

Operational Plan

2022 - 2023



Welcome

**Nginyanhi Wiradjuri mayiny gawaymbanha nginyalgir Wiradjuri-gu Ngurambung-gu
We the Narrungdera Wiradjuri people welcome you all to Wiradjuri Country**

Acknowledgement

Narrandera Shire acknowledges Aboriginal and Torres Strait Islanders as the first Australians and recognises that they have a unique relationship with the land and water. Council recognises that we are situated on the traditional lands of the Narrungdera Clan, of the Wiradjuri Nation who have lived here for thousands of years. We offer our respect to their elders past and present and through them, to all Aboriginal and Torres Strait Islander people.



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COVER PHOTO: The third artwork on Narrandera Water Tower featuring a jumping Murray Cod.

INSIDE COVER IMAGE: Wiradjuri Elder Michael Lyons playing the didgeridoo, as part of the Sandhills Artefacts Tour.

Introduction to **the Operational Plan**

ABOUT THIS DOCUMENT

The Operational Plan is essentially Council's action plan for achieving the priorities of the community originating from the Community Strategic Plan titled 'Our Narrandera Shire 2034'.

An Operational Plan is prepared each year and adopted identifying the activities that Council will conduct to achieve the commitment of the Delivery Program.

Like the Community Strategic Plan, also the Delivery Program this plan is divided into the 5 strategic themes with each theme further divided into strategies, actions, performance targets, measures, who the responsible officer will be and a budget reference number.

The plan has a one year horizon that aligns with the Long Term Financial Plan.

Message from The Mayor

This plan forms part of the Integrated Planning and Reporting cycle of Council and has been developed using feedback from our community members, also the new Council elected in December 2021.

The Councillors and I have listened to the community, and we believe that the Community Strategic Plan titled 'Our Narrandera Shire 2034' and the supporting plans reflect what is important to the community and how Council will work toward achieving outcomes – not all of the actions can be achieved by Council alone, but Council has identified potential partners who may be able to assist. I encourage all community members to read the Community Strategic Plan when you have the opportunity to do so.

