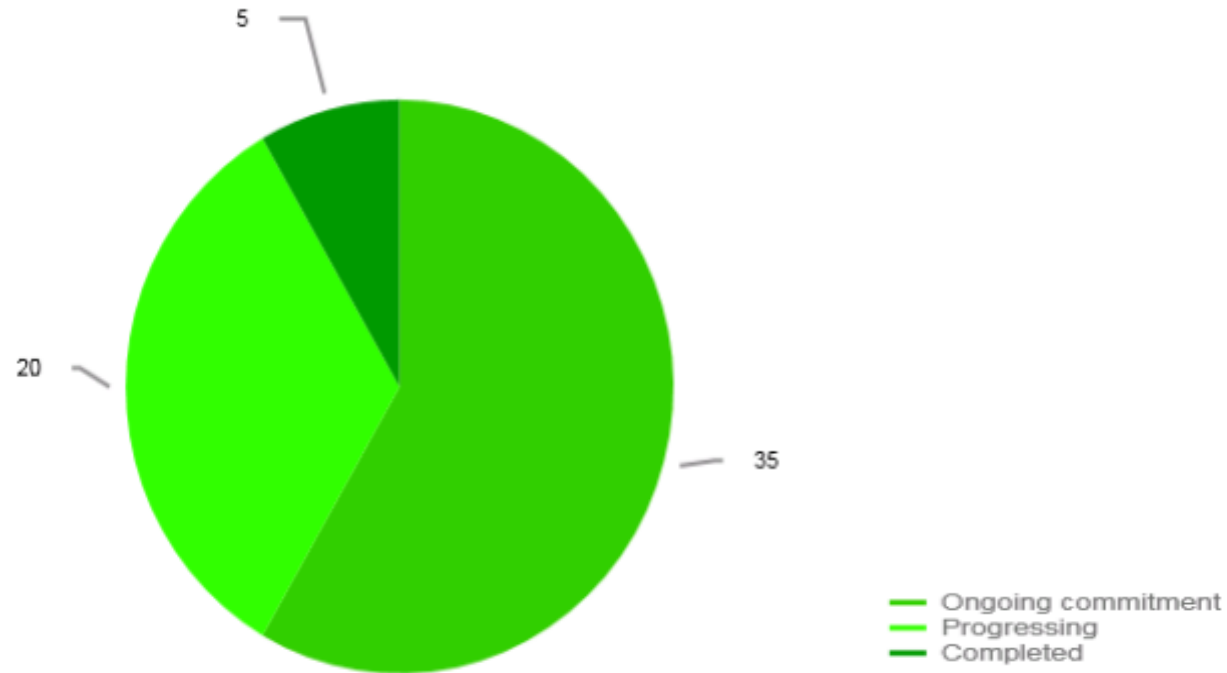




**2018-2022 Delivery Program**  
**Quarterly Delivery Program Review**  
**Quarter 4 of the 2019-2020 reporting year as at**  
**30 June 2020**



Of the 60 actions contained within the 2018-2022 Delivery Program the status of these actions as of 30 June 2020 are: -

- 25 actions or 41.67% have been completed;
- 18 actions or 30.00% have an ongoing commitment;
- 17 actions or 28.33% are progressing.

