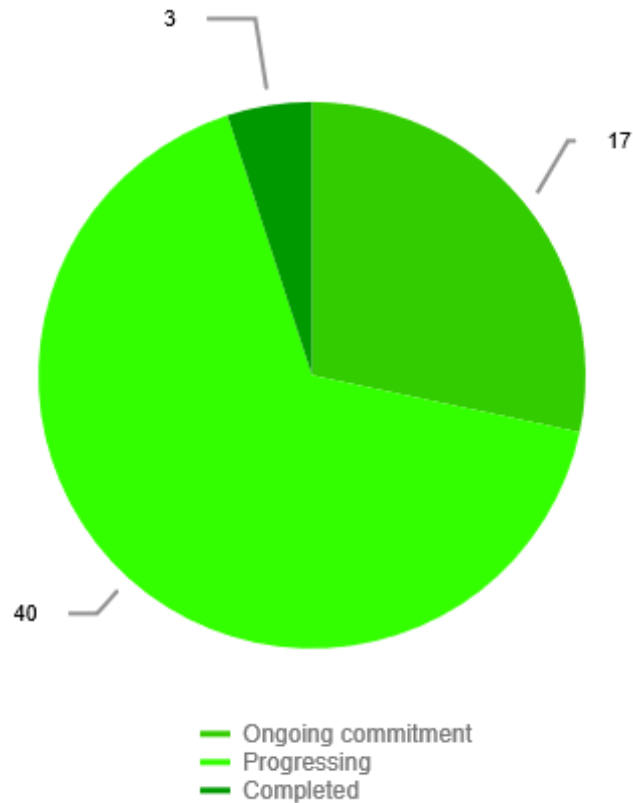




**Narrandera**  
Shire Council

**2018-2022 Delivery Program**  
**Quarterly Delivery Program Review**  
Quarter 2 of the 2020-2021 reporting year as at  
**31 December 2020**



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

- 3 actions or 5.0% have been completed;
- 17 actions or 28.33% have an ongoing commitment;
- 40 actions or 66.67% 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 31 December 2020 - Council has engaged the community through many broadcasting channels. The Mayor and General Manager conducted monthly radio interviews with Narrandera Community Radio and Triple M Griffith, plus two with Triple M Wagga. This quarter Council posted 20 videos, 34 status updates, 4 shared videos, 126 photo posts and 29 posts with links - a total of 213 posts on Facebook. The top engaged post was NSC's focus on the community and not hearsay by political commentators with 19,474 engaging the post. Instagram had 35 posts with 1,100 engagements. The website, including all 375 pages ever create, has been viewed a total of 26,905 times this quarter with news and media collectively viewed 463 times for the news page and 28 media releases. Council released 3 print and digital newsletters, 17 print advertisements and 1 radio advertisement.	Communications Officer	Ongoing commitment	100%