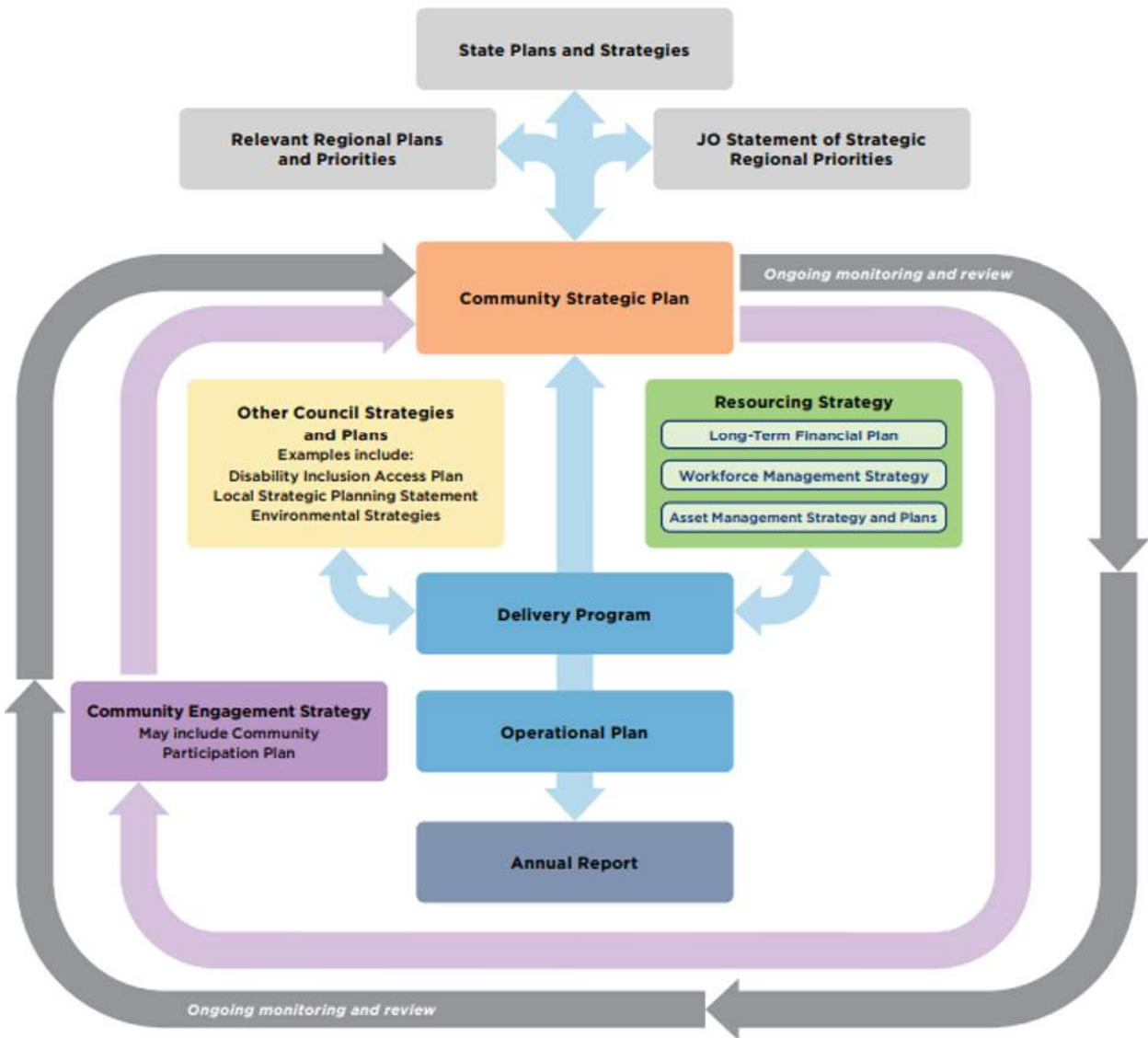
On behalf of Council, I thank you for your participation in developing the Community Strategic Plan called 'Our Narrandera Shire 2034' and its supporting documents.



Councillor Neville Kschenka, Mayor

WHAT IS INTEGRATED PLANNING AND REPORTING?

In September 2021 the NSW Office of Local Government released new Integrated Planning and Reporting guidelines, the framework for which is provided below. The Delivery Program supports the Community Strategic Plan and has direct linkage to the Resourcing Strategy of Council also other Council strategies and plans.



Source: NSW OLG IP&R Handbook – viewed 24 January 2022.

How to read This Plan

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Details of the Operational Plan

THEME 1: OUR COMMUNITY					
STRATEGY 1: TO LIVE IN AN INCLUSIVE, HEALTHY AND TOLERANT COMMUNITY WITH A POSITIVE ATTITUDE TOWARD OTHERS					
REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
1.1.1	Acknowledge and celebrate our local Wiradjuri culture	Progress the implementation of the Cultural Plan to value our Wiradjuri Culture	A community that is more aware of its Wiradjuri heritage	Community Services Manager	
1.1.2	Support opportunities for community participation in local events and festivals	Our Cultural Plan supports opportunities for the community in arts and our community through cultural events, programs and initiatives	Number of events supported with details on participation and attendance	Community Development Manager	
1.1.3	Work with event organisers to promote and improve participation in local events and festivals	Community events that are highly publicised and promoted with high levels of community participation and positive feedback	Event statistics and participant feedback	Events and Visitor Services Team Leader	

What the community would like to see achieved

The area of focus

Link to the financial details of the action

A unique reference for each action

The outcome proposed to be achieved

Identifies those who will work toward achieving the strategy or aspiration

Actions are the way that as a community we can work together to achieve the aspirations

