



Narrandera
Shire Council

Delivery Program 2022-2026
Half Year Performance Review
31 December 2022

DELIVERY PROGRAM 2022-2026

OUR COMMUNITY

Action: Acknowledge and celebrate our local Wiradjuri culture

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|--|--|--|------------------------------|--------------------|----------|
| 1.1.1 | To live in an inclusive, healthy and tolerant community with a positive attitude toward others | Progress the implementation of the Cultural Plan to value our Wiradjuri Culture. | Progress the implementation of the Cultural Plan to value our Wiradjuri Culture. | Under the supervision of Council, work has commenced on the construction of the new Wiradjuri Honour Wall in Marie Bashir Park. This project is a memorial wall to the Wiradjuri people of the Narrungdera nation. The project consists of curved concrete walls with granite etched inlays and a central metal sphere feature. This project is funded by Local Roads & Community Infrastructure Grant and Narrandera Shire Council. Council continues to meet regularly with the Aboriginal Elders Liaison Group to discuss matters impacting the Aboriginal community. | Community Support Manager | Ongoing commitment | 60% |

Action: Support opportunities for community participation in diverse arts and cultural activities

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|---|--|--|---|-------------|----------|
| 1.1.2 | To live in an inclusive, healthy and tolerant community with a positive attitude toward others | Our Cultural Plan supports opportunities for the community in arts and our community through cultural events, programs and initiatives. | Progress the implementation of the Cultural Plan to value our Wiradjuri Culture. | The Wide Open Narrandera program has run through 2022 with monthly accessible exhibitions. All 12 exhibitions have been held at the Arts Centre which is an accessible venue. Activities for those with special needs are also co-ordinated and facilitated by the Narrandera Library. | Community Development (including Library) Manager | Progressing | 25% |

Action: Work with event organisers to promote and improve participation in local events and festivals

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|---|--------------------|--|---|-------------|----------|
| 1.1.3 | To live in an inclusive, healthy and tolerant community with a positive attitude toward others | Community events that are highly publicised and promoted with high levels of community participation and positive feedback. | | <p>Since commencing with Council in June 2021, the Visitor Services Manager regularly liaises with local community groups to encourage both participation and hosting of local events and festivals. Given that there are few professional event managers in the Shire to organise events and festivals, most events are organised by volunteer organisations and committees. The Visitor Services Manager keeps in touch with those that have expressed an interest in hosting events and those that only wish to participate - regular updates are provided mostly by email.</p> <p>The Narrandera Shire Council events team has organised several recent events, some ongoing and some new across the past year with many organisations participating. This is an ongoing commitment to revitalise the local event landscape and create recreational and social opportunities to the residents of Narrandera Shire.</p> | Events and Visitor Services Team Leader | Progressing | 60% |

Action: Continue to work with the Aboriginal community fostering mutual respect and understanding through consultation seeking valuable feedback on important projects and initiatives

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|--|--|---|------------------------------|--------------------|----------|
| 1.2.1 | Work together to advocate for quality health, education, youth and social services | Build on the existing relationship and strengthen connections. | Build on the existing relationship and strengthen connections. | The Narrandera Shire Council Aboriginal Elders Liaison Group held three meetings during the reporting period. During these meetings the committee discussed various matters of importance including finalising the wording for the Wiradjuri Honour Wall, NAIDOC Week 2022, maintenance and name change for Koori Beach which included a visit from Crown Lands to discuss the scope of works Council can carry out at Koori Beach. Other items included education, teaching traditional language and services available from Landcare and Service NSW. | Community Support Manager | Ongoing commitment | 50% |

Action: Work with the Youth Council to implement the Youth Strategy

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|--|--|---|------------------------------|--------------------|----------|
| 1.2.2 | Work together to advocate for quality health, education, youth and social services | A Youth Council that is considered as part of Council. | A Youth Council that is considered as part of Council. | The Narrandera Shire Council Youth Advisory Committee currently has 10 active members ranging in age from 12 - 19 years old. The current Council have been members of the committee since February 2022 and have been very active in their role in the Youth Advisory Council. During this term the Youth Advisory Council have been successful in receiving funding under the school holiday program for 'winter break funding' and 'spring into action' which facilitated activities in Marie Bashir Park, a bus trip to ice-skating, a movie night, a paint and Picasso event and a slime run held in October. Headspace have attended each 'boredom busters' day held by the Youth Advisory Council, through partnership with Local Health Advisory Committee, the YAC will be participating in the 'blue tree project' which is a mental health initiative to raise awareness and start a conversation around mental health matters. | Community Support Manager | Ongoing commitment | 50% |

Action: Integrate the Youth Council into official Council and community events

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|---|---|---|------------------------------|--------------------|----------|
| 1.2.3 | Work together to advocate for quality health, education, youth and social services | A Youth Council that is engaged with leadership activities. | A Youth Council that is engaged with leadership activities. | Council is still working towards integrating the Youth Council into the operations of the official Council. The Youth Council has attended various community events to provide food and refreshments from the food trailer, as well as many events aimed at youth. These have included roller skating evenings, fun days in the park and a slime run. | Community Support Manager | Ongoing commitment | 25% |

Action: Continued advocacy for the delivery of integrated health services and well-being programs.