## THEME 1 - OUR COMMUNITY

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community attitude	The number of items broadcast for each reporting period with cumulative totals combined along with available web page and Facebook statistics. In 2020 the community survey will measure success since the 2016 survey.	Regular media items broadcast to the community.	As at 30 June 2020 - Council published two community newsletters with the June edition viewed 1,581 times and clicked through 94 times; the April edition was viewed 1,030 times and clicked through 64 times. Council published 22 media releases with the media releases page viewed 348 times. A total of 5,320 users accessed the website 25,937 times. Council Facebook page posted 670 items with a combined lifetime engagement of 19,439. Council's Instagram page posted 56 items with a combined engagement of 1,500.	Communications Officer	Ongoing commitment	100%
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community attitude	Details of engagement opportunities for each reporting period with cumulative totals.	Number of formal Councillor and Senior Staff engagement opportunities.	As at 30 June 2020 - Council has undertaken community engagement through five online surveys during the reporting period with combined responses totalling 243. Council's General Manager hosted the first ever Q&A using the Zoom platform during COVID restrictions to discuss the 2020-2021 budgets and plans. Council placed six items on public	Communications Officer	Ongoing commitment	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			exhibition through the website with a combined total response of eleven.			
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community attitude	Proactive committees with meetings conducted as per terms of reference and held as scheduled. Minutes of Committees made available to Council and the community.	Proactive S.355 Committees with the monitoring of outcomes achieved and compliance with the Local Government Act, 1993.	As at 30 June 2020 - all committees are now in place, a 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 an Arts & Community Centre Advisory Committee have been adopted and the recruitment of members is expected to be completed by the end of July 2020.	Deputy GM Corporate & Community	Completed	100%
ACTION 2 - Continue with strategic advocacy for the delivery of integrated health and wellbeing programs	Details of advocacy efforts during the reporting period and outcomes.	Details of the number of meetings held and details of outcomes from these meetings.	As at 30 June 2020 - the General Manager attended 3 meetings with Murrumbidgee Health professionals pressing for better access to health services for Shire residents.	General Manager	Completed	100%
ACTION 3 - Continue positive interactions with the Narrandera Interagency also the Aboriginal representative	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 30 June 2020 - unfortunately the Narrandera Interagency was not held during this reporting period due to COVID-19 restrictions, nor were any other relevant meetings.	Community Support Manager	Completed	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
bodies within the community						
ACTION 4 - Implementation and monitoring of the Positive Aging Strategy & Disability Inclusion Action Plan	Details of progressive achievements measured against the relevant plan.	Documented achievements arising from both the Positive Aging Strategy and the Disability Inclusion Action Plan.	As at 30 June 2020 - there were no seniors activities held due to the COVID-19 restrictions however during this time the Narrandera-Leeton Social Support offered a range of services to ensure that the senior members of the community were well supported during a time of uncertainty. This included an increase in Meals on Wheels services, grocery shopping services, home library services and weekly phone calls to vulnerable members of the community to ensure they remained connected whilst in self-isolation.	Community Support Manager	Completed	100%
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 30 June 2020 - Narrandera Leeton Community Transport provided an additional 1,188 trips to residents of the Narrandera and Leeton Shires during the reporting period - 588 trips were provided to persons over the age of 65 years or 50 years for Aboriginal and Torres Strait Islander, 412 were delivered to those who are transport disadvantaged. The remainder of the trips were delivered through non-emergency health related transport,	Community Support Manager	Completed	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			to NDIS participants and through brokerage agreements. 179 of these trips were delivered to those who identify as Aboriginal or Torres Strait Islander.			
ACTION 6 - Information about community services that are accessible within the Shire to be broadcast through various means	The currency and accuracy of information available to the community also the number of website page hits and Facebook page likes.	Current information delivered through traditional print material and also Council social media opportunities.	As at 30 June 2020 - the Narrandera Shire Council Facebook page published 112 posts relating to various community services. These posts included daily updates from the Murrumbidgee Local Health District, information about the services affected by COVID-19 restrictions, a photo competition by the Youth Advisory Council, updates on Council Meetings, a public Zoom hosted by General Manager George Cowan, as well as grant opportunities available to the public. Through these posts 12,095 unique users were reached by these posts.	Community Support Manager	Completed	100%
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	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 30 June 2020 - the Narrandera-Leeton Social Support program provided 163 hours of Social Support and 33 hours of Flexible Respite to 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 28 hours of Social Support	Community Support Manager	Completed	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	Aged Care portal or NDIS planners.		was provided to National Disability Insurance Scheme (NDIS) participants. 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 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 at 30 June 2020 - lobbying during the final quarter of the reporting year has been impacted by the COVID-19 pandemic and meetings with the TAFE and High School staff have been held using the Zoom platform. Further contacts have been made with the Clontarf staff encouraging their work with local indigenous students	General Manager	Completed	100%
ACTION 2 - Develop a Narrandera Shire Cultural Plan to increase community participation in the Arts and cultural activities	Details of events held at the centre including type of event and attendance statistics.	Increased usage and patronage of the Narrandera Arts and Community Centre.	As at 30 June 2020 - plans with the Arts and Cultural Committee for volunteer events to be held at the Narrandera Arts and Community Centre have had to be postponed due to the COVID-19 closure of all Arts and Cultural venues. This closure has also affected the Parkside Cottage Museum with plans for grant funded assessment and reporting requiring postponement until assessors are again able to travel. The \$50,000 funding from the Stronger Country Communities Funding Round 3 was been approved and the projects are underway with internal painting having begun in late June 2020. Recent Museum Advisor visits have been via the Zoom platform due to COVID-19 restrictions.	Community Development (including Library) Manager	Progressing	60%



ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
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 30 June 2020 - by 31 March 2020 two surveys had been developed and two consultation sessions had been run with members of the Aboriginal community. The responses from the surveys and initial consultations were collated and presented to Council along with a timeline and Communication Plan for the development of the Cultural Plan. Due to COVID-19 restrictions and the 3 month shut down that we experienced it was not possible to undertake the consultation phase of the project as per schedule, however things are now back on track. A stakeholder group meeting has been held to fine tune themes for the plan and to establish a "Cultural Snapshot", a desktop inventory of cultural venues, services, providers, organisations and artists within the area. The results of this process will go to Council for approval in July and upon approval will provide the framework for further community consultation and the development of the plan.	Community Development (including Library) Manager	Progressing	75%

### STRATEGY 3 - TO FEEL CONNECTED AND SAFE

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Strategic advocacy for an enhanced Police presence, at the very least the maintenance of current levels	Number of advocacy interactions and outcomes.	Details on the number of advocacy meetings held with decision makers.	As at 30 June 2020 - The Mayor and General Manager held the quarterly meeting with the Commanders of Murrumbidgee District and lobbied for improved outcomes for Shire residents. The Mayor and the General Manager maintain close personal contact with the Superintendent of Police.	General Manager	Completed	100%
ACTION 2 - Maintain and enhance the current network of CCTV cameras in key locations	Number of cameras within current network and a timeline for upgrade and/or the installation of new cameras; also ongoing statistical information on how many times the footage has been requested for viewing by NSW Police.	Maintain current CCTV cameras in working order and plan for enhancements so to assist the Police and the local community to discourage crime and anti-social behaviour.	As at 30 June 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 no 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.	Councils key environmentally sensitive areas are managed to ensure those areas are protected and enhanced.	As at 30 June 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 undertaken 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 at 30 June 2020 - private properties have been inspected during the reporting period with 70 verbal biosecurity directions issued with 2 written directions issued.	Open Space Recreation Manager	Completed	100%
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 at 30 June 2020 - hot dry and windy conditions over the years has led to an increase in tree maintenance activities across the reporting period. Council made the	Open Space Recreation Manager	Completed	100%

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.	proactive decision to considerably reduce the number of replants given the weather conditions of 2019-2020. The 2019-2020 tree replacement list will be incorporated in the 2020-2021 financial year works.			
ACTION 1 - Encourage and promote environmental awareness	Strategies and plans to preserve a unique feature of our native fauna.	Update on preservation measures to protect our unique koala population.	As at 30 June 2020 - Council staff and Rural Fire Service personnel conducted multiple inspections within the Narrandera Flora and Fauna Reserve to ensure the risk of fire is minimised. Fire access trails have been well maintained and remain vegetation free.	Open Space Recreation Manager	Completed	100%