How we will measure progress of the action

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1.1.3	Work with event organisers to promote and improve participation in local events and festivals	Community events that are highly publicised and promoted with high levels of community participation and positive feedback	Event statistics and participant feedback	Events and Visitor Services Team Leader	1014-2100-0001 1014-2000-0000

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STRATEGY 2: WORK TOGETHER TO ADVOCATE FOR QUALITY HEALTH, EDUCATION, YOUTH AND SOCIAL SERVICES

REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
1.2.1	Continue to work with the Aboriginal community fostering mutual respect and understanding through consultation seeking valuable feedback on important projects and initiatives	Build on the existing relationship and strengthen connections	Summary of meetings held and the outcomes of consultation on projects and initiatives	Community Services Manager	0617-2001-0000
1.2.2	Work with the Youth Council to implement the Youth Strategy	A Youth Council that is considered as part of Council	Update of actions relating to the Youth Strategy also engagement and member recruitment opportunities	Community Services Manager	0617-2001-0000
1.2.3	Integrate the Youth Council into official Council events and community events	A Youth Council that is engaged with leadership activities	Outcomes achieved within the Youth Strategy, particularly the section of 'Voice' where the objective is to involve youth in the decisions that affect them	Community Services Manager	0617-2001-0000
1.2.4	Continued advocacy for the delivery of integrated health services and well-being programs	Continued improvements in the delivery of integrated health services and well-being programs	Improvements resulting from continued advocacy also outcomes from participation in the Narrandera Health Advisory Group	General Manager	0111-2000-0000

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STRATEGY 3: TO FEEL CONNECTED ALSO SAFE					
REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
1.3.1	Maintain and enhance the connection between Council and the community using available communication channels	A community and Council that is engaged	Statistical information from the monthly media report submitted to the Executive Leadership Team	Communications Officer	0111-2123-0000 0111-2000-0000
1.3.2	Continued advocacy for the strengthening of critical emergency services personnel and 'fit for purpose' infrastructure through the Narrandera Community Safety Precinct Committee	Critical emergency services and personnel are readily and consistently available to meet the current and emerging needs of the community	Details of advocacy opportunities and outcomes relating to personnel numbers and infrastructure improvements	General Manager	0111-2000-0000
1.3.3	Ensure that the CCTV network is functional and there is a program for enhancement	An enhanced CCTV network that captures anti-social behaviour	A CCTV network that provides NSW Police with information to address anti-social behaviour leading to a reduction in requests to view footage	Manager Information Technology	0311-2128-0000

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1.3.4	Provide transport opportunities to support independent living at home	A community transport service that supports independent living at home	The number of trips provided to clients by funding demographic, kilometres travelled cumulative per financial year and comparative to the previous year	Community Services Manager	0610-0000-0000 0611-0000-0000 0612-0000-0000 0613-0000-0000
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THEME 2: OUR ENVIRONMENT

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

REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
2.1.1	Establish strong partnerships to protect, expand and promote Narrandera’s unique koala population with a vision to establish a research centre in Narrandera	Our koala population is protected by the scientific and broader community, and a koala research centre is established in Narrandera	Progress in establishing a research centre in Narrandera, but also the actions taken to protect our koala population and data on the population when available	Economic Development Manager	1013-2000-0000 0825-0000-0000
2.1.2	Key environmentally sensitive areas under the control of Council are managed with awareness and sensitivity	Environmentally sensitive areas controlled by Council area managed appropriately	Details of actions taken to prevent environmental damage; where there is a breach, remedial actions taken and measures to prevent re-occurrence	Open Spaces and Recreation Manager	0816-2100-0001
2.1.3	Preservation and enhancement of our significant tree assets to maintain our signature streetscapes	The preservation and enhancement of trees within our townscapes is practiced and encouraged by Council	Continuation of the tree audit to identify risks and potential early issues with specific tree species also details of ongoing maintenance to our tree assets and comparative statistical data on trees removed, plantings and any projects where trees will be a significant feature.	Open Spaces and Recreation Manager	0816-2137-000