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|--|--|---|------------------------------|-------------|----------|
| 1.2.4 | Work together to advocate for quality health, education, youth and social services | Continued improvements in the delivery of integrated health services and wellbeing programs. | Continued improvements in the delivery of integrated health services and wellbeing programs. | Maintained support for local health providers via our submissions to Murrumbidgee Local Health District and health committees, priority issue at the present time is improvements to accommodation for visiting health professionals. | General Manager | Progressing | 20% |

Action: Maintain and enhance the connection between Council and the community using available communication channels

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|-----------------------------|--|--------------------|--|------------------------------|--------------------|----------|
| 1.3.1 | To feel connected also safe | A community and Council that is engaged. | | Council continues to utilise various channels to communicate Council activity to the community. For the past quarter ten media releases were distributed through regional and local media with the Communications Officer assisting with 40 media enquiries. The website engaged with 13,359 different users through 26,305 sessions over the quarter, with the top three engaged pages being the Home page (10,370), Road Closures (due to the floods) (7,586) and the Contact Us page (1,745). | Communications Officer | Ongoing commitment | 80% |

Action: Continued advocacy for the strengthening of critical emergency services personnel and 'fit for purpose' infrastructure through the Narrandera Community Safety Precinct Committee

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|-----------------------------|---|--------------------|---|------------------------------|-------------|----------|
| 1.3.2 | To feel connected also safe | Critical emergency services and personnel are readily and consistently available to meet the current and emerging needs of the community. | | Attended one meeting with the area command to discuss crime related issues. | General Manager | Progressing | 20% |

Action: Ensure that the CCTV network is functional and there is a program for enhancement

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|-----------------------------|---|--------------------|--|--------------------------------|--------------------|----------|
| 1.3.3 | To feel connected also safe | An enhanced CCTV network that captures anti-social behaviour. | | Council has recently replaced a 'Pan Tilt Zoom' camera in the main street and is currently building a 'Network Video Recorder' server to start consolidating several existing CCTV systems. Council has also been working with contractors to organise CCTV for the new Narrandera Destination and Discovery Hub. Staff have also applied for a Grant to replace and enhance the existing public CCTV systems. | Information Technology Manager | Ongoing commitment | 50% |

Action: Provide transport opportunities to support independent living at home

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|-----------------------------|---|---|--|------------------------------|--------------------|----------|
| 1.3.4 | To feel connected also safe | A community transport service that supports independent living at home. | A community transport service that supports independent living at home. | The Narrandera - Leeton Community Transport provided 6,709 trips to residents of the Narrandera and Leeton shires to attend medical appointments, for social outings and for the purpose of shopping. Of these trips 2,377 were delivered to those who are 65 years and older or 50 years and older and identify as Aboriginal and Torres Strait Islander, 2,907 were delivered to those who are transport disadvantaged, 124 were delivered to National Disability Insurance Scheme (NDIS) participants and the remainder were delivered through brokerage agreements and non-emergency health related transport. Narrandera Leeton Community Transport travelled a total of 126,624 kms during the reporting period. | Community Support Manager | Ongoing commitment | 100% |

OUR ENVIRONMENT

Action: Establish strong partnerships to protect, expand and promote Narrandera's unique koala population with a vision to establish a research centre in Narrandera

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|--|--------------------|--|------------------------------|-------------|----------|
| 2.1.1 | To value, care for and protect our natural environment | Our koala population is protected by the scientific and broader community, and a koala research centre is established in Narrandera. | | Maintaining strong links with the Charles Sturt University Vet School in particular Dr Jo Connolly. Dr Connolly worked with the NSW National Parks and Wildlife team to conduct research on Narrandera's Koala colony conducted 26-30 June 2022. Two representatives of NSW National Parks and Wildlife made a presentation to the October 2022 Council briefing on the findings of their research. Currently awaiting specific genetic results from Elspeth McLennan from Uni of Sydney. Overall, the population of Koalas has been observed as being generally healthy and is breeding. The digital presentation from NSW Parks and Wildlife team has been obtained and will be presented to the Koala Regeneration Committee. | Economic Development Manager | Progressing | 20% |

Action: Key environmentally sensitive areas under the control of Council are managed with awareness and sensitivity