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Focus on the Narrandera CBD Masterplan	Achieving project milestones.	Finalise design concepts, costings and identify funding opportunities for the Narrandera CBD upgrade.	As at 30 June 2020 - Council is concentrating on grant based projects and has deferred progressing with action milestones to reconstruct Bolton Street, Narrandera (west of East Street) as per the adopted Masterplan Design. All 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 will be the first activities undertaken when project commences.	Projects and Assets Manager	Progressing	40%
ACTION 1 - Focus on the Narrandera CBD Masterplan	Spaces where the needs of the community as a whole are considered.	The needs of all members of the community are considered within designs such as pedestrian access, disabled parking and loading zones.	As at 30 June 2020 - stage 1 of the Narrandera CBD Master-plan being the upgrade of Bolton Street is in the detailed planning stage, however with the onset of COVID-19 pandemic and the large number of grant fund projects this has been delayed. The \$8 million dollar Playground on the Bidgee Project has commenced with further community based projects also now being funded from other sources. Projects include upgrades to the facilities at Henry Matheson Oval also beautification and improvements to a number of pocket parks.	Deputy GM Infrastructure	Progressing	95%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 2 - Develop a small parks strategy	Accessible parks that provide for local play, passive recreation, general open space, and urban beautification within easy access of residents and visitors.	The needs of the community for parks and recreation opportunities are met through a hierarchy of parks.	As at 30 June 2020 - three new irrigation systems have been installed in 3 key small parks within Narrandera town being Shady Street, Melbourne Street and Pirani Place. For the new financial year landscaping works will be undertaken at the following small parks Shady Street, Melbourne Street, Pirani Place and Joe Babbs Park.	Open Space Recreation Manager	Completed	100%

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Consider and where possible implement sustainable environmental practices	Progress of the Masterplan also statistical data on the tonnage of waste diverted from landfill by recycling and other waste diversion methods. Lobbying efforts for and promotion of a container deposit scheme facility for Narrandera.	Develop a Waste Management Masterplan to minimise waste to landfill and promoting recycling and resource recovery.	As at 30 June 2020 - currently a range of waste is diverted from landfill and includes greenwaste, glass, metal, mattresses, paper, batteries, gas bottles, paints and construction waste. These wastes are collected and diverted through the establishment of a reverse vending machine, a community recycling centre also dedicated waste diversion by the waste depot supervisor.	Administration Assistant - 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 at 30 June 2020 - Council is continuing to monitor accounts using a product called e21 EnergyPlus to identify potential areas to improve energy and cost efficiencies. Council has had a preliminary meeting with 100% Renewables Consultancy who with the support of Department of Planning, Industry and Environment will prepare 'An Energy Strategy' for Council. This will enable Council to identify all energy efficiency opportunities across Council including LED street-lighting to allow Council to prioritize future energy	Executive Engineer	Ongoing commitment	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			saving works program. At the same time 100% Renewables will be gathering information to size a solar photovoltaic system at the Sewerage Treatment works.			
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 30 June 2020 - The Victoria Avenue reuse irrigation system is 90% complete.	Open Space Recreation Manager	Completed	100%



## THEME 3 - OUR ECONOMY

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Information to Council and the community on efforts to encourage new business and industry but also support existing enterprises.	Report on actions and outcomes contained within the Economic Development Strategy (EDS).	<p>As at 30 June 2020 - continuing dealings with the developers of two large solar farms namely Reach Solar at Yarrabee Park near Morundah and RES for the Avonlie Solar farm at Sandigo. Council's Solar Farm Reference Group signs-off on Accommodation and Employment Strategy for Avonlie and voluntary planning agreement finalised with Yarrabee Park. Construction of both facilities expected to commence late 2020 early 2021.</p> <p>Exciting developments with the Australian Airline Pilot Academy in the establishment of Narrandera as a pilot training satellite facility and the establishment of a briefing/debriefing facility on Council's property at the airport. Future development potential likely to evolve.</p>	Economic Development Manager	Ongoing commitment	95%
ACTION 1 - Continued delivery of actions contained within	Attend Narrandera Business Group Meetings;	Support and nurture existing businesses EDS 3.2	As at 30 June 2020 - the Narrandera Business Group has cancelled meetings in the last quarter as a result of the impact on business and	Economic Development Manager	Completed	95%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
the Economic Development Strategy	facilitate guest speakers at Business Group functions; provide information, advice and leverage opportunities for information sharing.		meetings caused by the COVID-19 pandemic restrictions.  Progressive distribution of business recovery information relevant to the COVID-19 impacts has been regularly communicated to the business database. Online initiative 'Narrandera Business as Usual' developed by the Economic Development team and attracting over 600 followers has been a great success.			
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 30 June 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 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.	Economic Development Manager	Completed	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			No further action to be taken in researching the pig industry also there are no current opportunities in the chicken industry.			
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Review sales policy for Council owned land in the Industrial Estate to address incentives for developers; enhance appearance of the Estate with signage, flags and landscaping including gateway treatment.	Facilitate further development of the Red Hill Industrial Estate EDS 4.2.	As at 30 June 2020 -this period has seen some promising activity in the Red Hill Industrial Estate with two land sales occurring on adjoining allotments, 1 was purchased from Council with another purchased from a private owner. Both land sales have been settled in the current reporting period with the development now possible over a total site area of 5240 sq. metres. This established business is relocating from the Sydney metropolitan area to establish a factory producing a unique roadbase material and it expected that 8 employee positions will be generated in the first 6-9 months of operation. Commencing in 2021 the facility is expected to employ 13 people.	Economic Development Manager	Progressing	80%

