

2021
2022

Operational Plan

DRAFT OPERATIONAL PLAN 2021-2022

THEME 1: OUR COMMUNITY

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

ACTION	PERFORMANCE TARGET	WHAT WILL BE THE RESULT	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
1. Develop relationships with both local and regional communities fostering healthy and community attitude.	1. Regular media items broadcast to the community.	A more informed community.	At least three media items broadcast per week; the use of web page and Facebook analytics also new Community Survey 2020 will assist.	General Manager	211
	2. Number of Councillor and Senior Staff engagement opportunities.	A more personalised Council with which the community can engage with.	By providing Councillor contact information on the website of Council.	General Manager	111
	3. Proactive S.355 Committees with the monitoring of outcomes achieved and compliance with LGA.	Proactive committees that have clear goals and objectives, meetings managed per the terms of reference.	Achievements also reporting and financial compliance.	Deputy General Manager Corporate and Community	111

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<p>2. Continue with strategic advocacy for the delivery of integrated health and wellbeing programs.</p>	<p>1. Details of the number of meetings held and details of outcomes from these meetings.</p>	<p>A Council that continues with its advocacy efforts.</p>	<p>Details of advocacy opportunities and any outcomes.</p>	<p>General Manager</p>	<p>111</p>
<p>3. Continue positive interactions with Narrandera Interagency also the Aboriginal representative bodies within the community.</p>	<p>1. Details of the number of meetings held with outcomes forging stronger links for inclusiveness in service planning and delivery.</p>	<p>A Council that is more engaged with the Aboriginal community.</p>	<p>The number of opportunities to interact with the Aboriginal community.</p>	<p>Community Development and Library Manager</p>	<p>211</p>
<p>4. Implementation and monitoring of the Positive Aging Strategy & Disability Inclusion Action Plan.</p>	<p>1. Documents achievements from both the Positive Aging Strategy and the Disability Inclusion Action Plan.</p>	<p>A more inclusive community.</p>	<p>Documented achievements within respective plans.</p>	<p>Community Development and Library Manager</p>	<p>610</p>
<p>5. Transport options are available to identified members of the community.</p>	<p>1. Details of the number of clients utilising the service and cumulative totals categorised as Aged, Transport Disadvantaged and Aboriginal.</p>	<p>A more inclusive community.</p>	<p>The number of clients provided with services also assessing any feedback received.</p>	<p>Community Transport & Home Support Manager</p>	<p>613</p>

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<p>6. Information about community services accessible within the Shire to be broadcast through various means.</p>	<p>1. Current information delivered through traditional print material, community radio and using Council social media opportunities.</p>	<p>A more inclusive community.</p>	<p>The currency and accuracy of information available also the number of website page hits and Facebook likes.</p>	<p>Community Transport & Home Support Manager</p>	<p>616</p>
<p>7. Where possible ensure socially disadvantaged members of the community have access to or are advised of how services that can reduce their isolation.</p>	<p>1. Through other activities of Council also Ageing, Disability and Home Care identify members of the community where social isolation may be an issue.</p>	<p>A more inclusive community.</p>	<p>The number of clients assisted with social support also the number of new clients through networking and referral from the My Aged Care Portal or NDIS planners.</p>	<p>Community Transport & Home Support Manager</p>	<p>610</p>

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THEME 1: OUR COMMUNITY

STRATEGY 2: TO ADVOCATE FOR QUALITY EDUCATIONAL AND CULTURAL OPPORTUNITIES

ACTION	PERFORMANCE TARGET	WHAT WILL BE THE RESULT	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
1. Continued strategic advocacy for strengthening of Narrandera centres of learning.	1. Outcomes of advocacy efforts for Narrandera TAFE as well as early childhood centres to secondary schools.	Retained and enhanced educational opportunities.	The number of advocacy opportunities and any outcomes.	General Manager	111
2. Development of a Narrandera Shire Cultural Plan to increase community participation in the Arts and cultural activities.	1. Increased usage and patronage of the Narrandera Arts and Community Centre through the development and finalisation of the cultural plan.	A facility that is utilised most of the time.	Statistics such as number of events held, the types of events and attendance statistics.	Community Development and Library Manager	1015
	2. Events that cater for a wide spectrum of the community, making the Arts accessible and increasing community involvement.	Regular review of strategies and target groups in response to event statistics.	Relevant strategies and statistical data.	Community Development and Library Manager	1015