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|---|--------------------|---|-------------------------------|-------------|----------|
| 2.1.2 | To value, care for and protect our natural environment | Environmentally sensitive areas controlled by Council area managed appropriately. | | The Narrandera Flora and Fauna Reserve, the Wetlands, the Lake Talbot and Rocky Water Holes precinct are all managed in accordance with the Crown Land Management Act, 2016. Flood events at the end of 2022 limited access to several areas for 6 months and a weed control program is currently in place. | Open Space Recreation Manager | Progressing | 50% |

Action: Preservation and enhancement of our significant tree assets to maintain our signature streetscapes

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|---|--------------------|---|-------------------------------|-------------|----------|
| 2.1.3 | To value, care for and protect our natural environment | The preservation and enhancement of trees within our townscapes is practiced and encouraged by Council. | | The treescape of Narrandera is proactively managed with significant trees preserved to ensure the aesthetic value of Narrandera and to remain healthy and unique. | Open Space Recreation Manager | Progressing | 50% |

Action: 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

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|--|--------------------|--|-------------------------------|-------------|----------|
| 2.2.1 | Enhance our public spaces to enrich our community | All playgrounds are considered fit for purpose to applicable service standards and by the community. | | Playgrounds are inspected bi-weekly, weekly or monthly depending on their location and the level of use of the playground. The process is documented and saved into Council's document management system called MAGIQ. A consultant has been engaged to develop a master plan for the Adventure Playground at Marie Bahir Park with inclusive play equipment planned to be installed mid-2023. | Open Space Recreation Manager | Progressing | 50% |

Action: Implement a renewal and maintenance schedule to support a diverse range of building facilities for the community

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|---|--------------------|---|------------------------------|-------------|----------|
| 2.2.2 | Enhance our public spaces to enrich our 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. | | Council buildings renewal and maintenance program are on track with further procurement in progress. Scheduled air-conditioning servicing, spider spraying, and gutter cleaning have been completed. Renewal activities include air conditioner replacement, switch board & electrical upgrades, identified fixture and fittings replacement, roof and gutter works, plumbing renewals and internal /external painting. | Projects and Assets Manager | Progressing | 60% |

Action: Implementation of the Narrandera Shire Waste Management Plan and identify realistic opportunities for re-use of waste streams

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|---|--------------------|---|------------------------------|-------------|----------|
| 2.3.1 | Maximise greater re-use of resources to increase sustainability within our community | Options to minimise waste streams to landfill to promote reuse and recycling are identified and progressed. | | Detailed design of the new waste transfer area is underway, with the site preparation now progressing as weather and resources allow. | Deputy GM Infrastructure | Progressing | 25% |

Action: Source funding and implement short to medium term actions from the Narrandera Shire Council Climate Action Strategy

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|---|--------------------|---|------------------------------|-------------|----------|
| 2.3.2 | Maximise greater re-use of resources to increase sustainability within our community | Council progresses the 24 short term to medium actions identified under its November 2020 Climate Action Strategy as funding opportunities arise. | | Council was unsuccessful in gaining \$600,000 in grant funding under the Building Better Region Fund Round 6 for the 'Power to Save' application. | Projects and Assets Manager | Progressing | 20% |

OUR ECONOMY

Action: Identify and develop targeted campaigns to attract industry/business also building on our distinctive strengths in agriculture and its related supply chains

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|--|--------------------|--|------------------------------|-------------|----------|
| 3.1.1 | Create strong conditions for investment and job creation through quality infrastructure and proactive business support | New industries/businesses that situate their operation in the Shire as a result of targeted campaigns. | | The Economic Development team has focused on nurturing proposed developments at the Red Hill Industrial Estate that will see two large manufacturing industries established that collectively estimate that 135 plus jobs will be created over the next 2 years. Additional proposed developments on the estate will be subject to Development Application approvals in due course. During August, the Managing Director of the Ahrens Group along with members of Board toured the industrial estate and other locations. Ahrens are looking for a prime 3-4 Ha site to build a manufacturing facility for rural implements such as tanks and sheds. Ahrens are currently developing a site at Gilgandra and are looking to | Economic Development Manager | Progressing | 30% |

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--------|-------------|--------------------|---|------------------------------|--------|----------|
| | | | | purchase a suitable site in Narrandera for expansion. | | | |

Action: Promote collaborative marketing initiatives through regular meetings between businesses and Council on both a formal and informal basis

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|---|--------------------|---|------------------------------|-------------|----------|
| 3.1.2 | Create strong conditions for investment and job creation through quality infrastructure and proactive business support | The business group and Council view their working relationship as constructive and progressive. | | The Economic Development Manager regularly attends Narrandera Business Group meetings. During a recent visit by NSW Government departmental representatives, a document detailing local business and industry information was provided to senior NSW Government departmental representatives for future reference. Joint promotions with Narrandera Business Group for Small Business Month included a coach visit to Avonlie Solar Farm also an industry speaker at the evening event and in November 2022 workshops were held over 2 nights addressing marketing, planning and social media 'bootcamp' to improve business opportunities. | Economic Development Manager | Progressing | 30% |

