



**Narrandera**  
Shire Council

# **2018-2022 Delivery Program Review**

**6 monthly reporting of 2021-2022 actions as at  
31 December 2022**

## 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 at 31 December 2021	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 2021 - Council has engaged with the community through many broadcasting channels. The Mayor and General Manager conducted monthly radio interviews with Narrandera Community Radio and Triple M Griffith. This quarter Council published a total of 146 posts on Facebook - the top engaged post was about about the Narrungdera Earth Festival, with 6,300 reaches, 64 comments, 443 'likes' and 30 'shares'. Pages on Council's website have had 32,714 unique pageviews this quarter with news and media collectively totalling 380 unique views for the news page and 24 media releases. Council released 5 print and digital newsletters and 10 print advertisements.	Communications Officer	Ongoing commitment	100%
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy	Details of engagement opportunities for each reporting period with cumulative totals.	Number of formal Councillor and Senior Staff engagement opportunities.	As at 31 December 2021 - Council published 5 community newsletters online, documents published to the website included the statutory End Of Term Report and the 2020-2021 Annual Report. Videos published included 2 posts promoting consultation for the development of a new	Communications Officer	Ongoing commitment	100%

ACTION	Measured By	Performance Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
and community attitude			Community Strategic Plan and 2 supporting the Domestic Violence Awareness Committee. Community activities included a job application workshop for youth and a series of consultation sessions with the assistance of Sea & Star Advisory Pty Ltd who have been engaged to assist with community consultation to develop a new Community Strategic Plan.			
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 2021 - Committees have largely resumed following the COVID-19 interruptions to operations. Committees have considered their Terms of Reference and where necessary made recommendations to the incoming Council as to changes for the upcoming Council term. Staff will report to the new Council with reviewed Terms of Reference for consideration. The new Council will also determine a committee structure and delegations to committees for the upcoming Council term.	Deputy GM Corporate & Community	Progressing	50%
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 2021 - Council continued its efforts to highlight health services for Narrandera Shire residents. The Mayor and the General Manager presented to the NSW Upper House inquiry into rural health services which supported the earlier submission made on issues such as dialysis, ambulance services and	General Manager	Progressing	50%

ACTION	Measured By	Performance Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
			<p>community transport.</p> <p>A meeting of allied health professionals was held using zoom technology on 1 December 2021 again highlighting the health needs of smaller communities.</p>			
<p><b>ACTION 3 -</b> Continue positive interactions with the Narrandera Interagency also the Aboriginal representative bodies within the community</p>	<p>Number of meetings attended and outcomes from the meetings.</p>	<p>Where possible attend meetings with the outcome being stronger links for inclusiveness in service planning and delivery.</p>	<p>As at 31 December 2021 - The Narrandera Interagency continues to meet, with new members attending regularly. The Aboriginal Elders Liaison Committee continues to meet quarterly to discuss important issues surrounding the Aboriginal community, including upcoming Council projects. The newly formed Narrandera NAIDOC Committee have met regularly to plan the 2021 NAIDOC Celebrations, however due to the current COVID-19 pandemic the planned events were unfortunately postponed. The committee plans to host a series of workshops early 2022.</p>	<p>Community Support Manager</p>	<p>Progressing</p>	<p>50%</p>
<p><b>ACTION 4 -</b> Implementation and monitoring of the Positive Aging Strategy &amp; Disability Inclusion Action Plan</p>	<p>Details of progressive achievements measured against the relevant plan.</p>	<p>Documented achievements arising from both the Positive Aging Strategy and the Disability Inclusion Action Plan.</p>	<p>As at 31 December 2021 - The Narrandera Shire Library continues to offer activities catering to the needs of our 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.</p>	<p>Community Support Manager</p>	<p>Progressing</p>	<p>50%</p>