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Strategic advocacy to support population retention with particular focus on the youth of our Shire	Youth projects and engagement opportunities.	Report on the outcomes achieved by the Youth Development Officer.	As at 30 June 2020 - the Narrandera Youth Advisory Council held one formal meeting and three informal Zoom meetings during the reporting period due to COVID-19 restrictions. Members held a number of online photo competitions to continue to engage with the community. During these meetings members discussed the Youth Food Trailer project, welcomed two new members, said farewell to one member, elected a new Deputy Mayor, and discussed youth mental health programs. Although gatherings were not allowed, regular contact was made via social media to ensure members remained engaged with Council.	Community Support Manager	Completed	100%
ACTION 2 - Strategic advocacy for diverse housing options	Enhanced accommodation options that may be made available to members of the community.	When opportunities arise advocate for accommodation options that align with our population demographics.	As at 30 June 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	Community Support Manager	Completed	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>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. Council is also working with stakeholders on the proposed development of a retirement village.</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 30 June 2020 - Council received successful combined funding notification of \$1,220,000 for 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 \$997,363 in Local Roads and Community Infrastructure funding for this quarter, of this funding a report was prepared to be tabled at the July Council meeting committing \$497,363 towards road and drainage projects.	Works Manager	Completed	100%
ACTION 2 - Road assets are managed in accordance with the road service review and asset management plans	Strategic mapping of reseal, re-sheeting or grading works made available to the community also details of works undertaken during the reporting period.	The road service review and asset management plans are to be consulted when planning for works.	As at 30 June 2020 - the following works have been completed for the reporting period; 2.2 kilometres of sealing works, 2 kilometres of resealing works also 4.95 kilometres of gravel resheet works, 35,000 square metres of road rehabilitation.	Works Manager	Completed	100%

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 at 30 June 2020 - across the reporting year 500 kilometres of road service digital roughness count was undertaken as part of assessing the ride quality for motorists. No additional roughness data was collected this reporting quarter.	Works Manager	Completed	100%

**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 at 30 June 2020 - transport asset methodology reports have been completed which provides completed road condition assessments, expected life, and unit rate re-calculations for the finalising of the 30 June 2020 Transport Network Revaluation. The transport assets now have also been successfully migrated from spreadsheets into the asset management system (AMS). Staff continually work with the suppliers of the 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.	Projects and Assets Manager	Progressing	80%
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 at 30 June 2020 - Council successfully completed major construction activities such as the Reverse Vending Station located adjacent to the Narrandera Landfill entrance also a Truck Wash facility at the Red Hill Industrial Estate.	Projects and Assets Manager	Progressing	60%



ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>Council's construction crew delivered a PAMP project which is 50% funded by Transport for NSW at the corner of Douglas and Cadell Streets also the Audley Street footpath providing greater pedestrian safety. The upgrade of the animal enclosure heated bed bays and the renewal of the archive room due to white ant damage were also finalised. Installation of additional flag poles on the Council Chamber building was finalised in June. Works are well advanced with the redevelopment of the Lake Talbot Water Park which is funded under the Playground on the Murrumbidgee Program with a project budget of \$5.8 Million dollars.</p>			
ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure	Details of applications submitted and the outcome.	Funding opportunities to replace key facilities and infrastructure.	As at 30 June 2020 - There were no new applications submitted during the reporting period, however work progresses on the South West Narrandera Sewer Extension Study worth \$48,000 and the Barellan Sewer Scheme worth \$4.87 Million dollars.	Water Sewer Manager	Completed	100%
ACTION 2 - Continuation and	Reporting of milestones	Implement IWCMP; report on direct	As at 30 June 2020 - the Integrated Water Cycle	Water Sewer Manager	Progressing	75%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
monitoring of the Integrated Water Cycle Management Plan (IWCMP).	achieved within the IWCMP.	actions derived from the IWCMP with relevant timeline and Key Performance Indicators.	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.			
ACTION 3 - An ongoing program of capital works for both water and sewer operations of Council	Progress of proposed works followed by the completion of projects within budget and effectiveness measured by a timeline.	Ongoing 10 year Capital Works Program within funding.	As at 30 June 2020 - the capital works program was delayed in the middle of the financial year due to both COVID-19 and recruitment issues but is making progress, however there will significant carry-over works to be undertaken next financial year.	Water Sewer Manager	Ongoing commitment	70%