Action: Promotion of Narrandera Shire using our heritage buildings, culture, location, waterways, ecotourism also business and sporting facilities

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|--|--------------------|---|--|-------------|----------|
| 3.1.3 | Create strong conditions for investment and job creation through quality infrastructure and proactive business support | Promotion of the natural, cultural and built environments of our Shire results in increased tourism, business and sporting activity. | | The unique natural environment and the built environment of our Shire is promoted in almost all of Council's promotional material ranging from printed brochures to banners used on the website of Council and in social media posts. | Tourism and Economic Development Coordinator | Progressing | 20% |

Action: Advocate and support the expansion of the Narrandera-Leeton Airport and increased business opportunities

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|--|--------------------|---|------------------------------|-------------|----------|
| 3.1.4 | Create strong conditions for investment and job creation through quality infrastructure and proactive business support | The Narrandera-Leeton operations are strengthened by infrastructure upgrades including the parallel taxiway. | | Following the relaxation of restrictions on the arrival of overseas students, the Australian Airline Pilot Academy (AAPA) announced in the middle of 2022 that it was receiving a cohort of approximately 20 students from Vietnam, and these were proposed to be accommodated in proximity of the Narrandera airport to facilitate their flying training activities around the Narrandera campus of AAPA. An AAPA official inspected accommodation options in particular, the Yanco Agricultural Institute (YAI) with the YAI providing subsidised accommodation for up to 1 year. This is currently being considered by the AAPA. | Economic Development Manager | Progressing | 10% |

Action: 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

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|---|--------------------|---|------------------------------|-------------|----------|
| 3.2.1 | Encourage new housing supply to meet the needs of the community | A mixed housing development that includes independent living and affordable housing opportunities is built in Narrandera. | | Maintaining contact with Argyle Housing to encourage development of a 1.4 Ha site at the corner of Elwin Street and Crescent Street, Narrandera for retirement living - attended meeting in Griffith 27 Sept 2022 to meet CEO Carolyn Doherty and Board members. Reinforced Council's desire to have mixed development on the site- potentially affordable housing and development of an independent living village for over 50s. Progress with Argyle Housing was interrupted through sudden death of former CEO and the resignation of their property officer. An enquiry received through QPL Real Estate from another provider was determined as not suitable for the development currently preferred by Council. | Economic Development Manager | Progressing | 10% |

Action: Strategic land use planning for future housing, recreational, commercial and industrial needs

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|--|--------------------|--|------------------------------|-------------|----------|
| 3.2.2 | Encourage new housing supply to meet the needs of the community | A housing and industrial land strategy is developed and implemented. | | The Narrandera Local Housing & Employment Zone Land Strategy was adopted by Council at the December 2022 Council meeting. The identified actions are now being considered, with the planning proposals for the identified Employment Zone Land to be undertaken in early 2023. | Deputy GM Infrastructure | Progressing | 60% |

Action: Continue to lobby NSW Government to resolve Aboriginal Land Claims on lands suitable for potential development

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|--|--------------------|--|------------------------------|-------------|----------|
| 3.2.3 | Encourage new housing supply to meet the needs of the community | Aboriginal Land Claims relevant to the Shire's desired housing and industrial development strategies are heard and resolved. | | The General Manager met with Departmental staff and the relevant Minister advocating for resolution of land claims within the Shire. | General Manager | Progressing | 10% |

OUR INFRASTRUCTURE

Action: Submit funding applications to maximise opportunities to upgrade the local and regional road network

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|---|--------------------|---|------------------------------|--------------------|----------|
| 4.1.1 | To have an improved and appropriately maintained road network | Commonwealth and State funding is sourced to upgrade the local and regional road network. | | Council has applied under Fixing Local Roads Round 4 for the widening and safety improvements to the Old Wagga Road between Elizabeth Street and Ridgeview Road. Council is still awaiting notification if the application is successful. Council applied for and received \$534,331 for road repairs under the Fixing Local Roads Pothole Repair Round of funding. Council was also successful in securing \$1,923,604 for flood recovery works resulting from storm events in January 2022. Additional funding applications will be submitted for damage caused by the more recent flooding events. Council also received an additional \$102,470 in funding under the Regional Roads Repair Program for rehabilitation works to the Barellan Road. | Works Engineer | Ongoing commitment | 50% |

Action: Plan and undertake road maintenance and upgrades based on available funding

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|--|--------------------|---|------------------------------|-------------|----------|
| 4.1.2 | To have an improved and appropriately maintained road network | Local roads are maintained within budget with reference to the strategic 3 year works plan for upgrades and maintenance. | | Council has completed 12.6 Kilometres of scheduled Gravel Resheet works (approx. 50% of scheduled works) and 275 Kilometres of maintenance grading (approx. 68% of scheduled works). In addition, Council has undertaken temporary repairs to 17.3 Kilometres of road network as part of emergency works resulting from recent heavy rains and flooding events. | Works Engineer | Progressing | 55% |