ACTION	Measured By	Performance Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
			<p>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. Council commenced the community consultation phase of the development of a new Disability Inclusion Action Plan facilitated by Sea and Star Advisory.</p>			
<p>ACTION 5 - Transport options are available to identified members of the community</p>	<p>The number of clients provided with community transport during the reporting period.</p>	<p>Details of the number of clients utilising the service and cumulative totals categorised as Aged, Transport Disadvantaged and Aboriginal.</p>	<p>As at 31 December 2021 - Narrandera Leeton Community Transport provided 2,663 trips to residents of the Narrandera and Leeton Shires during the reporting period. Of these trips 1,108 trips were delivered to clients aged 65 years or older, or 50 years for Aboriginal and Torres Strait Islander, a total of 1,177 trips were delivered to those who are transport disadvantaged. The remainder of the trips were delivered through non-emergency health related transport, to NDIS participants and through brokerage agreements.</p>	<p>Community Support Manager</p>	<p>Progressing</p>	<p>50%</p>

ACTION	Measured By	Performance Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
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 2021 - The various Council social media posts received wide attention from the Community - these included information on the following items such as COVID-19 updates, playground upgrades, Oz Harvest Van, vaccination hubs, Christmas Lights and competitions, Women's Health Screening clinics and the launch of the Youth Advisory Council's Food Trailer.	Community Support Manager	Progressing	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 2021 - The Narrandera Leeton Social Support program provided 578 hours of Social Support and 28 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 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.	Community Support Manager	Progressing	50%

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

ACTION	Measured By	Performance Target	Comments at 31 December 2021	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 2021 - Council provided financial support to all learning centres across the Shire during December 2021 in the form of academic awards. School based traineeships have been offered to Narrandera High School students that are scheduled to commence in 2022.	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 2021 - The Cultural Plan 2021-2031 has been completed and adopted by Council and consultation details are being used to inform the development of a new Community Strategic Plan. Due to a further COVID-19 lockdown and restrictions, events in the Arts Centre have been limited, however 2 events were able to be run in December. The Visitor Information Centre has completed its temporary relocation to the Narrandera Arts and Community Centre and is operating from the temple area of the centre. Council has agreed to a program of exhibitions by local artists being run in the exhibition space over the next 12 months while the Visitor Information Centre is in residence, the first of these exhibitions will be launched in January 2022.	Community Development (including Library) Manager	Progressing	80%
ACTION 2 - Develop a Narrandera Shire	Regular review of strategies and target groups in	Events that cater for a wide spectrum of the	As at 31 December 2021 - The Narrandera Shire Cultural Plan has been completed and adopted by Council. The Narrandera Arts	Community Development (including	Progressing	60%

ACTION	Measured By	Performance Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
Cultural Plan to increase community participation in the Arts and cultural activities	response to event statistics.	community, making the Arts accessible and increasing community involvement.	and Cultural Committee in partnership with Narrandera Arts and Creative Network also Local Community Arts Installation Narrandera has developed a plan to activate the gallery side of the Narrandera Arts and Community Centre. The proposed plan has been adopted by Council with the first artist sourced with the exhibition to commence during January 2022.	Library) Manager		

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

ACTION	Measured By	Performance Target	Comments at 31 December 2021	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 2021 - The quarterly meeting between senior police, Leeton Shire representatives and Narrandera Shire representatives was held with both Councils receiving an update on the crime statistics. Crime rates across all major categories showed improvements. The Mayor and the General Manager spoke with Inspector Justin Cornes on a number of other occasions dealing with specific issues.	General Manager	Progressing	50%
ACTION 2 - Maintain and enhance the current network of	Number of cameras within current network and a timeline for upgrade and/or	Maintain current CCTV cameras in working order and plan for enhancements so	As at 31 December 2021 - Council continues to maintain the existing cameras in the CCTV system and have recently installed cameras at the Narrandera works depot. Council staff have completed a review with an external	Information Technology Manager	Ongoing commitment	100%



ACTION	Measured By	Performance Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
CCTV cameras in key locations	the installation of new cameras; also ongoing statistical information on how many times the footage has been requested for viewing by NSW Police.	to assist the Police and the local community to discourage crime and anti-social behaviour.	consultant of the public facing CCTV equipment to enable long term plans to be created. During the reporting period Council received 1 request to view footage from the NSW Police.			