## 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 measurables contained within the Delivery Program.	As at 30 June 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 at 30 June 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	25%

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 at 30 June 2020 - Councils general purpose financial reports for the year ending 30 June 2019 indicate that council has meet 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	100%
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 June 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.	Governance & Engagement Manager	Progressing	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Council to consider any requests in accordance with the Community Strategic Plan 2017-2030.	Where possible support community projects where groups or organisations have clear goals and outcomes.	As at 30 June 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 at 30 June 2020 - Council's website remains 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. During this quarter the website was viewed 25,937 times by 5,320 users. The top 10 pages included the home page, contact us, Council Meetings, waste and recycling, working at Council, search results page, projects and community consultation, about Council, Records Officer position vacancy and casual positions.	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 Councils Procurement Policy by 31 December 2018.	Council's procurement provides best value and protects against fraud and corruption.	As at 30 June 2020 - Council recently adopted the revised Procurement Policy with the Procurement Manual still being reviewed to incorporate these changes and update templates.	Governance & Engagement Manager	Progressing	90%
ACTION 2 - A highly skilled and motivated workforce	Reviewed at least every 2 years or when there is legislative or award changes.	Ensure workforce policies remain current in a changing work environment.	As at 30 June 2020 - the Human Resources team has made a concerted effort to significantly improve the content of a large number of policies and procedures during the reporting year with 14 policies and procedures reviewed. The review process has also involved the rationalisation or absorption of redundant policies.	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 previous 3 years.	Develop and implement succession planning.	As at 30 June 2020 - the Human Resources team report monthly to the Executive Leadership Team (ELT) on staff demographics. At present the team is in the process of completing a Price Waterhouse Cooper (PWC) staff demographic survey for 2019-2020. This is the fourth year Council have taken part in this survey with the report providing the Executive Leadership Team Meeting and Council with benchmark data. The reports provided by PWC will provide valuable data for the Workforce Strategic Plan 2021-2025.	Human Resources Manager	Progressing	90%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 2 - A highly skilled and motivated workforce	Amendments are made as soon as possible; report September annually performance appraisal outcomes.	Implement approved revisions of the salary administration and Employee Performance Management System.	As at 30 June 2020 - each year the performance appraisal process commences 1 June and concludes 31 May. At the end of this reporting period 17 Performance Appraisals are yet to be completed. The Human Resources team has commenced preliminary analysis of the data available around two important outcomes being salary step increases based on achieving set competencies and training requests recommended by the manager or requested by the employee. A report is to be provided to the General Manager and Deputy General Managers by 31 July 2020 for their review and approval.	Human Resources Manager	Progressing	10%
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 at 30 June 2020 - training for written communication skills is provided to employees as necessary. The Human Resources team has commenced preliminary analysis of the training request data submitted during the 2019-2020 performance appraisal process. On completion of the analysis the training recommendations will be provided to the Executive Leadership Team (ELT) for approval. This review process will determine the need for report writing skills training which will be organised for individuals or groups. Internal reminders to employees regarding the importance of accurate relevant and easy to read documents are provided regularly. Employees who are required to make formal presentations to Council are given the opportunity to have their presentation critiqued by ELT prior to the 'live' presentation.	Human Resources Manager	Ongoing commitment	95%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 3 - As an organisation the information management capability meets the needs of the users and the community	Implement actions within the Information Management Strategy 2014-2019 also review and update the Information Strategy 2014-2019 during 2020.	Maintain an Information Management Strategy providing best value contemporary services.	As at 30 June 2020 - the Information Management Strategy 2014-2019 continues to be reviewed each year as part of the capital works budget process to include 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 Councils financial position.	Monitor Councils financial situation and progress against Fit for the Future benchmarks.	As at 30 June 2020 - 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	Have systems in place that details grants applied for, and where successful that monies have been received, expended and	Monitor the level of State and Federal Government grants payable to Council.	As at 30 June 2020 - 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
other income sources maximised	acquitted in accordance with the funding body requirements.					
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 Councils risk profile.	As at 30 June 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 preceding month and gives a snapshot of the portfolio and credit limits to make sure that Council remains within the prescribed amount allowed for each 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	Updated statistics for each reporting period with cumulative totals also to be reported.	Number of dogs registered under the Companion Animals Act.	<p>As at 30 June 2020 - annual door to door inspections for companion animal ordinance matters were completed by end of November 2019. Next round of door to door inspections are proposed to be undertaken in September 2020. General compliance of companion animals matters is ongoing.</p> <p>During this period Council's rangers conducted a community information morning in East street shopping area to explain the new Companion Animal regulations relation to the ownership of cats.</p> <p>Also Council rangers maintain a high level of visibility in</p>	Administration Assistant - Development and Environment	Completed	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
animals and other animals			the Narrandera, Grong Grong, Barellan, Binya and Kamarah residential areas on a weekly basis.			
ACTION 5 - The community displays a high level of understanding and compliance with legislative in regard to the keeping of and control of companion animals and other animals	Updated statistics for each reporting period with cumulative totals also to be reported.	Number of cats registered under the Companion Animals Act.	As at 30 June 2020 – eighteen (18) micro-chipped and registered pets were returned to owners at no charge. Six (6) cats and dogs were impounded before being claimed by owners. Four (4) dogs and cats were rehomed in this period with a total of 3 warnings and 1 infringement notice issued.	Administration Assistant - Development and Environment	Completed	100%
ACTION 6 - The Narrandera Shire Local Environmental Plan 2013 (LEP) is reviewed within a 5-year cycle	Review the current LEP within the timeframe established by the Department of Planning and Environment.	Maintain the LEP to meet community aspirations, land needs and environmental outcomes.	As at 30 June 2020 - preparatory work has commenced to review the Local Environmental Plan (LEP) , and will progress once the Local Strategic Planning Statement (LSPS) is adopted by Council and approved by the Department of Planning, Industry & Environment. The first (housekeeping) review of the LEP will be a to rectify any minor anomalies and omissions, with a comprehensive review to align with the completions of the studies identified within the LSPS over the next four years.	Deputy GM Infrastructure	Progressing	75%