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	Details of engagement opportunities for each reporting period with cumulative totals.	Number of formal Councillor and Senior Staff engagement opportunities.	As at 31 December 2020 - Council published 3 community newsletters online, also in the Narrandera Argus. This quarter Council had open for public engagement the Youth Food Trailer artist competition, the Health Services inquiry for NSW Health Care Complaints Commission; all of which were promoted with paid online advertising to encourage feedback. Feedback for these projects totaled 6 competition entries and 11 health submissions. During this time Council also launch a joint marketing tourism venture 'Murrumbidgee Trails' with Murrumbidgee, Leeton and Lockhart Shire Councils.	Communications Officer	Ongoing commitment	100%
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 31 December 2020 - Conduct of meetings has been restricted due to COVID-19 gathering rules along with the closure of halls and museums. With the easing of restrictions Committees are returning to scheduled meetings with halls and the Narrandera Arts & Community Centre now open. The new Parkside Museum Committee also the Arts and Community Centre Advisory Committee have been formed and initial meetings held. While the Narrandera Parkside and Barellan	Deputy GM Corporate & Community	Progressing	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			museums remain closed the Committees have been active preparing for a staged reopening in 2021.			
ACTION 2 - Continue with strategic advocacy for the delivery of integrated health and wellbeing programs	Details of advocacy efforts during the reporting period and outcomes.	Details of the number of meetings held and details of outcomes from these meetings.	As at 31 December 2020 - During the reporting period the General Manager attended four webcasts from Murrumbidgee Local Health District and NSW Health related to COVID-19. Council was successful in obtaining the COVID-19 testing facility at Gillenbah for for freight workers. The General Manager has prepared and lodged a submission to the NSW Parliamentary inquiry into health services in rural and regional NSW.	General Manager	Progressing	50%
ACTION 3 - Continue positive interactions with the Narrandera Interagency also the Aboriginal representative bodies within the community	Number of meetings attended and outcomes from the meetings.	Where possible attend meetings with the outcome being stronger links for inclusiveness in service planning and delivery.	As at 31 December 2020 - The Narrandera Interagency meetings recommenced with high attendance by members. The Aboriginal Elders Liaison Group met three times during this reporting meeting. Items for discussion included the raising of the Aboriginal Flag above the Council Chambers, event planning for the 2021 NAIDOC Celebrations, the Koori Beach project and the funding application for the Wiradjuri Wall within Marie Bashir Park.	Community Support Manager	Ongoing commitment	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 4 - Implementation and monitoring of the Positive Aging Strategy & Disability Inclusion Action Plan	Details of progressive achievements measured against the relevant plan.	Documented achievements arising from both the Positive Aging Strategy and the Disability Inclusion Action Plan.	As at 31 December 2020 - The Narrandera Shire Library continue to offer activities catering to the needs of senior residents and those living with a disability including Senior Movie Days each Thursday as well as hosting Kurrajong and the Nattering Knitters weekly. Low impact exercise classes are offered to residents at Bidgee Boxing and Ange's Group Fitness as well as Third Year Yoga at Trinity Yoga. The Community Transport and Home Support Programs, Meals on Wheels and other community organisations continue to offer services such as meal delivery, social support and transport to ensure the senior members of the community and those living with a disability are well supported. The Lake Talbot Water Park upgrade now includes an access ramp into the complex also a dedicated ramp into the olympic pool for those with limited mobility.	Community Support Manager	Ongoing commitment	50%
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 at December 31 2020 - Narrandera Leeton Community Transport provided 4,146 trips to residents of the Narrandera and Leeton Shires during the reporting period. Of these trips 1,355 were delivered to clients aged 65 years or	Community Support Manager	Ongoing commitment	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
		Disadvantaged and Aboriginal.	older, or 50 years for Aboriginal and Torres Strait Islander - a total of 1,094 trips were provided 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. A total of 658 trips were provided to those who identify as Aboriginal and 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 31 December 2020 - The Community Services page on the Council website received 271 page views, the most popular being the Community Transport page with 40 views and the Youth Council page with 39 views. Overall Council's Facebook page published 214 posts engaging with 50,344 users overall.	Community Support Manager	Ongoing commitment	50%
ACTION 7 - Where possible ensure socially disadvantaged members of the community have access to or are advised of how services can reduce their isolation	The number of persons that have been assisted with social support during the reporting period who may have been referred through the My Aged Care portal 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 at 31 December 2020 - the Narrandera Leeton Social Support program provided 244 hours of Social Support and 27 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 referred through the MyAgedCare portal. An additional 24 hours of Social Support was provided to National Disability	Community Support Manager	Ongoing commitment	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			Insurance Scheme participants. Social Support is an individualised service aimed at reducing social isolation amongst vulnerable members of the community. Activities include assisting with shopping and errands, home visits, outings and over the phone support.			



