



Narrandera
Shire Council

2018-2022 Delivery Program
Quarterly Delivery Program Review
Quarter 3 of the 2020-2021 reporting year as at
31 March 2021

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.	Q3 - As of 31 March 2021 - Council has engaged the community through many broadcasting channels. The Mayor and General Manager conducted monthly radio interviews with Narrandera Community Radio, Triple M Griffith and ABC Riverina. This quarter Council posted 17 videos, 14 status updates, 2 shared videos, 95 photo posts and 30 posts with links - a total of 158 posts on Facebook. The top engaged post was about the 2021 Show 'n' Shine with 11,540 Reach, 20,671 Impressions and 1,177 Engaged Users. The website, including all 375 pages ever created, 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 2 print and digital newsletters, 12 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.	Q3 - As of 31 March 2021 - Council published one community newsletter online also in the Narrandera Argus. This quarter Council conducted face-to-face Listening Posts at Sandigo, Grong Grong, Barellan, Binya and Narrandera, Narrandera was also 'Live Streamed'. Council conducted the 2021 Community Survey which saw 255 Narrandera Shire Council residents answer a series of questions regarding satisfaction of Council services, the statistical mean rating has increased from 3.19 out of 5 in 2016 to 3.24 in 2021. A public survey was also conducted for Narrandera Shire Organics Waste Collection - feedback was also sought for the Adverse Event Plan, Draft Waste Facility Long Term Management Plan, Climate Action Strategy, Narrandera Sportsground facility Licence and the Third Artwork Installation on the Water Tower.	Communications Officer	Ongoing commitment	100%
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy	Proactive committees with meetings conducted as per terms of reference and held as scheduled. Minutes of	Proactive S.355 Committees with the monitoring of outcomes achieved and compliance with the Local	Q3 - As of 31 March 2021 - 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 Parkside Museum Committee also the Arts and Community	Deputy GM Corporate & Community	Progressing	90%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
and community attitude	Committees made available to Council and the community.	Government Act, 1993.	Centre Advisory Committee have been formed and initial meetings held. While the Narrandera Parkside remains closed the Committee have been active preparing for a staged reopening in 2021. Staff are commencing a report on the committee structure and effectiveness in conjunction with the end of term for the current Council.			
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.	Q3 - As of 31 March 2021 - The General Manager had one further meeting with the executive of Murrumbidgee Health to discuss Aboriginal men's health.	General Manager	Progressing	75%
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.	Q3 - As of 31 March 2021 - The Narrandera Interagency continues to meet via Zoom with new members attending regularly. The Aboriginal Elders Liaison Committee continue to meet quarterly to discuss important issues surrounding the Aboriginal community, including upcoming Council projects. From these meetings a Committee has been formed to commence preparations for the 2021 NAIDOC Celebrations to be held in July.	Community Support Manager	Ongoing commitment	75%