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THEME 1: OUR COMMUNITY

STRATEGY 3: TO FEEL CONNECTED AND SAFE

ACTION	PERFORMANCE TARGET	WHAT WILL BE THE RESULT	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
1. Strategic advocacy for an enhanced Police presence, at the very least the maintenance of current levels.	1. Details on the number of advocacy meetings held with decision makers.	A community that is represented to decision makers.	The number of advocacy opportunities and any outcomes.	General Manager	1015
2. Maintain and enhance the current network of CCTV cameras in key locations.	2. Maintain current CCTV cameras in working order and plan for enhancements so to assist the Police and local community to discourage crime and anti-social behaviour.	A community that feels safe in the knowledge that some key locations are monitored.	The number of cameras in key locations also ongoing statistic information on how many occasions the footage has been requested for viewing by NSW Police.	Manager Information Technology	311

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THEME 2: OUR ENVIRONMENT

STRATEGY 1: TO VALUE, CARE FOR AND PROTECT OUR NATURAL ENVIRONMENT

ACTION	PERFORMANCE TARGET	WHAT WILL BE THE RESULT	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
1. Encourage and promote environmental awareness.	1. Council's key environmentally sensitive areas are managed to ensure those areas are protected and enhanced.	Works programs result in minimal environment damage.	How effective the works have been in limiting any adverse effects.	Deputy General Manager Infrastructure	711
	2. Update on targeted 300 property inspections across the Shire for noxious weeds.	A proactive and educational approach to noxious weeds.	Whether the target of 300 property inspections was achieved, what are the results and are we being effective and in control.	Open Spaces and Recreation Manager	511
	3. Update on programs for works originating from the 2nd generation Tree Audit with the aim to do the utmost to preserve and maintain our signature treescape.	Preservation of a unique feature of the Narrandera landscape.	Actions on the recommendations contained within the report also details of trees removed, trees replaced and new plantings.	Open Spaces and Recreation Manager	500

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	4. Update on preservation measures to protect our unique koala population.	Protection for our unique native fauna.	Strategies and plans to preserve a unique feature of our native fauna.	Open Spaces and Recreation Manager	711
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THEME 2: OUR ENVIRONMENT

STRATEGY 2: TO EFFECTIVELY MANAGE AND BEAUTIFY OUR PUBLIC SPACES

ACTION	PERFORMANCE TARGET	WHAT WILL BE THE RESULT	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
1. Focus on the Narrandera CBD Masterplan.	1. Finalise design concepts, costings and identify funding opportunities for the Narrandera CBD upgrade.	A revitalised Narrandera CBD.	Achievement of project milestones.	Manager of Projects and Assets	714
	2. The needs of all members of the community are considered within designs such as pedestrian access, disabled parking and loading zones.	Spaces where the needs of the community as a whole are considered.	Practical parking arrangements.	Manager of Projects and Assets	714
2. Develop a small parks strategy.	1. The needs of the community for parks and recreation opportunities are met through a hierarchy of parks.	Accessible parks that provide for local play, passive recreation, general open space and urban beautification within easy access of residents and visitors.	The development of a strategy and the achievement of milestones.	Open Spaces and Recreation Manager	300

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THEME 2: OUR ENVIRONMENT

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

ACTION	PERFORMANCE TARGET	WHAT WILL BE THE RESULT	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
1. Consider and where possible implement sustainable environmental practices.	1. Develop a Waste Management Masterplan to minimise waste to landfill and promoting recycling and resource recovery.	A better understanding of waste management across this Shire and estimated life span of current sites.	Progression of the Masterplan.	Manager Development and Environment	512
	2. Council continues to implement energy saving infrastructure at its facilities to reduce costs and CO ₂ emissions where economically viable.	Council works toward reducing its environmental footprint.	Actions taken to work toward reducing the environmental footprint such as analysing electricity billing.	Manager of Projects and Assets	512
	3. Initiate projects to water community parks and reserves with re-use or untreated water rather than potable water.	A reduction in the reliance on potable water to water parks and reserves.	Details of parks and reserves watered with non-potable water.	Open Spaces and Recreation Manager	2000