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ACTION 7 - Planning instruments reflect the intent and direction of land use strategies and facilitate development and growth of the Shire	Compliance with guidelines from the Department of Planning and Environment.	Documents are reviewed against intended outcomes.	As at 30 June 2020 - the Community Participation Plan (CPP) was adopted in December 2019. The Draft Local Strategic Planning Statement (LSPS) has been adopted for exhibition and preparatory work has commenced to review the Local Environmental Plan. Revisions and additions of other planning instruments now being conducted, with the LSPS to be finalised prior to the end of 2020.	Deputy GM Infrastructure	Progressing	85%
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 at 30 June 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 33 days.	Administration Assistant - Development and Environment	Ongoing commitment	75%

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 30 June 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 represented by the Department of Planning & Environment. Average determination times for the reporting quarter is 32 days.	Administration Assistant - 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 30 June 2020 - during the reporting quarter the Mayor, Deputy Mayor and General Manager maintained close and effective involvement in RAMJO advocating for better outcomes for the region in terms of water management, health services and power. Engineering staff attended a number of meetings with RAMJO staff to develop the response to the Transport for NSW initiatives with the Road Maintenance Council Contract. Economic Development staff met with like staff from the adjoining Councils to develop a group marketing campaign to build on the tourism numbers.	General Manager	Ongoing commitment	95%