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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Continued strategic advocacy for strengthening of the Narrandera centres of learning	When required details of advocacy efforts.	Outcomes of advocacy efforts for Narrandera TAFE as well as early childhood centres to secondary schools.	As at 31 December 2020 - The General Manager and Manager of Human Resources met with representatives of Narrandera High School and discussed opportunities for students to attend Council workplaces for work experience and the establishment of school based trainees and apprenticeships. A number of students have accepted the offer.	General Manager	Progressing	50%
ACTION 2 - Develop a Narrandera Shire Cultural Plan to increase community participation in the Arts and cultural activities	Details of events held at the centre including type of event and attendance statistics.	Increased usage and patronage of the Narrandera Arts and Community Centre.	As at 31 December 2020 - During this period the Arts Centre has been utilised for regional meetings, community consultation, (including consultation for the Cultural Plan) also Council Committee meetings. The extended booking for the CAD Factory's Shadow Places Exhibition that was cancelled due to COVID is expected to be rescheduled for a later date. The quarter finished with the very successful LCAIN - Walk in Art Exhibition co-ordinated by Cr Lewis where 46 local artists filled the Gallery with their work and garnered a record number of visitors for the centre. NACNET with the Arts and Cultural Committee have a range of grant funded workshops and exhibitions scheduled for the centre in the first half of 2021.	Community Development (including Library) Manager	Progressing	50%

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 31 December 2020 - Information garnered from community consultation is currently being incorporated in to the Cultural Plan with final feedback from the Aboriginal Elders Liaison Committee expected mid to late January 2021. Work continues on the framework and a format for the plan has been agreed upon by Council. The Cultural Plan will be presented in two documents and formats, the first being a printed summary document which will be accompanied by a second more extensive background document including demographics, details of consultation and the delivery program with measurable outcomes. The background document will be accessible on Council's website and available in PDF format for downloading and printing. Once completed a draft of the plan will go to Council for approval, following approval the Plan will then be placed on public exhibition for 28 days. Following exhibition, any necessary changes will be incorporated into the document and returned to Council for adoption.	Community Development (including Library) Manager	Progressing	60%

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Strategic advocacy for an enhanced Police presence, at the very least the maintenance of current levels	Number of advocacy interactions and outcomes.	Details on the number of advocacy meetings held with decision makers.	As at 31 December 2020 - Regular quarterly meetings are held with Leeton Shire Council and area senior Police to discuss crime rates and staffing. The Mayor and the General Manager also maintain regular telephone contact with Police	General Manager	Progressing	50%
ACTION 2 - Maintain and enhance the current network of CCTV cameras in key locations	Number of cameras within current network and a timeline for upgrade and/or the installation of new cameras; also ongoing statistical information on how many times the footage has been requested for viewing by NSW Police.	Maintain current CCTV cameras in working order and plan for enhancements so to assist the Police and the local community to discourage crime and anti-social behaviour.	As at 31 December 2020 - Council continues to maintain the existing cameras in the CCTV system. During the reporting period Council received two 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 31 December 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 31 December 2020 - A total of 245 high risk target inspection sites (including kilometres of roadside verge and other sites) were assessed since September 2020 with a total of 166 private property inspection also been completed. Verbal advice only was given for general weeds with no priority weeds detected.	Open Space Recreation Manager	Progressing	45%
ACTION 1 - Encourage and promote	Works finalised against the schedule of works, progressive and	Update on programs for works originating from the 2nd generation Tree	As at 31 December 2020 - A total of 10 trees have been removed for various reasons with an additional 80 plantings taking place since	Open Space Recreation Manager	Progressing	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
environmental awareness	comparative statistical data on trees removed, trees replaced and new plantings.	Audit with the aim to do the utmost to preserve and maintain our signature treescape.	September 2020. Irrigation systems have been installed at three streetscape planting sights.			
ACTION 1 - Encourage and promote environmental awareness	Strategies and plans to preserve a unique feature of our native fauna.	Update on preservation measures to protect our unique koala population.	As at 31 December 2020 - Council staff are working with a consultant to update the Plans of Management for Crown Land reserves for which Council is the land manager. The updated Plans of Management will build on the 2013 documents which already identify significant areas of flora and fauna assets.	Open Space Recreation Manager	Progressing	45%