## THEME 2 - OUR ENVIRONMENT

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

ACTION	Measured By	Performance Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
ACTION 1 - Encourage and promote environmental awareness	Project delivery and works programs result in minimal environmental harm.	Council's key environmentally sensitive areas are managed to ensure those areas are protected and enhanced.	As at 31 December 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.	As at 31 December 2021 - Property inspections are ongoing with recruitment to replace a Biosecurity Officer is progressing.	Open Space Recreation Manager	Progressing	50%
ACTION 1 - Encourage and promote environmental awareness	Works finalised against the schedule of works, progressive and comparative	Update on programs for works originating from the 2nd generation Tree Audit with the aim to do the	As at 31 December 2021 - 5 trees have been removed with no additional plantings proposed until March 2022 when summer is over.	Open Space Recreation Manager	Progressing	70%

ACTION	Measured By	Performance Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
	statistical data on trees removed, trees replaced and new plantings.	utmost to preserve and maintain our signature treescape.				
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 2021 - The Narrandera Flora and Fauna Reserve remains inundated with flood water, a drive by tree assessment will place when the reserve becomes accessible.	Open Space Recreation Manager	Progressing	50%

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

ACTION	Measured By	Performance Target	Comments at 31 December 2021	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 2021 - A site meeting workshop was conducted with Spiire Infrastructure Consultants to review the design of Bolton Street, also the design of the intersection of Bolton Street and East Street. The consultants will provide an updated design proposal based on the adopted masterplan by early January 2022. All funding for this project will be derived from the Narrandera Business Centre Masterplan funding reserves.	Projects and Assets Manager	Progressing	30%
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 2021 - Stage 1 of the Narrandera CBD Master Plan comprising the upgrade of Bolton Street, Narrandera is in the detailed planning stage with a meeting held with the design consultants. The works are expected to commence in the second quarter of 2022. Further grant funding is being sourced for additional upgrade works within East Street, Narrandera in accordance with the approved Master Plan.	Deputy GM Infrastructure	Progressing	75%
ACTION 2 - Develop a small parks strategy	Accessible parks that provide for local play, passive recreation, general open space and urban	The needs of the community for parks and recreation opportunities are met through a hierarchy of parks.	As at 31 December 2021 - A grant funding application has been submitted for upgrades at the Narrandera Marie Bashir Park Adventure Playground.	Open Space Recreation Manager	Progressing	50%

ACTION	Measured By	Performance Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
	beautification within easy access of residents and visitors.					

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

ACTION	Measured By	Performance Target	Comments at 31 December 2021	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.	<p>As at 31 December 2021 - A reverse vending container facility has been established at the Narrandera Landfill facility and is well utilised. Council currently diverts bulk green waste, metal and tyres, as well as batteries, oils paints, gas bottles, hazardous chemicals, fluorescent light tubes and empty fire extinguishers from being placed in the landfill cell.</p> <p>During this quarter the following of loads of waste were diverted for later reuse:  Metal - 394 loads  Green waste - 1,338 loads  Tyres - 8 loads</p> <p>During this quarter the following approximate volumes of waste were diverted from the landfill disposal cell via the community recycling centre;  Fire extinguishers - 180 kg  Gas cylinders - 235 kg  Oils - 1,002 kg  Paints - 1,010 kg</p>	Development and Environment Manager	Progressing	50%
ACTION 1 - Consider and where possible implement sustainable	Actions taken by Council to reduce its environmental footprint such as	Council continues to implement energy saving infrastructure at its facilities to reduce	As at 31 December 2021 - Council has committed \$300,000 to construct behind the meter solar photovoltaic materials and devices on more Council facilities. Council has also submitted a grant funding	Executive Engineer	Progressing	45%

ACTION	Measured By	Performance Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
environmental practices	quantifiable billing trends.	costs and CO2 emissions where economically viable.	application using the Building Better Regions Grant funding source which is hoped to fund additional sites and implement energy efficiency options identified within Councils Climate Action Strategy.			
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 2021 - The Victoria Avenue, water reuse irrigation scheme has been completed.	Open Space Recreation Manager	Progressing	90%