Action: Strategic lobbying for the replacement or upgrade of the bridge across the main irrigation canal on Irrigation Way

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|--|--------------------|--|------------------------------|--------------------|----------|
| 4.1.3 | To have an improved and appropriately maintained road network | The bridge across the main canal along Irrigation Way is upgraded or replaced. | | Council has ongoing communication with Transport for NSW and the Local Member, but there is no commitment to improve the bridge at this stage. | Deputy GM Infrastructure | Ongoing commitment | 15% |

Action: Implement the adopted Integrated Water Cycle Management Plan (IWCM)

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|-----------------------------|--------------------|---|------------------------------|-------------|----------|
| 4.2.1 | Actively investigate opportunities to enhance our potable water quality | Implementation of the IWCM. | | Still awaiting finalisation of the funding deed for additional Integrated Water Cycle Management works. | Water Sewer Manager | Progressing | 50% |

Action: Continue to address water quality issues within the potable water supply network

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|---|--------------------|---|------------------------------|-------------|----------|
| 4.2.2 | Actively investigate opportunities to enhance our potable water quality | Continued improvements to the Narrandera potable water supply as outlined in 2020 Clean Water Strategy. | | The funding deed for the 'Water Treatment Plant Scoping Study' is still being sought. Water mains flushing program to be implemented in 2nd half of 2023. The household filter installation program is still progressing albeit slowly with local plumbers engaged to install the filters and make necessary pipework alterations. The water mains replacement program is slightly behind schedule. | Water Sewer Manager | Progressing | 50% |

Action: Ensure that wastewater returned to the environment is in line with guidelines from relevant authorities

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|--|--------------------|---|------------------------------|-------------|----------|
| 4.2.3 | Actively investigate opportunities to enhance our potable water quality | Wastewater is appropriately treated and returned to the environment. | | Water treatment performance has been adequate to date with only 1 recorded non-conformance being contamination during the most recent flood event where it is believed that floodwater entered an aquifer through an uncapped water bore. The monitoring and reporting on water quality year closes at end of February each year, early indications show an improvement from the previous reporting year. | Water Sewer Manager | Progressing | 90% |

Action: Keep the community informed of water supply matters and proposed infrastructure upgrades, encourage water customers to register and use the new water billing portal

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|--|--------------------|---|------------------------------|-------------|----------|
| 4.2.4 | Actively investigate opportunities to enhance our potable water quality | An informed community about improvements to the Narrandera potable water supply. | | Council's water billing portal called 'My Water Portal' is scheduled to go live in February 2023 - this will allow property owners and tenants to monitor their water usage and receive alerts when possible water leaks are occurring. Council continues to notify the community of planned and ad hoc water outages for the purpose of infrastructure upgrades and repair works using both Council's website and social media - for localised interruptions, notifications through a 'letter box drop' is also conducted. | Communications Officer | Progressing | 50% |

Action: Undertake stages 1 & 1A of the Narrandera Business Centre Upgrade, including the implementation of improved stormwater drainage and seek funding for the additional stages of the project

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
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| 4.3.1 | To improve, maintain and value-add to our essential public and recreational infrastructure | Stages 1 and 1A of the Narrandera Business Centre upgrade and improved stormwater drainage are implemented. | | Redesign of stage 1A between Bolton & Twynam Streets, Narrandera is now underway, with construction to occur in the second part of 2023. The detailed design of the drainage scheme is underway, with funding to be confirmed for these works. | Deputy GM Infrastructure | Progressing | 20% |

Action: Through stakeholder consultation, in any project consider the diverse mobility needs of our community, consistent with the Disability Inclusion Action Plan

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|---|--------------------|---|------------------------------|-------------|----------|
| 4.3.2 | To improve, maintain and value-add to our essential public and recreational infrastructure | That the Disability Inclusion Action Plan is considered in any project. | | Council staff are and will continue to undertake stakeholder consultation to determine the mobility needs of our community in accordance with the Disability Inclusion Action Plan. | Projects and Assets Manager | Progressing | 20% |

Action: Through community consultation develop a new masterplan for Marie Bashir Park

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|--|--------------------|---|-------------------------------|-------------|----------|
| 4.3.3 | To improve, maintain and value-add to our essential public and recreational infrastructure | A masterplan for Marie Bashir Park is developed. | | A consultant has been engaged to develop a masterplan for Marie Bashir Park including revitalisation of the 'Adventure Playground'. | Open Space Recreation Manager | Progressing | 50% |

Action: Through consultation with all user groups of Narrandera Shire sporting facilities, prioritise improvements for venues and seek funding to implement the improvements