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Focus on the Narrandera CBD Masterplan	Achieving project milestones.	Finalise design concepts, costings and identify funding opportunities for the Narrandera CBD upgrade.	As at 31 December 2020 - Council is concentrating on grant funding 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 the project recommences.	Projects and Assets Manager	Ongoing commitment	20%
ACTION 1 - Focus on the Narrandera CBD Masterplan	Spaces where the needs of the community as a whole are considered.	The needs of all members of the community are considered within designs such as pedestrian access, disabled parking and loading zones.	As at 31 December 2020 - Stage 1 of the Narrandera CBD Master Plan being the upgrade of Bolton Street, Narrandera is in the detailed planning stage, however a result of the large number of additional grant fund projects this has been delayed. A further grant application is being sort for additional upgrade works within East Street, Narrandera in accordance with the approved Master Plan.	Deputy GM Infrastructure	Ongoing commitment	70%
ACTION 2 - Develop a small parks strategy	Accessible parks that provide for local play, passive	The needs of the community for parks and recreation	As at 31 December 2020 - Shade sails and fencing has been installed at two playgrounds within the Shire namely	Open Space Recreation Manager	Progressing	75%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	recreation, general open space and urban beautification within easy access of residents and visitors.	opportunities are met through a hierarchy of parks.	the at both the Barellan Sportsground and the Narrandera Sportsground.			

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Consider and where possible implement sustainable environmental practices	Progress of the Masterplan also statistical data on the tonnage of waste diverted from landfill by recycling and other waste diversion methods. Lobbying efforts for and promotion of a container deposit scheme facility for Narrandera.	Develop a Waste Management Masterplan to minimise waste to landfill and promoting recycling and resource recovery.	As at 31 December 2020 Residents continue to utilise the Container Recycling Centre (CRC) to dispose of oils, batteries, paints, gas bottles, toxic and hazardous chemicals, smoke alarms, fluorescent light and fire extinguishers. Sorted greenwaste, construction waste, steel, mattresses, paper & cardboard continue to be diverted from landfill to reuse areas. The Reverse Vending Machine (RVM) continues to be used to collect and recycle plastic, glass & aluminium single use drink containers. Council resolved at its December 2020 meeting to place the Draft Waste Facility - Long Term Management Plan for 28 days public exhibition seeking community feedback with submissions closing 22 January 2021.	Administration Assistant - Development and Environment	Progressing	15%
ACTION 1 - Consider and where possible implement sustainable environmental practices	Actions taken by Council to reduce its environmental footprint such as quantifiable billing trends.	Council continues to implement energy saving infrastructure at its facilities to reduce costs and CO2 emissions where economically viable.	As at 31 December 2020 - Council received the draft Climate Action Strategy document prepared by a consultant - 100% Renewables. This document identifies Council's existing energy use and 'carbon footprint' and provides for efficiency, renewable energy and emissions reduction	Executive Engineer	Progressing	60%



ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			plans centred around short-term, medium term and ongoing actions. A report was prepared and submitted to Council's Ordinary meeting held December 2020 with the document now on public exhibition seeking community feedback until 1 February 2021.			
ACTION 1 - Consider and where possible implement sustainable environmental practices	Council managed parks and reserves to be watered with re-use or untreated water rather than potable water.	Initiate projects to water community parks and reserves with re-use or untreated water rather than potable water.	As at 31 December 2020 - Council continues to use reuse water at three sports fields, three parks, two lawn sections of Narrandera cemetery and also uses reuse to irrigate lawned areas along Victoria avenue, Narrandera.	Open Space Recreation Manager	Progressing	80%