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.	Q3 - As of 31 March 2021 - The Narrandera Shire Library continue to offer activities catering to the needs of the senior community members and those living with a disability including movie days for seniors and mobile library services as well as offering a space for the Kurrajong participants to socialise. The Library continues to host the Knattering Knitters and offers volunteer opportunities as well. Bidgee Boxing and Trinity Yoga continue to offer low impact exercise classes and Third Year Yoga. The Community Transport and Home Support Programs along with Meals on Wheels and other community organisations continue to offer services such as meal delivery, social support and transport to ensure senior residents and those living with a disability are well supported.	Community Support Manager	Ongoing commitment	75%
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.	Q3 - As of 31 March 2021 - Narrandera Leeton Community Transport provided 2,646 trips to residents of the Narrandera and Leeton Shires during the reporting period. Of these trips 1,286 trips were delivered to clients aged 65 years or older, or 50 years for Aboriginal and Torres Strait Islander, a total of 951 trips were delivered to those who are transport disadvantaged. The remainder of the trips were delivered	Community Support Manager	Ongoing commitment	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			through non-emergency health related transport, to NDIS participants and through brokerage agreements. A total of 456 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.	Q3 - As of 31 March 2021 - The various Community Services pages on the Council website received 552 page views, the most popular being Wiradjuri People with 171 views, followed by the Community page with 100 views. The 122 Community Services related posts on Council's Facebook page engaged with 12,162 users during this reporting period. Posts about the 'Show and Shine' and Australia Day Awards were the most viewed posts.	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.	Q3 - As of 31 March 2021 - The Narrandera Leeton Social Support program provided 273 hours of Social Support and 30 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 Insurance Scheme participants. Social Support is an individualised service aimed	Community Support Manager	Ongoing commitment	75%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			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.	Q3 - As of 31 March 2021 - Efforts had been focused on recruitment of trainees and organising work experience for students.	General Manager	Progressing	75%
ACTION 2 - Develop a Narrandera Shire Cultural Plan to increase community participation in the Arts and cultural activities	Details of events held at the centre including type of event and attendance statistics.	Increased usage and patronage of the Narrandera Arts and Community Centre.	Q3 - As of 31 March 2021 - The quarter began 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. Due to its success and positive community feedback the exhibition was extended from its original date concluding in January 2021. 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. The program launch garnered around 50 attendees and the first weekend of classes were fully subscribed and were very successful. The project will be ongoing with events each month until the end of June 2021.	Community Development (including Library) Manager	Progressing	75%

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.	Q3 - As of 31 March 2021 - The Draft Cultural Plan has been completed and presented to Council. Council has endorsed the plan and it will now be placed on exhibition for a period of 28 days. Following exhibition any comments from the community, feedback or concerns will be considered and if appropriate the plan will be amended to reflect that input before final adoption at Council's May 2021 meeting.	Community Development (including Library) Manager	Progressing	90%

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.	Q3 - As of 31 March 2021 - Quarterly meeting held with senior Police to discuss crime rates and staffing issues across the Shire. The General Manager acting on a council resolution wrote to the local member seeking a meeting for the Mayor and the General Manager with the Minister to discuss the need for improved Police business accommodation in Narrandera.	General Manager	Progressing	75%
ACTION 2 - Maintain and enhance the current network of CCTV cameras in key locations	Number of cameras within current network and a timeline for upgrade and/or the installation of new cameras; also ongoing statistical information on how many times the footage has been requested for viewing by NSW Police.	Maintain current CCTV cameras in working order and plan for enhancements so to assist the Police and the local community to discourage crime and anti-social behaviour.	Q3 - As of 31 March 2021 - Council continues to maintain the existing cameras in the CCTV system. During the reporting period Council received one request to view footage from the NSW Police.	Information Technology Manager	Ongoing commitment	100%

THEME 2 - OUR ENVIRONMENT

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Encourage and promote environmental awareness	Project delivery and works programs result in minimal environmental harm.	Council's key environmentally sensitive areas are managed to ensure those areas are protected and enhanced.	Q3 - As of 31 March 2021 - 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.	Q3 - As of 31 March 2021 - A total of 85 high risk target inspection sites (including kilometres of roadside verge and other sites) were assessed since December 2020 with a total of 32 private property inspection also completed. Verbal advice only was given for general weeds with one written general biosecurity direction issued. One Boneseed Plant was detected and removed from the Binya high risk site.	Open Space Recreation Manager	Progressing	75%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Encourage and promote environmental awareness	Works finalised against the schedule of works, progressive and comparative statistical data on trees removed, trees replaced and new plantings.	Update on programs for works originating from the 2nd generation Tree Audit with the aim to do the utmost to preserve and maintain our signature treescape.	Q3 - As of 31 March 2021 - A total of 10 trees have been removed for various reasons with no plantings taking place since December 2020.	Open Space Recreation Manager	Progressing	80%
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.	Q3 - As of 31 March 2021 - 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	80%