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|---|--------------------|--|-------------------------------|-------------|----------|
| 4.3.4 | To improve, maintain and value-add to our essential public and recreational infrastructure | Sporting facilities are improved through works agreed with key stakeholders, users and the community. | | Council staff are continuing to work with user groups to improve sporting facilities. Some of the latest projects include a new BBQ and undercover spectator area for the Barellan Sportsground, a covered spectator area at the Narrandera Sportsground also internal thermal and soundproofing cladding the interior of the Narrandera Sports Stadium. | Open Space Recreation Manager | Progressing | 50% |

Action: Establish an off-leash companion animal area adjacent to Henry Mathieson Oval

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
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| 4.3.5 | To improve, maintain and value-add to our essential public and recreational infrastructure | A purpose built off-leash companion animal park at Henry Mathieson Oval is available to the community. | | Design and scoping of the facility is underway, with works to be undertaken in mid-2023. | Deputy GM Infrastructure | Progressing | 25% |

Action: Source funding to improve vehicle parking at the Lake Talbot Water Park

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--|---|--------------------|--|------------------------------|-------------|----------|
| 4.3.6 | To improve, maintain and value-add to our essential public and recreational infrastructure | Parking at the Lake Talbot Water park is maximised for all users. | | Council staff are still searching for suitable grant funding opportunities for this project. | Projects and Assets Manager | Progressing | 10% |

OUR CIVIC LEADERSHIP

Action: Manage the functions of ARIC also the schedule of Internal Audits and Service Reviews.

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|--|--|---|---------------------------------|-------------|----------|
| 5.1.1 | Have a Council that provides leadership through actions and effective communication | 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. | 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. | Council first established the Audit, Risk and Improvement Committee (ARIC) in 2014 with the purpose of providing independent assurance and assistance and Narrandera Shire Council in the effective discharge of its responsibilities for financial reporting, risk management, internal controls, governance also both internal and external audits. The long awaited guidelines for the management of ARIC were released mid December 2022 with the guidelines and draft Terms of Reference and Internal Audit Charter to presented to the Executive Leadership Team, Council and then the ARIC for discussion. For the 2022-2023 reporting year - 2 internal audits have been conducted being Financial Grant Management, Fleet Management with 2 further internal audits yet to be commenced being Work Health and Safety Framework also Succession Planning/Attraction | Governance & Engagement Manager | Progressing | 50% |

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--------|-------------|--------------------|--|------------------------------|--------|----------|
| | | | | and Retention of Staff at Council. The next ARIC meeting is scheduled for Wednesday 8 March 2023. | | | |

Action: Support ethical, transparent and accountable corporate governance

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|--|--|---|---------------------------------|-------------|----------|
| 5.1.2 | Have a Council that provides leadership through actions and effective communication | 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. | 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. | Good governance promotes public confidence and is paramount to service delivery and the economic and efficient use of public money. Governance is the high-level processes and behaviours that ensure an organisation performs by achieving its intended purpose, complies with relevant laws, codes and directions while meeting community expectations of probity, accountability and transparency. Council achieves this in many ways - the most visible is the Council business paper also live streaming of non-confidential Council meetings to the community. The overarching document of Council is the Community Strategic Plan which is supported by key documents like the Delivery Program containing the strategies, actions and targets of Council which is reported to both Council and the community every 6 months - the report for 1 July 2022 to 31 December 2022 will be presented to Council in March 2023 and | Governance & Engagement Manager | Progressing | 50% |

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|--------|-------------|--------------------|--|------------------------------|--------|----------|
| | | | | published to the community using the website of Council. | | | |

Action: Gauge customer and resident satisfaction with services and operations

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|---|---|---|---------------------------------|-------------|----------|
| 5.1.3 | Have a Council that provides leadership through actions and effective communication | A community survey that is undertaken in 2024 and the findings are reported to Council and the community. | A community survey that is undertaken in 2024 and the findings are reported to Council and the community. | From the 2021 Community Survey the largest performance gap analysis (importance v satisfaction) was the Narrandera town water supply - the water supply importance was 95% with satisfaction of 42% - the performance gap being 53%. Looking at statistical data on the number of complaints received in 2020-2021 there were 127 complaints about dirty water, 2021-2022 there were 77 complaints and so far in 2022-2023 there have been 55 complaints. Council has been proactive in addressing this matter through the supply and installation of water filters also works on water mains such as renewals/maintenance and flushing in areas where there an issue is reported. The next community survey will be in 2024 with an external provider engaged later in 2023. | Governance & Engagement Manager | Progressing | 30% |

Action: Report on compliance with the financial performance measures within the annual financial statements

