currently under development and is required by the Department of Planning, Industry & Environment prior to developing new and revising the LEP.	Deputy GM Infrastructure	Progressing	60%
ACTION 7 - Planning instruments reflect the	Compliance with guidelines from the Department	Documents are reviewed against	As of 31 March 2020 - the Community Participation Plan (CPP) was adopted in December 2019. With the other priorities including the Local Strategic Planning Statement (LSPS) and preparatory work has commenced to review the	Deputy GM Infrastructure	Progressing	65%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
intent and direction of land use strategies and facilitate development and growth of the Shire	of Planning and Environment.	intended outcomes.	Local Environmental Plan. Revisions and additions of other planning instruments now being conducted, with the LSPS consultation to start in April 2020.			
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 past 2 year's data.	Statistical data on Development Applications received, also comparing to previous years.	As of 31 March 2020 - 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 51 days.	Manager Development and Environment	Ongoing commitment	75%
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 of 31 March 2020 - 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 51 days.	Manager Development and Environment	Ongoing commitment	70%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 9 - Maintain a strong voice in regional groups such as RAMROC, the proposed RAMJO also Destination NSW	Details of engagement opportunities.	Proactive engagement at appropriate forums and continued political lobbying with our partners.	As of 31 March 2020 - the Mayor, Deputy Mayor and General Manager continue to play a role in the leadership of RAMJO generally and at a working party level. Specific focus areas of the Board, General Managers and working parties include health and energy.	General Manager	Ongoing commitment	75%