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.	Q3 - As of 31 March 2021 - 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 activity to be undertaken when the project recommences.	Projects and Assets Manager	Progressing	75%
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.	Q3 - As of 31 March 2021 - Stage 1 of the Narrandera CBD Master Plan comprising the upgrade of Bolton Street, Narrandera is in the detailed planning stage, however as 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, with the funding announcement not yet made.	Deputy GM Infrastructure	Ongoing commitment	70%

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.	Q3 - As of 31 March 2021 - The soft fall material has been replaced at two two playgrounds being the Shady Street park and the Noel Reid Park in Melbourne Street.	Open Space Recreation Manager	Progressing	75%

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.	Q3 - As of 31 March 2021 - 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. The Narrandera Landfill Draft Long Term Plan of Management has concluded its exhibition with only 1 submission received. Council resolved at its March 2021 meeting to adopt the Waste Facility - Long Term Management Plan.	Administration Assistant - Development and Environment	Progressing	75%
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.	Q3 - As of 31 March 2021 - Council's Climate Action Strategy has now been adopted and Council has applied for grant funding to assist with the implementation of the short- and medium-term actions identified - these actions include 270KW behind the meter solar upgrades at 8 sites & changing all Council streetlights to LED. This work includes some energy efficiency	Executive Engineer	Progressing	85%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			projects including power correction technology.			
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.	Q3 - As of 31 March 2021- Stage 3 of the Victoria Avenue reuse irrigation project will commence during April 2021 with the final two lawn areas having a reuse irrigation system installed to complete the irrigation of the entire Avenue. Council continues to use reuse water at three sporting fields, three recreational parks, two lawn sections at the Narrandera Cemetery and also the lawn 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>Q3 - As of 31 March 2021 - Senior Directors of Reach have reaffirmed that construction of the Yarrabee Park Solar Farm is anticipated to commence late 2021 - Directors advise that they are considering holding a further community meeting to update the community on progress with the project. RES representatives have reaffirmed that Avonlie Solar Farm at Sandigo is scheduled for construction commencement in April 2021.</p> <p>The Australian Airline Pilot Academy continues to use Narrandera/Leeton airport with growing frequency of training flights with both on-ground and in air operations. Advice on funding for the parallel taxiway is pending.</p> <p>Land at the Red Hill Industrial Estate has been assessed and a preliminary draft plan prepared for possible subdivision of further land in Paterson Place. Council Policy POL048 has been updated to include an incentive for purchasers of land at the Industrial Estate with the approval by Council on 16 March 2021 to be submitted for Public Exhibition for 28 days.</p>	Economic Development Manager	Progressing	75%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
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>Q3 - As of 31 March 2021 - The Economic Development Manager attended Narrandera Business Group meetings in this quarter. 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. An independent survey of business providing the following benefits for Council was conducted during this reporting quarter:</p> <ol style="list-style-type: none"> 1) To quantify the impacts of COVID-19 pandemic on industry and employment; 2) To understand the needs of the local business community; 3) To provide an evidence base towards preparing and new economic development strategy. <p>Results of this survey were reported to Council at its 16 March 2021 briefing session.</p> <p>Significant business activity in February/March with several new businesses commencing.</p> <p>The Reverse Vending Machine attracted a Tidy Towns Award recognising social, economic and environmental positive outcomes.</p>	Economic Development Manager	Ongoing commitment	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Facilitate an industry specific forum to inform landholders and investors of opportunities in the Shire for the pig and chicken industry.	Strengthen and grow key sectors; explore new development opportunities for processing and value-adding opportunities also use of waste products - EDS 3.3.	Q3 - As of 31 March 2021 - 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. No further action to be taken in researching the pig industry also there are no current opportunities in the chicken industry.	Economic Development Manager	Completed	100%
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	Facilitate further development of the Red Hill Industrial Estate - EDS 4.2.	Q3 - As of 31 March 2021 - The policy on sale of Industrial land at Red Hill Estate POL048 was endorsed by Council at it's 16 March 2021 meeting seeking community comment for 28 days - this Policy provides for incentives for purchasers commencing site development within a nominated timeframe. Draft allotments have been drawn for further allotments within Paterson Place to enable prospective purchasers to identify preferred sites. Significant business activity during February	Economic Development Manager	Progressing	90%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	signage, flags and landscaping including 'gateway' treatment.		and March 2021 with 2 Hotels changing ownership also new or reinvigorated businesses such as a new special homemaker also fashion outlet, relocated drapery, new café, new gym, new ownership of clothing store.			