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|---|--------------------|--|---------------------------------|-----------|----------|
| 5.1.4 | Have a Council that provides leadership through actions and effective communication | Financial reporting is compliant with measures set by the Office of Local Government also the NSW Audit Office. | | Financial reports for the year ending 30 June 2022 have been completed and audited by the NSW Audit Office. The Auditor General expressed an unmodified opinion on Council's General Purpose and Special Purpose Financial Statements. Benchmark ratios for financial performance were exceeded apart from "Own Source Operating Ratio". Council has not achieved this ratio in recent years due to its success in obtaining significant levels of grant funding which has had a detrimental effect on this ratio. | Deputy GM Corporate & Community | Completed | 100% |

Action: Continue strategic advocacy for the strengthening of the Shire centres of learning

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|--|--------------------|---|------------------------------|-------------|----------|
| 5.1.5 | Have a Council that provides leadership through actions and effective communication | Improvements to our centres of learning. | | Maintain regular contact with educations providers and offered scholarships to school based trainees. | General Manager | Progressing | 20% |

Action: Continue strategic advocacy for the improvement of telecommunication networks across the Shire

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|---|--------------------|--|------------------------------|-------------|----------|
| 5.1.6 | Have a Council that provides leadership through actions and effective communication | Improved telecommunications network in the Shire. | | Council has provided support and information to an external provider who is investigating the provision of tower and improved service to Grong Grong. The issue of ongoing 'blackspot' area has also been raised with local politicians. | General Manager | Progressing | 20% |

Action: Make representations to both Federal and State Government agencies to determine the feasibility of the Lake Mejum and Lake Coolah concept

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|--|--------------------|---|------------------------------|-------------|----------|
| 5.1.7 | Have a Council that provides leadership through actions and effective communication | An informed decision of the feasibility of the Lake Mejum and Lake Coolah water storage concept is made and relayed to all stakeholders. | | Development of Lake Mejum has been included in a lengthy list of projects for upgrade in the Murrumbidgee Water Strategy. Currently awaiting confirmation that this project will make the short list. | General Manager | Progressing | 20% |

Action: Ensure that workforce policies remain current in a changing environment

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|--|--------------------|--|------------------------------|-------------|----------|
| 5.1.8 | Have a Council that provides leadership through actions and effective communication | An organisation where workforce policies suit a changing work environment and succession planning is in place for key roles. | | The Human Resource team use task notifications in MAGIQ to notify when policies are due for review. Policies are reviewed as time permits; in recent times this has proven difficult due the high workload and staffing. The HR Manager reports each month to the Executive Leadership Team on those employees undertaking external training. Successes are celebrated each October at Council's Awards Event. | Human Resources Manager | Progressing | 40% |

Action: Maintain the connection with Price Waterhouse Cooper to complete the LG Performance Excellence Program on an annual basis

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|--|--------------------|---|------------------------------|-----------|----------|
| 5.1.9 | Have a Council that provides leadership through actions and effective communication | Participation in the annual Price Waterhouse Cooper survey titled LG Performance Excellence Program. | | Council has participated in the Price Waterhouse Cooper survey each year since 2017. The reporting covers a very wide range of information and functions of Council and is provided by the due date - when finalised a full report is provided to the Executive Leadership Team annually for assessment. The process has been completed for the 2022-2023 financial year. | Human Resources Manager | Completed | 100% |

Action: Ensure our workforce is well trained and meets the needs of the organisation now and into the future with succession planning for key roles within the organisation

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|--|--------------------|--|------------------------------|-------------|----------|
| 5.1.10 | Have a Council that provides leadership through actions and effective communication | A workforce that is well skilled and succession planning for key roles in place. | | Council actively encourages employees to undertake external training to gain accredited qualifications. Council also provides short courses to employees as needed, this maybe legislative training or training to refresh and build on skills already acquired. Currently 27 employees are undertaking external training at Certificate II level or higher. Succession planning is a requirement of the Workforce Strategic Plan. Opportunities for secondment and short-term higher duties are provided to employees at every opportunity. | Human Resources Manager | Progressing | 40% |

Action: Recognise the achievements of the Council workforce

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|---|--------------------|--|------------------------------|-------------|----------|
| 5.1.11 | Have a Council that provides leadership through actions and effective communication | A workforce that is recognised for performance, qualifications and service. | | Council continues to host two breakfast events each calendar year being April and October. The functions provide the ideal opportunity to inform employees of issues effecting their employment. The functions also recognise achievements of employees completing external study and those employees who have met years of service milestones. The next breakfast function is scheduled for April 2023. | Human Resources Manager | Progressing | 50% |

Action: Maintain an Information Technology Strategy that meets the needs of the organisation, is fit for purpose and provides best value for money

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|---|--------------------|---|--------------------------------|--------------------|----------|
| 5.1.12 | Have a Council that provides leadership through actions and effective communication | An appropriate Information Technology Strategy is in place and operating. | | The current Information Management Strategy is referenced each year for the budget preparation process. Information Technology staff have completed staff consultation for the next strategy update which will be completed as time allows. | Information Technology Manager | Ongoing commitment | 50% |