## 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 at 31 December 2021	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).	As at 31 December 2021 - Continuing strong activity at the Red Hill Industrial Estate with the sale of 2 lots to a potential large employer, 3.5 hectares and 5,397 square metres of adjoining land have been sold and is progressing to Contract. Sale of 9,614 square metres at end of the newly constructed cul de sac on Driscoll Rd for small industrial worksite units. Negotiations underway for sale of 3 adjoining large sites of 3.5ha each to a potential large employer. Driscoll Rd extension has been sealed and new kerb and gutter completed. Support continues for the Narrandera Business Group with a breakfast held in October 2021 with Sea & Star Advisory Pty Ltd to obtain comments to develop a new Community Strategic Plan.	Economic Development Manager	Progressing	50%
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Attend Narrandera Business Group Meetings; facilitate guest speakers at	Support and nurture existing businesses - EDS 3.2	As at 31 December 2021 - Regular attendance at Narrandera Business Group Meetings. Joint Networking Function on 9 December with Business Group and Riverina Murray Business(BEC). Meetings with Beon Energy project team, the EPC for Avonlie Solar farm construction at Sandigo	Economic Development Manager	Progressing	60%



ACTION	Measured By	Performance Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
	Business Group functions; provide information, advice and leverage opportunities for information sharing.		to discuss workforce arrangements and assist in the promotion of opportunities for the local community through provision of goods and services for the solar farm activities. Arrange function for 10 March 2022 to celebrate Small Business Month - events will include addresses by solar farm representatives, a bus tour and lunch on site at Avonlie and attendance by NSW Government Minister, the evening function will have a keynote speaker on business opportunities related to the solar farms developments planned for Narrandera Shire followed by networking function.			
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Facilitate an industry specific forum to inform landholders and investors of opportunities in the Shire for the pig and chicken industry.	Strengthen and grow key sectors; explore new development opportunities for processing and value-adding opportunities also use of waste products - EDS 3.3.	As at 31 December 2021 - No action in this quarter as previous activities unable to generate any interest from the industry sectors being targetted.	Economic Development Manager	Ongoing commitment	100%
ACTION 1 - Continued delivery of actions contained within	Review sales policy for Council owned land in the	Facilitate further development of the Red Hill Industrial Estate - EDS 4.2.	As at 31 December 2021 - Significant sales enquiry for land on the Red Hill Industrial Estate with several sales proceeding to contract with further negotiations continuing	Economic Development Manager	Progressing	75%

<b>ACTION</b>	<b>Measured By</b>	<b>Performance Target</b>	<b>Comments at 31 December 2021</b>	<b>Responsible Officer Position</b>	<b>Status</b>	<b>Progress</b>
the Economic Development Strategy	Industrial Estate to address incentives for developers; enhance appearance of the Estate with signage, flags and landscaping including 'gateway' treatment.		early 2022. Large land sales predicted to produce new development with strong employment possibilities from sustainable new industry developments.			

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

<b>ACTION</b>	<b>Measured By</b>	<b>Performance Target</b>	<b>Comments at 31 December 2021</b>	<b>Responsible Officer Position</b>	<b>Status</b>	<b>Progress</b>
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 2021 - The Narrandera Youth Advisory Council held 2 formal meetings and 4 informal meetings during the reporting period. During these meetings members continued to move forward on the Food Trailer project. The trailer made its debut at the Christmas Farmers Markets and was very well received by the community. The Community Liaison Officer continues to provide support to the Narrandera High School Girls Group each week, creating	Community Support Manager	Progressing	50%

ACTION	Measured By	Performance Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
			<p>fun activities and programs for participants to learn and enjoy, however, this was placed on hold due to the COVID-19 restrictions. Planning has commenced for an extensive school holiday program to be run in January 2022.</p>			
<p>ACTION 2 - Strategic advocacy for diverse housing options</p>	<p>Enhanced accommodation options that may be made available to members of the community.</p>	<p>When opportunities arise advocate for accommodation options that align with our population demographics.</p>	<p>As at 31 December 2021 - Council continues to increase support services available to residents of the Shire. The 2 residential aged care facilities at Narrandera continue to provide both long term and short term care for those living with a disability as well as the 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.</p>	<p>Community Support Manager</p>	<p>Progressing</p>	<p>50%</p>

## THEME 4 - OUR INFRASTRUCTURE

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

ACTION	Measured By	Performance Target	Comments at 31 December 2021	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 2021 - During the reporting quarter Council submitted no applications for grant funding. Council received successful notification for the one of the 5 grant application for the upgrade to bus routes under the Fixing Local Roads Program Round 3.	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 2021 - The following works have been completed for the reporting period, 9.63 kilometres of gravel resheet works, 83 kilometres of maintenance grading works, 0.18 kilometres of new sealed road construction at west Driscoll Road and 0.8 kilometres of upgrade and seal of the Rocky Waterholes precinct entrance road.	Works Manager	Progressing	50%
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 2021 - No footpath condition data was collected during the reporting period.	Works Manager	Not yet commenced	0%