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STRATEGY 2: ENHANCE OUR PUBLIC SPACES TO ENRICH OUR COMMUNITY					
REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
2.2.1	Continually assess playgrounds to determine if fit for purpose, ensure compliance with the relevant standards and they meet community needs relevant to the level of use of the area	All playgrounds are considered fit for purpose to applicable service standards and by the community	Compliance with relevant playground standards and Council's insurer StateWide Mutual best practice manual titled 'Playgrounds'. Details of grant funding applications to maximise opportunities also details of planned improvement works	Open Spaces and Recreation Manager	0816-2100-0000
2.2.2	Implement a renewal and maintenance schedule to support a diverse range of building facilities for the community	Facilities are maintained so that they are fit for purpose and continue to support both organisational and community activities and that there is a strategic plan in place for their replacement or renewal	Details of actual and proposed renewal and maintenance activities achieved in the financial year in accordance with the schedule and allocated budgets	Projects and Assets Manager	0112, 810, 823, 824, 825, 826, 827, 828, 1023-2125-0000 0220-2000-0000 1023-4100-0000 1023-4200-0000

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STRATEGY 3: MAXIMISE GREATER RE-USE OF RESOURCES TO INCREASE SUSTAINABILITY WITHIN OUR COMMUNITY

REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
2.3.1	Implementation of the Narrandera Shire Waste Management Plan and identify realistic opportunities for re-use of waste streams	Options to minimise waste streams to landfill to promote re-use and recycling are identified and progressed	Statistical information for waste diverted from landfill obtained from the current EPA reporting regime	Development and Environment Manager	0512-2700-0000
2.3.2	Source funding and implement short to medium term actions from the Narrandera Shire Council Climate Action Strategy	Council progresses the 24 short term to medium actions identified under its November 2020 Climate Action Strategy as funding opportunities arise	Progress on the 24 short term to medium term actions	Executive Engineer	0220-2000-0000

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THEME 3: OUR ECONOMY

STRATEGY 1: CREATE STRONG CONDITIONS FOR INVESTMENT AND JOB CREATION THROUGH QUALITY INFRASTRUCTURE AND PROACTIVE BUSINESS SUPPORT

REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
3.1.1	Identify and develop targeted campaigns to attract industry/business also building on our distinctive strengths in agriculture and its related supply chains	New industries/businesses that situate their operation in the Shire as a result of targeted campaigns	Outcomes of targeted campaigns that align with the Economic Development Strategy	Economic Development Manager	1013-2000-0000
3.1.2	Promote collaborative marketing initiatives through regular meetings between businesses and Council on both a formal and informal basis	The business group and Council view their working relationship as constructive and progressive	Details of meetings held, such as attendance also the outcomes achieved or proposed to be achieved	Economic Development Manager	1013-2000-0000
3.1.3	Promotion of Narrandera Shire using our heritage buildings, culture, location, waterways, ecotourism also business and sporting facilities	Promotion of the natural, cultural and built environments of our Shire results in increased tourism, business and sporting activity	Details of promotional campaigns also the measuring of value-adding effects such as maximising visitor stays	Tourism and Economic Development Co-Ordinator	1013-2000-0000 1013-2100-0000 1013-2106-0000