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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	PERFORMANCE TARGET	WHAT WILL BE THE RESULT	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
1. Continued delivery of actions contained within the Economic Development Strategy.	1. Report on actions and outcomes 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.	Completed and ongoing actions and outcomes contained with the strategy.	Manager Economic Development	1013
	2. Support and nurture existing businesses – EDS 3.2.	A business community that is supported.	Attendance at business group meetings, promote information sharing.	Manager Economic Development	1013
	3. Strengthen and grow key sectors; explore new development opportunities for processing and value-adding opportunities also use of waste products – EDS 3.3	Exploration of new development opportunities and value-adding opportunities.	Facilitation of industry specific forums.	Manager Economic Development	1013

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	4. Facilitate further development of the Red Hill Industrial Estate – EDS 4.2	Amended sales policy and an enhanced Estate.	Progress of policy review and visual enhancements.	Manager of Economic Development	1013
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THEME 3: OUR ECONOMY

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

ACTION	PERFORMANCE TARGET	WHAT WILL BE THE RESULT	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
1. Strategic advocacy to support population retention with particular focus on the youth of our Shire.	1. Report on the outcomes achieved by the Youth Development Officer.	Projects and engagement opportunities by the Youth Development Officer.	The engagement of a Youth Development Officer and resulting projects and engagement opportunities.	Community Development and Library Manager	617
2. Strategic advocacy for diverse housing options.	2. When opportunities arise advocate for accommodation options that align with our demographics.	Enhanced accommodation options.	The number of advocacy opportunities and any outcomes.	Community Development and Library Manager	111

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THEME 4: OUR INFRASTRUCTURE

STRATEGY 1: TO HAVE AN IMPROVED AND ADEQUATELY MAINTAINED ROAD NETWORK

ACTION	PERFORMANCE TARGET	WHAT WILL BE THE RESULT	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
1. Through advocacy seek funding commitments for identified roadway projects and strategies.	1. Secure funding from each of the transport strategy funding streams.	Demonstrated commitment to advocacy where possible using a timeline.	The number of advocacy opportunities and any outcomes.	Works Manager	915
2. Road assets are managed in accordance with the road service review and asset management plans.	1. The road service review and asset management plans are to be consulted when planning for works.	Strategic mapping of proposed roadworks made available to the community.	Details of roadworks undertaken during the reporting period.	Works Manager	920
3. Maintain the condition rating of the road network across the Shire in accordance with agreed service levels.	1. Maintain the road network in accordance with adopted levels of service.	A complete and reliable asset management plan.	Roads maintained in accordance with adopted levels of service.	Works Manager	920

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THEME 4: OUR INFRASTRUCTURE

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

ACTION	PERFORMANCE TARGET	WHAT WILL BE THE RESULT	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
1. Plan and source funding for redevelopment of or the construction of key facilities and infrastructure.	1. Implementation of an asset management system.	Accurate and relevant data for all classes of assets.	Progress of the implementation of the asset management system.	Manager of Projects and Assets	220
	2. Prepare of future plans for the renewal or replacement of assets.	Assets identified and potential funding identified.	Completion of projects identified within the plans.	Manager of Projects and Assets	220
	3. Funding opportunities to replace key facilities and infrastructure.	The submission of grant applications.	Details of applications submitted and the outcomes.	Manager of Projects and Assets	220
2. Continuation and monitoring of the Integrated Water Cycle Management Plan (IWCMP).	1. Implement IWCMP; report on direct actions derived from the IWCMP with relevant timeline and Key Performance Indicators.	A schedule of proposed actions and a timeline of milestones to be achieved.	Reporting of milestones achieved within the IWCMP.	Manager of Water and Sewer Operations	2000

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<p>3. An ongoing program of capital works for both water and sewer operations of Council.</p>	<p>1. Ongoing 10-year Capital Works Program with funding.</p>	<p>Works undertaken within budget and timeframe.</p>	<p>Funding of proposed works followed by the completion of projects within budget and effectiveness.</p>	<p>Manager of Water and Sewer Operations</p>	<p>3000</p>
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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	PERFORMANCE TARGET	WHAT WILL BE THE RESULT	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
1. Accountable, transparent and ensure open communication between the community and Council.	1. Continued three monthly reporting on measureables contained within the Delivery Program.	September, December, March and June annually.	By providing quarterly comments to Council and the community.	Governance and Engagement Manager	211
	2. Undertake a second Community Survey early 2020.	The 2020 survey will inform Council of the views of the community.	Views of the community against industry benchmarks.	Governance and Engagement Manager	111
	3. Report on Fit for the Future strategies.	Outcomes promised by Council in its Fit for the Future Improvement Plan.	Measures established by the Office of Local Government.	Deputy General Manager Corporate and Community	111