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

ACTION	Measured By	Performance Target	Comments at 31 December 2021	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 2021 - The Drought Stimulus Grant (Playground on the Murrumbidgee program) Destination and Discovery Hub project is progressing well with demolition works completed and construction Tender being advertised. Construction works for the camp kitchen and amenity building at the Lake Talbot Tourist Park are nearing completion. The Sports Ground disabled access ramp works have been committed and quotes have been called to widen the players tunnel pedestrian walkway. Council was advised that 2 grant submissions for projects under the Building Better Regions Round 5 program for the upgrade of the powered sites at the Lake Talbot Tourist Park and an energy efficiency project looking to install 270 KW of solar power panels at various Council sites was unsuccessful. Staff will be resubmitting the project applications under Round 6 of the program. Council was successful in gaining funding for identified projects under round 4 of the Stronger Country Community Funding.	Projects and Assets Manager	Progressing	40%

<b>ACTION</b>	<b>Measured By</b>	<b>Performance Target</b>	<b>Comments at 31 December 2021</b>	<b>Responsible Officer Position</b>	<b>Status</b>	<b>Progress</b>
ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure	Completion of projects identified within projected timeframe and budget.	Preparation of future plans for the renewal or replacement of assets.	As at 31 December 2021 - Milestone activities are being met with the Playground on the Murrumbidgee Program. The construction of a new amenities block and camp kitchen at the Lake Talbot Tourist Park is nearing completion and is scheduled to be completed by February 2022. Project activities identified under the Local Roads and Community Infrastructure grant program Round 2 are all proceeding as scheduled and on budget. Staff are in the planning stage for projects identified under the Stronger Country Community Grants Round 4.	Projects and Assets Manager	Progressing	40%
ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure	Details of applications submitted and the outcome.	Funding opportunities to replace key facilities and infrastructure.	As at 31 December 2021 - No new applications submitted during the reporting quarter. An application for Water Treatment Plant scoping study submitted in 2018 was approved in October 2021 with the Funding Deed to be signed in January 2022.	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	As at 31 December 2021 - The Integrated Water Cycle Management strategy additional works including the Groundwater Sustainability Study is now underway with completion expected during January 2022.	Water Sewer Manager	Progressing	95%

ACTION	Measured By	Performance Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
		Performance Indicators.				
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 2021 - The 2021-2022 capital works program is progressing and on schedule. Significant works include completion of the Sewer Main Relining program and the final stages of the completion of the new 2 Pine Hill Water Reservoir construction project. The water and sewer operations telemetry system upgrade will begin in 2022.	Water Sewer Manager	Progressing	50%

## 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	Target	Comments at 31 December 2021	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 2021 - The reporting on measurables within in the adopted Delivery Program continues on a three monthly basis. Responsible Officers are encouraged to provide accurate action comments and where necessary support the comments by providing relevant statistical information or other supporting information.	Governance & Engagement Manager	Ongoing	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 2021 - The completed 2021 Community Survey has been posted to the website of Council for community viewing; also placed on the website are the findings from the 2016 Community Survey for comparative purposes.	Governance & Engagement Manager	Completed	100%



ACTION	Measured By	Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Outcomes promised by Council in its Fit for the Future Improvement Plan.	Report on Fit for the Future strategies.	As at 31 December 2021 - Council's 2020-2021 Financial Statements have been audited and published. Fit for the Future benchmarks were achieved with the exception of the Own Source Revenue target of 60%. Council's Own source Revenue has been below 60% for the past two financial years. This is driven by the unusually high level of external funding, predominately grants that Council has secured over this period. This additional external funding reduces Council's own source revenue as a percentage of total revenue.	Deputy GM Corporate & Community	Completed	100%
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Amendments to the Customer Service Charter to be made by 31 December 2018 also review the Customer Request System reporting to ensure requests are being dealt with as per the Charter and determine ways to gauge if the customer is happy with the outcome.	Update the Customer Service Charter to include reference to AS/NZS 1002:2014 'Guidelines for complaint management in organisations'.	As at 31 December 2021 - The refreshed Customer Service Charter is now on the website of Council for community viewing with the Senior Customer Service Administration Officer tasked with informing Council staff of the contents of the Charter.	Governance & Engagement Manager	Completed	100%