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3.1.4	Advocate and support the expansion of the Narrandera-Leeton Airport and increased business opportunities	The Narrandera-Leeton operations are strengthened by infrastructure upgrades including the parallel taxiway	Outcomes measured by usage of the airport also advocacy for the enhancement of the Narrandera-Leeton Airport	Economic Development Manager	1013-2000-0000
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STRATEGY 2: ENCOURAGE NEW HOUSING SUPPLY TO MEET THE NEEDS OF THE COMMUNITY					
REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
3.2.1	Actively seek and where possible, assist prospective developers to facilitate a mixed housing development that includes an independent living complex and affordable housing in Narrandera	A mixed housing development that includes independent living and affordable housing opportunities is built in Narrandera	Advocacy actions to promote such a development within Narrandera	Economic Development Manager	1013-2000-0000
3.2.2	Strategic land use planning for future housing, recreational, commercial and Industrial needs	A housing and industrial land strategy is developed and implemented	Land is identified within the new Local Environment Plan for future housing, recreational, commercial and industrial needs	Deputy General Manager Infrastructure	0220-2000-0000
3.2.3	Continue to lobby NSW Government to resolve Aboriginal Land Claims on lands suitable for potential development	Aboriginal Land Claims relevant to the Shire's desired housing and industrial development strategies are heard and resolved	Progress of any land claims proposed for settlements	General Manager	0111-2000-0000

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THEME 4: OUR INFRASTRUCTURE

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

REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
4.1.1	Submit funding applications to maximise opportunities to upgrade the local and regional road network	Commonwealth and State funding is sourced to upgrade the local and regional road network	Details of financial applications submitted for road related funding also the details of successful applications	Works Manager	0910-0000-0000 0911-0000-0000 0912-0000-0000 0919-0000-0000
4.1.2	Plan and undertaken road maintenance and upgrades based on available funding	Local roads are maintained within budget with reference to the strategic 3 year works plan for upgrades and maintenance	Details of works undertaken also statistical data such as kilometres and costing	Works Manager	0910-0000-0000 0911-0000-0000 0912-0000-0000 0919-0000-0000
4.1.3	Strategic lobbying for the replacement or upgrade of the bridge across the main irrigation canal on Irrigation Way	The bridge across the main canal along Irrigation Way is upgraded or replaced	Lobbying outcomes until a successful outcome is achieved	Deputy General Manager Infrastructure	0220-2000-0000

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STRATEGY 2: ACTIVELY INVESTIGATE OPPORTUNITIES TO ENHANCE WATER QUALITY					
REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
4.2.1	Implement the adopted Integrated Water Cycle Management Plan (IWCM)	Implementation of the IWCM	Actions taken to implement the IWCM	Water Sewer Manager	2000-4100-0000
4.2.2	Continue to address water quality issues within the potable water supply network	Continued improvements to the Narrandera potable water supply as outlined in 2020 Clean Water Strategy	Implementation of the action plan and statistical analysis of water quality monitoring reports	Water Sewer Manager	2000-2000-0000 2000-2001-0000 2000-2002-0000
4.2.3	Ensure that wastewater returned to the environment is in line with guidelines from the relevant authorities	Wastewater is appropriately treated and returned to the environment	Reporting on the wastewater testing regime and any variations outside of parameters of acceptable load limits of pollutant discharge	Water Sewer Manager	2000-2000-0000 2000-2001-0000 2000-2002-0000
4.2.4	Keep the community informed of water supply matters and proposed infrastructure upgrades, encourage water customers to register and use the new water billing portal	An informed community about improvements to the Narrandera potable water supply	The number of media items issued to the community relating to the potable water supply	Communications Officer	0111-2000-0000

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STRATEGY 3: TO IMPROVE, MAINTAIN AND VALUE-ADD TO OUR ESSENTIAL PUBLIC AND RECREATIONAL INFRASTRUCTURE

REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
4.3.1	Undertake stages 1 and 1A of the Narrandera Business Centre Upgrade, including the implementation of improved stormwater drainage and seek funding for the additional stages of the project	Stages 1 and 1A of the Narrandera Business Centre upgrade and improved stormwater drainage are implemented	Milestones achieved as the project progresses	Deputy General Manager Infrastructure	
4.3.2	Through stakeholder consultation, in any project consider the diverse mobility needs of our community consistent with the Disability Inclusion Action Plan	That the Disability Inclusion Action Plan is considered in any project	Consideration of the Disability Inclusion Action Plan in any project and what elements of the Plan have been included in the project	Projects and Asset Manager	0220-2000-0000
4.3.3	Through community consultation develop a new masterplan for Marie Bashir Park	A masterplan for Marie Bashir Park is developed	Details of actions taken to deliver a new masterplan, including a timeline and budget predictions	Open Spaces and Recreation Manager	
4.3.4	Through consultation with all user groups of Narrandera Shire sporting facilities, prioritise improvements for	Sporting facilities are improved through works agreed with key stakeholders, users and the community	Feedback from advisory groups and user groups also details of grant submissions	Open Spaces and Recreation Manager	0816-2100-0000

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	venues and seek funding to implement the improvements				
4.3.5	Establish an off-leash companion animal area adjacent to Henry Mathieson Oval	A purpose built off-leash companion animal park at Henry Mathieson Oval is available to the community	Development of a new off-leash for companion animals	Development and Environment Manager	0815-4103-000
4.3.6	Source funding to improve vehicle parking at the Lake Talbot Water Park	Parking at the Lake Talbot Water park is maximised for all users	Investigation and presentation to Council on available parking options and how the project is intended to be funded	Projects and Asset Manager	

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THEME 5: OUR LEADERSHIP

STRATEGY 1: HAVE A COUNCIL THAT PROVIDES LEADERSHIP THROUGH ACTIONS AND EFFECTIVE COMMUNICATION

REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
5.1.1	Manage the functions of ARIC also the schedule of Internal Audits and Service Reviews	An active Audit, Risk and Improvement program in place and operating effectively; action a yearly service review where required within service areas such as roads and other areas of Council operations such as visitor services	Internal audits completed in accordance with the adopted program also service reviews carried out on identified areas of operation	Governance and Engagement Manager	0111-2132-0000
5.1.2	Support ethical, transparent and accountable corporate governance	A Council that supports ethical, transparent and corporate governance such as reporting on the Delivery Program every 6 months which is presented to Council and published to the community	Presentation of information to Council and the community such as 6 monthly reporting of the actions contained within the Delivery Program being 31 December and 30 June	Governance and Engagement Manager	0215-2000-0000
5.1.3	Gauge customer and resident satisfaction with services and operations	A community survey that is undertaken in 2024 and the findings are reported to Council and the community	Identify trends within the areas of importance identified from the 2021 community survey and in 2024 action a new community survey and report on variation to important issues	Governance and Engagement Manager	0111-2120-0000

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5.1.4	Report on compliance with the financial performance measures within the annual financial statements	Financial reporting is compliant with measures set by the Office of Local Government also the NSW Audit Office	Attaining or exceeding the benchmark ratios for the financial performance measures	Deputy General Manager Corporate and Community Services	0215-2000-0000
5.1.5	Continue strategic advocacy for the strengthening of the Shire centres of learning	Improvements to our centres of learning	Learning centre outcomes such as improved course availability and advancements in technology to assist in remote learning	General Manager	0111-2000-0000
5.1.6	Continue strategic advocacy for the improvement of telecommunication networks across the Shire	Improved telecommunications network in the Shire	Outcomes of advocacy, improved infrastructure and reduction in the number of 'black spots	General Manager	0111-2000-0000
5.1.7	Make representations to both Federal and State Government agencies to determine the feasibility of the Lake Mejum and Lake Coolah concept	An informed decision of the feasibility of the Lake Mejum and Lake Coolah water storage concept is made and relayed to all stakeholders	Progress of representations and outcomes of any study	General Manager	0111-2000-2000
5.1.8	Ensure that workforce policies remain current in a changing environment and that our workforce is well trained and meets the needs of the organisation now and into the future with succession planning for key roles	An organisation where workforce policies suit a changing work environment and succession planning is in place for key roles	Compliance to the policy review schedule also details of organisational training and successes in attaining qualifications. Succession planning for key roles is in place	Human Resources Manager	0213-2000-0000