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.	Q3 - As of 31 March 2021 - The Narrandera Youth Advisory Council have held two formal meetings and three informal meetings during the reporting period. During these meetings members continued to move forward on the Food Trailer project and continued their efforts to improve access to mental health services within the Shire. The Youth Advisory Council also approved the Draft Youth Strategy and commenced work on Youth Week preparations also making submissions to Council for the Water Tower Artwork Project. The Community Liaison Officer continues to provide support to the Narrandera High School Girls Group each week, creating fun activities and programs for participants to learn and enjoy.	Community Support Manager	Ongoing commitment	75%
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.	Q3 - As of 31 March 2021 - Council continues to increase support services available to residents of the Shire. The newly formed Domestic Violence Committee held a meeting and invited member for Cootamundra Steph Cooke to discuss the work she is doing to raise awareness of Family and Domestic Violence, specifically Coercive Control. The two residential aged care facilities at	Community Support Manager	Ongoing commitment	75%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>Narrandera continue to provide both long term and short term care for those living with a disability as well as frail aged community members who can no longer live safely at home. Narrandera Home Modifications and Maintenance continues to support residents with lawn mowing services and safety related home modifications. Council continues to seek Expressions of Interest 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.	Q3 - As of 31 March 2021 - During the reporting quarter Council submitted no further applications for grant funding. Still awaiting notification on school buses routes under the Fixing Local Roads Program - Round 2 and construction of a new taxiway at the Narrandera-Leeton Airport funding under the Regional Airports Program Round 2.	Works Manager	Progressing	75%
ACTION 2 - Road assets are managed in accordance with the road service review and asset management plans	Strategic mapping of reseal, re-sheeting or grading works made available to the community also details of works undertaken during the reporting period.	The road service review and asset management plans are to be consulted when planning for works.	Q3 - As of 31 March 2021 - The following works have been completed for the reporting period; 10.7 km of reseals, 6.0 kilometres of new sealing works and 24 kilometres of maintenance grading works.	Works Manager	Progressing	75%
ACTION 3 - Maintain the condition rating of the road network	A complete and reliable asset management plan.	Maintain the road network in accordance with	Q3 - As of 31 March 2021 - No further condition data was collected was across the road network during the current reporting period.	Works Manager	Progressing	75%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
across the Shire in accordance with agreed service levels		adopted levels of service.				

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.	Q3 - As of 31 March 2021 - Staff have finalised reviewing the draft building and other structures revaluation report and have requested that the Consultants prepare the final report. Projects are progressing as scheduled on all Stronger Country Community and Drought Communities Program funded projects. The Lake Talbot Water Park - redevelopment project in conjunction with the Lake Talbot Tourist (LTTP) Park Levelled sites and unit conversion projects have been completed. Staff have completed submissions from 2 grant projects under the Building Better Regions program for the upgrade of the powered sites at the LTTP and energy efficiency project looking the install 270 KW of solar power panels at various Council sites.	Projects and Assets Manager	Progressing	45%
ACTION 1 - Plan and source funding for redevelopment of or the construction of key	Completion of projects identified within projected timeframe and budget.	Preparation of future plans for the renewal or replacement of assets.	Q3 - As of 31 March 2021 - Works are completed 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. All other	Projects and Assets Manager	Progressing	75%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
facilities and infrastructure			projects that form part of the Playground on the Murrumbidgee are also on track. The Lake Talbot Tourist Park works such as the levelling of sites were completed mid December in time for the holiday period and the unit conversions at the same location were completed in time for Easter Holidays . The 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.			
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.	Q3 - As of 31 March 2021 - 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	Ongoing commitment	100%
ACTION 2 - Continuation and monitoring of the Integrated Water Cycle Management Plan (IWCMP).	Reporting of milestones achieved within the IWCMP.	Implement IWCMP; report on direct actions derived from the IWCMP with relevant timeline and Key Performance Indicators.	Q3 - As of 30 March 2021 - The Integrated Water Cycle Management options study additional options study is underway with an expected completion in May 2021. A 30-year asset replacement program and asset management plan is currently being developed by Public Works NSW.	Water Sewer Manager	Progressing	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
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.	Q3 - As of 30 March 2021 - Capital works program is on schedule. Major works for rest of 2020-2021 financial year include Adams Street and King Street watermain replacement, sewer mains replacement program, Pine Hill water reservoir construction also the Barellan sewer design.	Water Sewer Manager	Progressing	75%