ACTION	Measured By	Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Council to consider any requests in accordance with the Community Strategic Plan 2017-2030.	Where possible support community projects where groups or organisations have clear goals and outcomes.	As at 31 December 2021 - Any requests for financial support are considered in accordance with strategic documents and budgetary constraints. Applications for 2022-2023 financial year community funding were sent to prospective applicants by mail prior to the end of December 2021 with an advertisement placed in the Narrandera Argus; also the application process will continue to be promoted using Council social media.	Governance & Engagement Manager	Ongoing	100%
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Compliance with Australian Government Digital Service Standard also details of website content review and where possible details of website visits and pages most frequently visited.	Ensure that the Council website is compliant with current industry standards.	As at 31 December 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 <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> During this quarter the website was viewed 32,741 times by 9,526 unique users. The top 10 pages included the Home Page, Local Government Elections, Contact Us, COVID-19 update, Positions Vacant, Waste and Recycling, Lake Talbot Water Park, Council Meetings (x2) and Waste Disposal Depot operation hours.	Communications Officer	Ongoing	100%
ACTION 1 - Accountable, transparent and ensure open	Revise Council's Procurement Policy by 31 December 2018.	Council's procurement provides best value and protects	As at 31 December 2021 - Council has adopted the revised Procurement Policy with the Procurement Manual endorsed by the Executive Leadership Team. The Procurement Policy, the Procurement Manual and may other template documents	Governance & Engagement Manager	Complete	100%

ACTION	Measured By	Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
communication between the community and Council		against fraud and corruption.	have now been placed on the home page of MAGIQ under the tab called 'Procurement'.			
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 2021 - During this quarter seven policies have either been developed or reviewed. These policies are categorised under three broad areas, the first area is to improve the skills of employees, the second area is to provide a better work life balance the third is to keep employees safe at work. The policies are the Study Assistance Policy, Purchased Leave Policy, Workplace Harassment and Bullying prevention Policy, Vaccination Policy, Work Health and Safety Policy, Claims Management and Protective Clothing Policy.	Human Resources Manager	Ongoing	50%
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 2021 - As previously reported the Human Resources Team continue to report monthly to the Executive Leadership Team (ELT) on staff demographics. These statistics follow the format of the Workforce Strategic Plan with the Senior Management Team Meeting also provided with a condensed version of this information. As part of the HR teams efforts to keep staff informed Council's Consultative Committee now also receives this information. On 17 December 2021 Council received The Price Waterhouse Cooper Comparison report. The HR team have been participating in this survey for a number of years, with the report comparing similar sized councils across all facets of workforce reporting including turnover rates, leave statistics and associated costs. After the results are	Human Resources Manager	Ongoing	100%

ACTION	Measured By	Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
			analysed a report will be tabled at the 23 February 2022 ELT meeting.			
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 2021 - The Human Resources team continue to assisted managers and supervisors in completing their requirements within the Pulse Performance Management module. Available statistics clearly shows a marked improvement in the completion of the Pulse Set Phase requirements: In December 2020 - 2 Not started, Started 27, Completed 86. In December 2021 - 0 Not started, Started 5, Completed 106. Of the 5 started - 2 of these employees have only recently commenced work with Council. The Human Resources Team has completed documentation for all step increases and training requests are being processed as time permits.	Human Resources Manager	Ongoing	80%
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 2021- Local Government Baseline Training in report writing has been provided to managers and supervisors in the past. Internal reminders to staff are issued when necessary about the importance of creating accurate, relevant and easy to read documents. Strategic documents, Corporate Reports and Business Papers are all proof read before publication. The Human Resources Team will source advanced report writing skills refresher training to capture new staff or those identified as requiring assistance.	Human Resources Manager	Ongoing	90%