Action: Actively protect the organisation from cyber threats such as spear phishing emails and unauthorised access to the network

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|--|--------------------|--|--------------------------------|--------------------|----------|
| 5.1.13 | Have a Council that provides leadership through actions and effective communication | Cyber threats to the organisation are reduced. | | Information Technology staff organise periodic penetration testing with the Executive Leadership Team informed of the results. Staff are informed of any threats discovered by the IT section or by Cyber Security NSW. IT staff action any issues identified by the regular Australian Cyber Security Centre testing. | Information Technology Manager | Ongoing commitment | 50% |

Action: Monitor the availability of Federal and State funding grants payable to Council

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|---|--------------------|--|------------------------------|--------------------|----------|
| 5.1.14 | Have a Council that provides leadership through actions and effective communication | Income from funding sources is accounted for and acquitted. | | 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 proposed date of acquittal is recorded as well as the actual date of acquittal. At present the Finance Manager and Information Technology officer are undertaking a review of the register - also an internal audit is being conducted by the National Audits Group (on behalf of the Audit Risk and Improvement Committee) on the processes and procedures of the organisation. | Finance Manager | Ongoing commitment | 50% |

Action: Maximise the revenue streams of Council

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|-----------------------------------|--------------------|---|------------------------------|--------------------|----------|
| 5.1.15 | Have a Council that provides leadership through actions and effective communication | Revenue for Council is maximised. | | Council's Revenue Officer closely monitors property arrears and manages these cases in accordance with set policies and procedures. Arrears statistics are reported to Council monthly along with details on the number of assessments being managed by Council and Council's debt recovery agency. Throughout the year assessments are monitored for rateability i.e., rateable to non-rateable and non-rateable to rateable. The Finance Manager regularly reviews financial investments in accordance with the Investment Policy and 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 commitment | 80% |

Action: Provide a summary of ranger activities, including the number of dogs and cats registered in accordance with the Companion Animals Act 1998

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|--|--------------------|--|------------------------------|--------------------|----------|
| 5.1.16 | Have a Council that provides leadership through actions and effective communication | Monitoring of Companion Animal statistics and compliance statistics. | | Companion Animal statistics now reported to each Council meeting. Media campaigns for a number of related activities to be undertaken in early 2023. | Deputy GM Infrastructure | Ongoing commitment | 60% |

Action: Provide a summary of Development Applications received and assessed

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|--|--------------------|--|------------------------------|--------------------|----------|
| 5.1.17 | Have a Council that provides leadership through actions and effective communication | Development applications received and assessed within established timeframes also statistical information on development applications received cumulative annually and comparatively to the previous year. | | Development activity report and statistical data are provided to each Council meeting. | Deputy GM Infrastructure | Ongoing commitment | 50% |

Action: Through energised Advisory Committees seek input for the improvement of facilities and services under their management

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|---|---|---|---|--------------------|----------|
| 5.2.1 | Promote a community spirit that encourages volunteerism and values effective partnerships | Advisory Committees that are proactive and provide input for improvements to amenities as outlined in their Terms of Reference. | Advisory Committees that are proactive and provide input for improvements to amenities as outlined in their Terms of Reference. | Corporate Services Advisory and S355 Committees are operating to maintain and improve Council facilities within their Terms of Reference. Financial grants have been applied for where available and programs delivered to activate venues. | Community Development (including Library) Manager | Ongoing commitment | 20% |

Action: Encourage volunteerism within Council operations and across the Shire where possible with recognition of volunteers at key times such as 'National Volunteer Week'

| Action Code | ACTION | Measured By | Performance Target | Comments | Responsible Officer Position | Status | Progress |
|-------------|---|---|---|---|---|-------------|----------|
| 5.2.2 | Promote a community spirit that encourages volunteerism and values effective partnerships | Identify opportunities where additional volunteers may be able to become involved in the operations of Council and strategies to retain the volunteers. | Identify opportunities where additional volunteers may be able to become involved in the operations of Council and strategies to retain the volunteers. | 14 volunteers work at the Narrandera Shire Library, 24 volunteers work for Community Transport with 1 volunteer at the Visitor Information Centre. Council Committees which include volunteer community members also undertake delegated tasks on behalf of Council or provide advice to Council on matters. Community Transport volunteers are primarily drivers with 2 data input volunteers. Library volunteers cover books, shelve and assist in processing new acquisitions and de-accessioning items removed from the collection, they also assist with craft activities and events. Visitor Centre volunteers assist with general duties. All volunteers are truly appreciated and receive recognition in the form of end of year thank you functions or and thank you gifts. Volunteers are also acknowledged during Volunteers Week in May annually. | Community Development (including Library) Manager | Progressing | 30% |