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.	Q3 - As of 31 March 2021 - 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.	Q3 - As of 31 March 2021 - Micromex Research have now finalised the 2021 Community Survey with Mark Mitchell of Micromex Research to present the report to Council and the community at the 20 April 2021 Council meeting. Key findings include: the statistical 'mean' rating of overall satisfaction in 2016 was 3.19 out of 5 with the 2021 survey showing a slight increase of 3.24 which is comparable to the regional benchmark of 3.35. On a percentage basis the 2021 survey shows that 10% of persons surveyed are very satisfied with the performance of Council compared to a regional benchmark of 8%. The top 5 areas for more investment	Governance & Engagement Manager	Completed	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			by Council include: Narrandera Town Water Supply, both Unsealed and Sealed Roads, Youth Services and Services and Activities for older residents and persons with a disability.			
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.	Q3 - As of 31 March 2021 - 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 2018-2019 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 Council's road network service levels.	Deputy GM Corporate & Community	Progressing	90%
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Amendments to the Customer Service Charter to be made by 31 December 2018 also review the Customer Request System reporting to ensure requests are being dealt	Update the Customer Service Charter to include reference to AS/NZS 1002:2014 'Guidelines for complaint management	Q3 - As of 31 March 2021 - The proposed Customer Service Charter has been endorsed by the Executive Leadership Team, also endorsed by Council at its March 2021 briefing session. The proposed Customer Service Charter will now be presented to the 20 April 2021 Council meeting with a recommendation that it be adopted for the purpose of community consultation for a period of 28 days.	Governance & Engagement Manager	Progressing	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	with as per the Charter and determine ways to gauge if the customer is happy with the outcome.	in organisations.				
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.	Q3 - As of 31 March 2021 - Any requests for support are considered in accordance with strategic documents and budgetary constraints.	Governance & Engagement Manager	Completed	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	Ensure that the Council website is compliant with current industry standards.	Q3 - As of 31 March 2021 - 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 https://wave.webaim.org/report#/https://www.narrandera.nsw.gov.au , 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 28,464 times by 7,697 unique	Communications Officer	Ongoing	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	website visits and pages most frequently visited.		users. The top 10 pages included the home page, Working at Council, Contact Us, Waste and Recycling, Impounded lot for sale, Lake Talbot Water Park, Search, Waste Depot Hours Reverted (media release) Pool Opening Dates and Fees (media release) and the Customer Service Officer Position.			
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Revise Council's Procurement Policy by 31 December 2018.	Council's procurement provides best value and protects against fraud and corruption.	Q3 - As of 31 March 2021 - Council has adopted the revised Procurement Policy with the Procurement Manual still being reviewed to incorporate these changes and updated templates. The Deputy General Manager of Infrastructure has kindly provided a flow chart explaining the procurement process which will be incorporated into the manual.	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.	Q3 - As of 31 March 2021 - The Human Resources team continues to review Council policies to ensure that they remain contemporary. During the 2020-2021 financial year the team have reviewed 18 policy documents and are currently in the process of revising 4 additional policy documents.	Human Resources Manager	Progressing	60%