ACTION	Measured By	Target	Comments at 31 December 2021	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 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. Council Information Technology staff are currently updating the strategy.	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 Council's financial position.	Monitor Council's financial situation and progress against Fit for the Future benchmarks.	As at 31 December 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 religious institutions or instances where Crown authorities that are currently non-rateable become rateable. The Finance Manager regularly reviews financial investments in accordance with the Investment Policy and reports on investments 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	Ongoing	80%
ACTION 4 - Financial sustainability is critical with maximum rate revenue	Have systems in place that details grants applied for, and where successful that	Monitor the level of State and Federal Government grants	As at 31 December 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	Finance Manager	Ongoing	80%

ACTION	Measured By	Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
to be achieved and other income sources maximised	monies have been received, expended and acquitted in accordance with the funding body requirements.	payable to Council.	recorded. At present, the Finance Manager and an Information Technology Officer are undertaking a review of the register and an upgraded version will be available soon.			
ACTION 4 - Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised	Reported monthly to Council against a timeline.	Ensure that Council funds are invested in accordance with legislative provisions and income yield is maintained within Council's risk profile.	As at 31 December 2021 - A monthly report detailing the invested monies of Council 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 financial institution.	Finance Manager	Ongoing	80%
ACTION 5 - The community displays a high level of understanding and compliance with	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 2021 - During the reporting quarter a total of; 1. 50 dogs were microchipped and 24 were registered; 2. 7 cats were microchipped and 1 was registered.	Development and Environment Manager	Ongoing	50%

ACTION	Measured By	Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
legislative in regard to the keeping of and control of companion animals and other animals						
ACTION 5 - The community displays a high level of understanding and compliance with legislative in regard to the keeping of and control of companion animals and other animals	Updated statistics for each reporting period with cumulative totals also to be reported.	Number of cats registered under the Companion Animals Act.	As at 31 December 2021 - During the reporting quarter: 1. A total of 52 dogs were impounded, with 23 returned to their owners, 27 rehomed and 2 euthanized; 2. A total of 58 cats were impounded with 23 being rehomed and 35 being euthanized; 3. 8 bulls were impounded and returned to their owner; 4. 6 parking infringement notices were issued; 5. 2 Companion Animal infringement notices were issued; 6. 50 general callouts were undertaken.	Development and Environment Manager	Ongoing	50%
ACTION 6 - The Narrandera Shire Local Environmental Plan 2013 (LEP) is	Review the current LEP within the timeframe established by the Department	Maintain the LEP to meet community aspirations, land needs and	As at 31 December 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	Deputy GM Infrastructure	Progressing	75%

ACTION	Measured By	Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
reviewed within a 5 year cycle	of Planning and Environment.	environmental outcomes.	Department of Planning, Industry and Environment staff on the potential assistance that they could provide.			
ACTION 7 - Planning instruments reflect the intent and direction of land use strategies and facilitate development and growth of the Shire	Compliance with guidelines from the Department of Planning and Environment.	Documents are reviewed against intended outcomes.	As at 31 December 2021 - The Community Participation Plan was adopted by Council in December 2019. The 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 in accordance with the adopted and agreed timeline.	Deputy GM Infrastructure	Ongoing	100%
ACTION 8 - Development Applications received and assessed within statutory timeframes	The number of Development Applications received during the reporting period also financial year cumulative totals also provide comparative yearly data to past 2 year's data.	Statistical data on Development Applications received, also comparing to previous years.	As at 31 December 2021 - During this reporting quarter 20 Development Applications were received. In the same quarter for the 2020-2021 year 15 Development Applications were lodged and in 2019-2020 15 Development Applications were received.	Development and Environment Manager	Ongoing	50%



ACTION	Measured By	Target	Comments at 31 December 2021	Responsible Officer Position	Status	Progress
ACTION 8 - Development Applications received and assessed within statutory timeframes	Comparison of assessment timeframe against Department of Planning & Environment averages.	Compliance with statutory timeframes for assessment.	As at 31 December 2021 - During the reporting quarter the average development assessment timeframe was 32 days. The statutory period within which Councils are required to assess Development Applications is 40 days.	Development and Environment Manager	Ongoing	50%
ACTION 9 - Maintain a strong voice in regional groups such as RAMROC, the proposed RAMJO also Destination NSW	Details of engagement opportunities.	Proactive engagement at appropriate forums and continued political lobbying with our partners.	As at 31 December 2021 - Both the Mayor and the General Manager were active in RAMJO meetings and other essential Committee meetings.	General Manager	Ongoing	50%