## THEME 3 - OUR ECONOMY

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Information to Council and the community on efforts to encourage new business and industry but also support existing enterprises.	Report on actions and outcomes contained within the Economic Development Strategy (EDS).	<p>As at 31 December 2020 - In this quarter Directors of the Yarrabee Park Solar Farm advised that they anticipate reaching financial closure around mid year 2021 and that construction is scheduled for commencement mid 2021 to late 2021. Senior representatives of the proposed Avonlie Solar Farm at Sandigo expect construction to commence March 2021. The Australian Airline Pilot Academy continues to use the Narrandera-Leeton Airport for a growing frequency of training flights with both on-ground and in air operations.</p> <p>Design for a new parallel taxiway at the Narrandera-Leeton Airport has been completed and a funding application submitted to the Regional Airports Program Round 2 to enable construction of the taxiway.</p> <p>Land at the Red Hill Industrial Estate is being assessed for creation of a preliminary draft plan for possible</p>	Economic Development Manager	Progressing	30%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			subdivision of further land in Paterson Place as there is currently only one block subdivided and available for development.			
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Attend Narrandera Business Group Meetings; facilitate guest speakers at Business Group functions; provide information, advice and leverage opportunities for information sharing.	Support and nurture existing businesses EDS 3.2	<p>As at 31 December 2020 - The Economic Development Manager attended a number of meetings with the Narrandera Business Group holding its Annual General Meeting with John Foster elected as the new Chairperson. The Group initiated a Christmas Stocking competition held as part of the 'Shop Locally' initiative.</p> <p>The distribution of business recovery information relating to COVID-19 continues to those on the business database. The online initiative 'Narrandera Business as Usual' continues to be a great success.</p> <p>An independent survey of business providing the following benefits for Council was conducted during this reporting quarter:</p> <ol style="list-style-type: none"> <li>1) To quantify the impacts of COVID-19 pandemic on industry and employment;</li> <li>2) To understand the needs of the local business community;</li> </ol>	Economic Development Manager	Progressing	40%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>3) To provide an evidence base towards preparing and new economic development strategy.</p> <p>Results of this survey will be provided to Council early 2021 with some pleasing indicators contained within the report.</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 at 31 December 2020 - The current situation in the porcine industry previously 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 was adamant that at that time there were 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.</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>Economic Development Manager</p>	<p>Completed</p>	<p>100%</p>

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Review sales policy for Council owned land in the Industrial Estate to address incentives for developers; enhance appearance of the Estate with signage, flags and landscaping including gateway treatment.	Facilitate further development of the Red Hill Industrial Estate EDS 4.2.	As at 31 December 2020 - A review of sales policy is underway to address possible incentives. A draft concept is being developed to provide more allotments having frontage to Paterson Place. Land sales within the Red Hill Industrial Estate where Council was the Vendor have now been finalised.	Economic Development Manager	Progressing	85%

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Strategic advocacy to support population retention with particular focus on the youth of our Shire	Youth projects and engagement opportunities.	Report on the outcomes achieved by the Youth Development Officer.	As at 31 December 2020 - The Narrandera Youth Advisory Council have held three formal meetings, one extraordinary meeting and three informal meetings during the reporting period. During these meetings members continued to progress the Food Trailer project. Unfortunately during the reporting period one resignation was received however two new energetic members were inducted. The development of the Youth Strategy was also a key focus area for the members as well as planning for upcoming events and strategies on how to improve mental health services within the Shire.	Community Support Manager	Ongoing commitment	50%
ACTION 2 - Strategic advocacy for diverse housing options	Enhanced accommodation options that may be made available to members of the community.	When opportunities arise advocate for accommodation options that align with our population demographics.	As at 31 December 2020 - Council continues its efforts to increase support services available to the resident of the Shire. The Narrandera Shire Council Domestic Violence Advisory Committee recently appointed 4 new members and elected a new Chairperson. With these appointments the Committee will be able to continue its efforts to provide information and	Community Support Manager	Ongoing commitment	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>support to the local community about housing and refuge services. The two residential aged care facilities at Narrandera continue to provide both long term and short term care for those living with a disability also the aged who can no longer safely live at home. Narrandera Home Modifications and Maintenance provided 134 hours of lawn mowing, provided safety related home modifications to 20 individual clients to help residents remain living in their own homes for longer. Council continues to work with stakeholders on the proposed independent living 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 31 December 2020 - During the reporting quarter Council submitted 5 applications for roads upgrades on school buses routes under the Fixing Local Roads Program - Round 2. The total of the grant funding applied for is \$4,354,649. Council also applied for \$1,110,157 funding under the Regional Airports Program Round 2 for the construction of a new taxiway at the Narrandera-Leeton Airport.	Works Manager	Progressing	50%
ACTION 2 - Road assets are managed in accordance with the road service review and asset management plans	Strategic mapping of reseal, re-sheeting or grading works made available to the community also details of works undertaken during the reporting period.	The road service review and asset management plans are to be consulted when planning for works.	As at 31 December 2020 -The following works have been completed for the reporting period; 26.5 km of reseals, 6.0 kilometres of new sealing works also 2.0 kilometres of gravel resheet works and 98 kilometres of maintenance grading works.  The full list of works programmed for this year is available on the Council web page.	Works Manager	Progressing	50%