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.	Q3 - As of 31 March 2021 - The Human Resources Team report monthly to the Executive Leadership Team (ELT) on staff demographics. Like many organisations Council has an aging workforce - one of the requirements of the Workforce Strategic Plan is to develop a succession plan to hopefully play some part in minimising the risks associated with the age of the workforce. The team Manager has provided a document to the Executive Leadership Team outlining a proposed succession plan for all critical positions in the organisation. This document has now been reviewed by the Deputy General Managers and is waiting formal adoption.	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.	Q3 - As of 31 March 2021 - The Human Resources Team has been working toward assisting Managers and Supervisors in completing this year's Performance Appraisal process. The team has produced a checklist to assist in the face-to-face meeting process. If this process is followed then the appraisal process should be completed on time, allowing the team Manager to report outcomes to the Executive Leadership Team by the September meeting.	Human Resources Manager	Progressing	85%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
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.	Q3 - As of 31 March 2021- 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 - the HR team is currently negotiating with TAFE NSW to organise this training. Internal reminders to employees regarding the importance of accurate, relevant and easy to read documents are issued regularly. Reports are proofread before being included in the Council Business Paper.	Human Resources Manager	Ongoing	90%
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.	Q3 - As of 30 March 2021 - 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	Recommendations to maximise Council's	Monitor Council's financial situation and	Q3 - As of 31 March 2021 - 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	Finance Manager	Progressing	75%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
maximum rate revenue to be achieved and other income sources maximised	financial position.	progress against Fit for the Future benchmarks.	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.			
ACTION 4 - Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised	Have systems in place that details grants applied for, and where successful that monies have been received, expended and acquitted in accordance with the funding body requirements.	Monitor the level of State and Federal Government grants payable to Council.	Q3 - As of 31 March 2021 - 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	75%
ACTION 4 - Financial sustainability is critical with maximum rate revenue to be	Reported monthly to Council against a timeline.	Ensure that Council funds are invested in accordance with legislative provisions and income yield is	Q3 - As of 31 March 2021 - 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 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. A report for local	Finance Manager	Progressing	75%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
achieved and other income sources maximised		maintained within Council's risk profile.	expenditure is also tabled in conjunction with the quarterly budget review.			
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.	Q3 - As of 31 March 2021 - 11 dogs were registered for this reporting quarter.	Administration Assistant - Development and Environment	Ongoing	25%
ACTION 5 - The community displays a high level of understanding and compliance	Updated statistics for each reporting period with cumulative totals also to be reported.	Number of cats registered under the Companion Animals Act.	Q3 - As of 31 March 2021 - 5 cats were registered for this reporting quarter.	Administration Assistant - Development and Environment	Ongoing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
with legislative in regard to the keeping of and control of companion animals and other animals						
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.	Q3 - As of 31 March 2021 - 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. An initial discussion has been held with Department of Planning, Industry and Environment staff to discuss the pending update.	Deputy GM Infrastructure	Progressing	70%
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.	Q3 - As of 31 March 2021 - 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 are now being conducted.	Deputy GM Infrastructure	Ongoing	100%

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.	Q3 - As of 31 March 2021 - Council received 12 development applications during this reporting quarter with a total of 46 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	Ongoing	50%
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.	Q3 - As of 31 March 2021 - During this reporting quarter the average Development Application assessment timeframe was 33 days compared to the statutory 40-day timeframe.	Administration Assistant - Development and Environment	Ongoing	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 9 - Maintain a strong voice in regional groups such as RAMROC, the proposed RAMJO also Destination NSW	Details of engagement opportunities.	Proactive engagement at appropriate forums and continued political lobbying with our partners.	Q3 - As of 31 March 2021 - The Mayor, Deputy Mayor and General Manager continue to represent Council on the Board and committees of RAMJO. The Adverse Event Management Plans and the Climate Action Strategy were placed on public display following preparation by RAMJO staff and Consultants.	General Manager	Progressing	75%