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5.1.9	Maintain the connection with Price Waterhouse Cooper to complete the LG Performance Excellence Program on an annual basis	Participation in the annual Price Waterhouse Cooper survey titled LG Performance Excellence Program	Completion of the survey on time, reporting the findings to the Executive Leadership Team	Human Resources Manager	0213-2000-0000 0111-2100-0000
5.1.10	A well trained workforce that meets the needs of the organisation now and into the future with succession planning advanced for key roles within the organisation	A workforce that is well skilled and succession planning for key roles in place	Details of organisational training and successes in attaining qualifications also details of successional appointments where appropriate	Human Resources Manager	0213-2000-0000 0213-2006-0000 0213-2007-0002
5.1.11	Recognising the achievements of the Council workforce	A workforce that is recognised for performance, qualifications and service	Continue the practice of hosting breakfasts with recognition of improved work outcomes as well as qualifications attained and service awards, also use the internal Communique to recognise individual and team efforts	Human Resources Manager	0213-2000-0000 0213-2007-0003 0111-2000-0000
5.1.12	Maintain an Information Strategy that meets the needs of the organisation, is fit for purpose and provides best value for money	An appropriate Information Technology Strategy is in place and operating	System availability (or uptime) indicating whether critical business operating systems are fully functioning during the standard business hours of operation but excluding scheduled maintenance or scheduled downtime	Information Technology Manager	0214-2000-0000

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5.1.13	Actively protect the organisation from cyber threats such as spear phishing emails and unauthorised access to the network	Cyber threats to the organisation are reduced	Addressing issues detected from periodic auditing or penetration testing	Information Technology Manager	0214-2000-0000 0214-2100-0000 0214-2138-0000
5.1.14	Monitor the availability of Federal and State funding grants payable to Council	Income from funding sources is accounted for and acquitted	Maintenance of documents that detail grant funding opportunities applied for and if the application was successful and the acquittal of funds	Finance Manager	0212-2000-000
5.1.15	Maximise the revenue streams of Council	Revenue for Council is maximised	Arrears collection statistics comparative to previous years, investment return against investment benchmark	Finance Manager	0212-2000-0000
5.1.16	Provide a summary of ranger activities, including the number of dogs and cats registered in accordance with the Companion Animals Act 1998	Monitoring of Companion Animal statistics and compliance statistics	Community awareness activities and information on companion animal registration, impounding, release, re-homing and euthanasia	Development and Environment Manager	0310-2000-0000 0714-2100-0001
5.1.17	Provide a summary of Development Applications received and assessed	Development applications received and assessed within established timeframes also statistical information on development applications received cumulative annually and comparatively to the previous year	Development application activity statistics based on annual cumulative and previous year comparative information	Development and Environment Manager	0714-2100-0001

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STRATEGY 2: PROMOTE COMMUNITY SPIRIT THAT ENCOURAGES VOLUNTEERISM AND VALUES EFFECTIVE PARTNERSHIPS					
REFERENCE	ACTION	PERFORMANCE TARGET	HOW WILL WE MEASURE IT	WHO WILL COORDINATE	BUDGET REFERENCE
5.2.1	Through energised Advisory Committees seek input for the improvement of facilities under their management	Advisory Committees that are proactive and provide input for improvements to amenities as outlined in their Terms of Reference	Outcomes achieved for improvements	Community Development Manager	0821-2100-0000 0823-0000-0000 0824-0000-0000 0825-0000-0000 0826-0000-0000 0827-0000-0000 0828-0000-0000
5.2.2	Encourage volunteerism within Council operations where possible with recognition of volunteers at key times such as 'National Volunteer Week'	Identify opportunities where additional volunteers may be able to become involved in the operations of Council and strategies to retain the volunteers	Statistical information on the number of volunteers within the organisation and the tasks performed, also details of recognition events	Community Development Manager	0821-2100-0000



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