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 31 December 2020 - During the reporting period footpath hazard inspections were completed for the Narrandera township identifying issues such as areas of subsidence, raised concrete, substantial cracking and other risks.	Works Manager	Progressing	50%

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure	Availability of accurate and relevant data for all classes of assets.	Implementation of an asset management system.	As at 31 December 2020 - Staff are reviewing results of the completed draft building and other structures revaluation report. Projects are progressing as scheduled on all Stronger Country Community and Drought Communities Program funded projects. The Lake Talbot Water Park - Stage 1 opening was held 12 December 2020 which included the completion of the olympic and middle pools. Stage 2 opening was held on 22 December and included the much anticipated water park. Stage 3 and the official re-opening of the complex is planned to coincide with Australia Day Activities on 26 January 2021.	Projects and Assets Manager	Progressing	30%
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 31 December 2020 - Works are progressing well 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. The Water Park has been scheduled to open its facilities over	Projects and Assets Manager	Progressing	30%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>3 stages. Stages 1 and 2 have been completed with Stage 3 works to be finalised by 20 January 2021. All other projects that form part of the Playground on the Murrumbidgee are also on track. The Youth Council food van has arrived and staff are working with stakeholders on an artwork wrap. The Lake Talbot Tourist Park works such as the levelling of sites were completed mid December in time for the holiday period. Entrance beautification at the LTWP entrance were completed in December that included the installation of new retaining walls and construction of a new entrance landscaping and signage.</p>			
<p>ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure</p>	<p>Details of applications submitted and the outcome.</p>	<p>Funding opportunities to replace key facilities and infrastructure.</p>	<p>As at 31 December 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.</p>	<p>Water Sewer Manager</p>	<p>Ongoing commitment</p>	<p>100%</p>
<p>ACTION 2 - Continuation and</p>	<p>Reporting of milestones</p>	<p>Implement IWCMP; report on direct</p>	<p>As at 31 December 2020 - The Integrated Water Cycle</p>	<p>Water Sewer Manager</p>	<p>Progressing</p>	<p>75%</p>