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	4. Update the Customer Service Charter to include reference to AS/NZS 1002:2014 'Guidelines for complaint management in organisations'.	Amendments will make the Charter more contemporary with database searches providing the number of customer requests and the outcomes achieved.	Assessment of requests received following the adoption of the revised Charter.	Governance and Engagement Manager	211
	5. Where possible support community projects where groups or organisations have established clear goals and outcomes.	A partnership between Council and the community.	Outcomes of the partnership.	Governance and Engagement Manager	111
	6. Ensure that the Council website is compliant with current industry standards.	A website that is informative to most members of the community.	Ensure website is Australian Government Digital Service Standard and information is relevant.	Communications Officer	211
	7. Council procurement provides best value and protects against fraud and corruption.	Amendments will make the policy more contemporary.	Assessment of procurement following the adoption of the revised Policy.	Governance and Engagement Manager	111

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2. A highly skilled and motivated workforce.	1. Ensure workforce policies remain current in a changing work environment.	A workforce that is aware of its obligations.	Polices reviewed and over a period of time gauge effectiveness.	Manager of Human Resources	213
	2. Develop and implement succession planning.	A workforce where knowledge and skills can be freely transferred to others.	Completion of plan and monitor effectiveness.	Manager of Human Resources	213
	3. Implement approved revisions of the salary administration and Employee Performance Management System.	A workforce that is remunerated correctly and that staff have access to up to date management tools.	Employee satisfaction also feedback from employees about the annual assessment process.	Manager of Human Resources	213
	4. Identified Council staff undertake training for excellent written communication and presentation skills.	Information that is accurate, relevant and easy to read.	Through the presentation of reports to Councillors and the community.	Manager of Human Resources	213
3. As an organisation the information management capability meets the needs of the users and the community.	1. Maintain an information Management Strategy to have Council's Information and Communication Technology system providing best value contemporary services.	Implement actions within the Information Management Strategy 2014-2019.	Actions on the recommendations contained within the strategy.	Manager of Information Technology	211
		An updated strategy in 2020.	A contemporary strategy.	Manager of Information Technology	211

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4.	Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised.	1.	Monitor Council's financial situation and progress against Fit for the Future benchmarks.	Maximised income opportunities.	Maximised income opportunities.	Manager of Finance	211
		2.	Monitor the level of State and Federal Government grants payable to Council.	Have systems that monitor applications, funds, expenditure and acquittal.	Determine deficiencies in current remote access arrangements and find a solution.	Manager of Finance	211
		3.	Ensure that Council funds are invested in accordance with legislative provisions and income yield is maintained within Council's risk profile.	Investments that generate revenue.	Reported monthly as part of the Business Paper of Council.	Manager of Finance	211
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.	1.	Number of dogs registered under the Companion Animals Act.	Updated statistics for each reporting period with cumulative totals to be reported.	Education programs and an analysis of new registration statistics.	Manager of Development & Environment	310
		2.	Number of cats registered under the Companion Animals Act.	Updated statistics for each reporting period with cumulative totals to be reported.	Education programs and an analysis of new registration statistics.	Manager of Development & Environment	310

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6.	The Narrandera Shire Local Environmental Plan (LEP) is revised within a 7-year cycle.	1. Maintain the LEP to meet community aspirations, land needs and environmental outcomes.	A planning document that remains relevant.	Proposed amendments to the existing LEP.	Deputy General Manager Infrastructure	714
7.	Planning instruments reflect the intent and direction of land use strategies and facilitate development and growth of the Shire.	1. Documents are reviewed against intended outcomes.	A planning document that remains relevant.	Proposed amendments to the existing LEP.	Deputy General Manager Infrastructure	714
8.	Development Applications received and assessed within statutory timeframes.	1. To gauge the number of Development Applications received in comparison to previous years.	A measure of Development Application history.	Is the current level of Development Applications comparable to previous years.	Manager of Development & Environment	714
		2. To meet or exceed statutory timeframes for assessment.	A measure of how Council assessment of Development Applications compares to statutory timeframes.	Does the assessment timeline meet or exceed statutory timeframes.	Manager of Development & Environment	714
9.	Maintain a strong voice in regional groups such as RAMROC, the proposed RAMJO also Destination NSW.	1. Proactive engagement at appropriate forums and continued political lobbying with our partners.	Our Council has a voice in regional issues.	Details of engagement opportunities.	General Manager	111