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 additional options study is underway with an expected completion in March 2021. 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 31 December 2020 - Capital works program on schedule. Major works for rest of 2020-2021 financial year include Adams Street and King Street watermain replacements, sewer mains replacement program, Pine Hill water reservoir construction and Barellan sewer design.	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 measureables contained within the Delivery Program.	As at 31 December 2020 - The reporting on measurables within in the adopted Delivery Program continues on a three monthly basis.	Governance & Engagement Manager	Completed	100%
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Scheduled for early 2020 and will inform Council of the views of the community against industry benchmarks.	Undertake a second Community Survey early 2020.	As at 31 December 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 was postponed and will now be conducted the week commencing 8 February 2021. The community survey will comprise a telephone questionnaire whereby members of the community may receive a 'cold call' asking if they wish to participate, a person based at key locations to obtain telephone numbers for the purpose of participating in the telephone questionnaire at a later date and finally an online questionnaire.	Governance & Engagement Manager	Progressing	10%
ACTION 1 - Accountable, transparent and ensure open communication	Outcomes promised by Council in its Fit for the Future Improvement Plan.	Report on Fit for the Future strategies.	As at 31 December 2020 - Council's general purpose financial reports for the year ending 30 June 2020 indicate that council has meet the majority of the Fit For The Future ratios. The Own Source Revenue ratio has been reduced due to Council's success in obtaining grant funding which is not categorised as own source revenue. This ratio was impacted in the same way during the 2018-	Deputy GM Corporate & Community	Progressing	60%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
between the community and Council			2019 financial year. Council's Infrastructure Backlog rose as a result of the revaluation of the road network at 30 June, 2020. This indicator will be reduced in the current year as the backlog calculation is aligned with councils road network service levels.			
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 31 December 2020 - Originating from the Executive Leadership Team, the review of the Charter was actioned 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 Deputy General Manager Corporate and Community Services has identified this as a task that needs to be finalised with a draft version to be presented to both the Executive Leadership Team then Council in coming months.	Governance & Engagement Manager	Progressing	50%
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Council to consider any requests in accordance with the Community Strategic Plan 2017-2030.	Where possible support community projects where groups or organisations have clear goals and outcomes.	As at 31 December 2020 - Any requests for support shall be considered in accordance with strategic documents and budgetary constraints.	Governance & Engagement Manager	Completed	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	Compliance with Australian Government Digital Service Standard also details of website content review and where possible details of website visits and pages most frequently visited.	Ensure that the Council website is compliant with current industry standards.	As at 31 December 2020 - Council's website remains compliant 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> , four minor contrast issues were identified such as the homepage image where symbols had little contrast to the background. During this quarter the website was viewed 26,905 times by 6,825 users. The top 10 pages included the home page, contact us, waste and recycling, media release - 'Council focuses on future, not hearsay', working at Council. Council Meetings, search function, news and media, waste depot hours and Councillors.	Communications Officer	Ongoing commitment	100%
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 31 December 2020 - Council has adopted the revised Procurement Policy with the Procurement Manual still being reviewed to incorporate these changes and updated templates.	Governance & Engagement Manager	Progressing	70%
ACTION 2 - A highly skilled and motivated workforce	Reviewed at least every 2 years or when there is legislative or award changes.	Ensure workforce policies remain current in a changing work environment.	As at 31 December 2020 - The human resources team continues to review and improve the content of Council's policies and procedures. Since the last reporting period the team have reviewed 10 policies/procedures and 2 Work Health and Safety Policies. The team has also developed 2 new policies and have completed a review of the Consultative Committee constitution and the Work Health and Safety terms of reference.	Human Resources Manager	Progressing	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 2 - A highly skilled and motivated workforce	Action recommendations within the Workforce Strategic Plan 2017-2021; report September annually on staff demographics in comparison to previous 3 years.	Develop and implement succession planning.	As at 31 December 2020 - The human resources team report monthly to the Executive Leadership Team (ELT) on staff demographics. Price Waterhouse Cooper recently provided Council with its annual comparison report and compares staff demographic data from all participating group 10 and RAMJO Councils. As the report has only recently been received the information provided has not been fully assessed. When this has been completed the report will be tabled at the next Executive Leadership Team Meeting. The reports provided by PWC will also provide valuable data for the Workforce Strategic Plan 2021-2025 and review of the Community Strategic Plan.	Human Resources Manager	Progressing	90%
ACTION 2 - A highly skilled and motivated workforce	Amendments are made as soon as possible; report September annually performance appraisal outcomes.	Implement approved revisions of the salary administration and Employee Performance Management System.	As at 31 December 2020 -. During the reporting quarter the results of 2020 Performance Appraisals were reviewed by the human resources team. Training requests either recommended by the manager or requested by the employee have been processed and where appropriate have been approved based on merit and Council need. Approvals have been staggered over a three year period with correspondence sent to all employees outlining the approved training and which year they can expect the training to take place.	Human Resources Manager	Progressing	85%
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 31 December 2020 - Training in written communication skills is provided to employees as necessary. Analysis of training requests submitted in the 2019-2020 performance appraisal process indicated that two requests were received for report writing and/or formal presentation skills with both requests approved by the Executive Leadership Team (ELT) - this training is yet to be organised. Internal reminders to employees regarding the importance of accurate, relevant and easy to read documents are issued 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	90%



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 31 December 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 2021.	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 31 December 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 Manager 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.	Finance Manager	Progressing	50%
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	Monitor the level of State and Federal Government grants payable to Council.	As at 31 December 2020 - Council has developed a register that details the name of the Council officer who has applied for grant funding and from where the funding is being sourced. Should the funding be successful then the date and the amount of the funding received, the date of acquittal needs to be finalised and the actual date of acquittal are recorded. At present, the Finance Manager and the GIS Officer are currently undertaking a review of the register and an upgraded version will be available soon.	Finance Manager	Progressing	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	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 31 December 2020 - A monthly report detailing Council's invested monies is presented to each Council meeting. The report details all transactions that have taken place within the proceeding month and gives a snapshot of the portfolio and credit limits to make sure that Council remains within the prescribed amount allowed for each institution. A report for local expenditure is also tabled in conjunction with the quarterly budget review.	Finance Manager	Progressing	50%
ACTION 5 - The community displays a high level of understanding and compliance with legislative in regard to the keeping of and control of companion animals and other animals	Updated statistics for each reporting period with cumulative totals also to be reported.	Number of dogs registered under the Companion Animals Act.	As at 31 December 2020 7 dogs were registered for this quarter.	Administration Assistant - Development and Environment	Progressing	25%
ACTION 5 - The community displays a high	Updated statistics for each reporting period with cumulative totals	Number of cats registered under the	As at 31 December 2020 4 cats were registered for this quarter.	Administration Assistant - Development	Progressing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
level of understanding and compliance with legislative in regard to the keeping of and control of companion animals and other animals	also to be reported.	Companion Animals Act.		and Environment		
ACTION 6 - The Narrandera Shire Local Environmental Plan 2013 (LEP) is reviewed within a 5 year cycle	Review the current LEP within the timeframe established by the Department of Planning and Environment.	Maintain the LEP to meet community aspirations, land needs and environmental outcomes.	As at 31 December 2020 - Preparatory work has commenced to review the Local Environmental Plan (LEP). The first review will be a 'housekeeping' task to rectify any minor anomalies and omissions with a comprehensive review to align with the completion of the studies identified within the Local Strategic Planning Statements over the next four years.	Deputy GM Infrastructure	Progressing	60%
ACTION 7 - Planning instruments reflect the intent and direction of land use strategies and facilitate development	Compliance with guidelines from the Department of Planning and Environment.	Documents are reviewed against intended outcomes.	As at 31 December 2020 - The Community Participation Plan was adopted by Council in December 2019. The Draft Local Strategic Planning Statement was adopted by Council in August 2020 and preparatory work has commenced to review the Local Environmental Plan. Revisions and additions of other planning instruments now being conducted.	Deputy GM Infrastructure	Progressing	90%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
and growth of the Shire						
ACTION 8 - Development Applications received and assessed within statutory timeframes	The number of Development Applications received during the reporting period also financial year cumulative totals also provide comparative yearly data to paste 2 year's data.	Statistical data on Development Applications received, also comparing to previous years.	As at 31 December 2020 Council received 14 development applications during this reporting quarter with a total of 25 Development Applications received this financial year. For the same reporting quarter in 2019-2020 there were 22 Development Applications lodged and in 2018-2019 there were 27 Development Applications lodged.	Administration Assistant - Development and Environment	Progressing	25%
ACTION 8 - Development Applications received and assessed within statutory timeframes	Comparison of assessment timeframe against Department of Planning & Environment averages.	Compliance with statutory timeframes for assessment.	As at 31 December 2020 During this reporting quarter the average Development Application assessment timeframe was 36.5 days compared to the statutory 40 day timeframe.	Administration Assistant - Development and Environment	Progressing	25%
ACTION 9 - Maintain a strong voice in regional groups such as RAMROC, the proposed RAMJO also	Details of engagement opportunities.	Proactive engagement at appropriate forums and continued political lobbying with our partners.	As at 31 December 2020 - Quarterly meetings of RAMJO are held and are attended by Mayor, Deputy Mayor and General Manager. The Annual Board meeting was recently held in Albury with Council being represented. The Mayor also attended the Cootamundra Electorate Mayoral round table which provided the opportunity for priority projects for Narrandera Shire Council to be presented to the State Members and other relevant Ministers.	General Manager	Progressing	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
Destination NSW						

