

Delivery Program

2022 - 2026



Welcome

Ngiyanhi 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: Lake Talbot Water Park Splash Park.
INSIDE COVER IMAGE: Wiradjuri Elder Michael Lyons playing the didgeridoo, as part of the Sandhills Artefacts Tour.

Introduction to the Delivery Program

ABOUT THIS DOCUMENT

The Delivery Program is a statement of commitment to the community from the Council elected in December 2021 and supports the Community Strategic Plan titled 'Our Narrandera Shire 2034'.

Like the Community Strategic Plan, 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 timeframe for delivery.

The program has a 4 year horizon that aligns with the Council election cycle which is every 4 years; however, for this plan there will be an overlap in planning as the September 2020 election was delayed until December 2021 due to the COVID 19 pandemic with the next general Council election proposed to be held September 2024.

Development of the Delivery Program followed community consultation that informed the new Community Strategic Plan comprising:

- Priorities identified by community members
- Service levels expected by the community
- Resourcing options considered when preparing the Long Term Financial Plan
- Ongoing environmental, social/cultural or capital works programs
- Opportunities to link with Commonwealth, State and regional programs and projects
- Opportunities to partner with others
- Council's legislative responsibilities and regulatory functions.

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 this program contain details of what is important to the community and how Council will work toward achieving outcomes – not all 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.

As part of accountability to the community, progress and outcomes are reported to both Council and the community on a six monthly basis. You can view previous Delivery Programs by visiting our website www.narrandera.nsw.gov.au and select 'Council Reporting' under the heading of 'Council'.

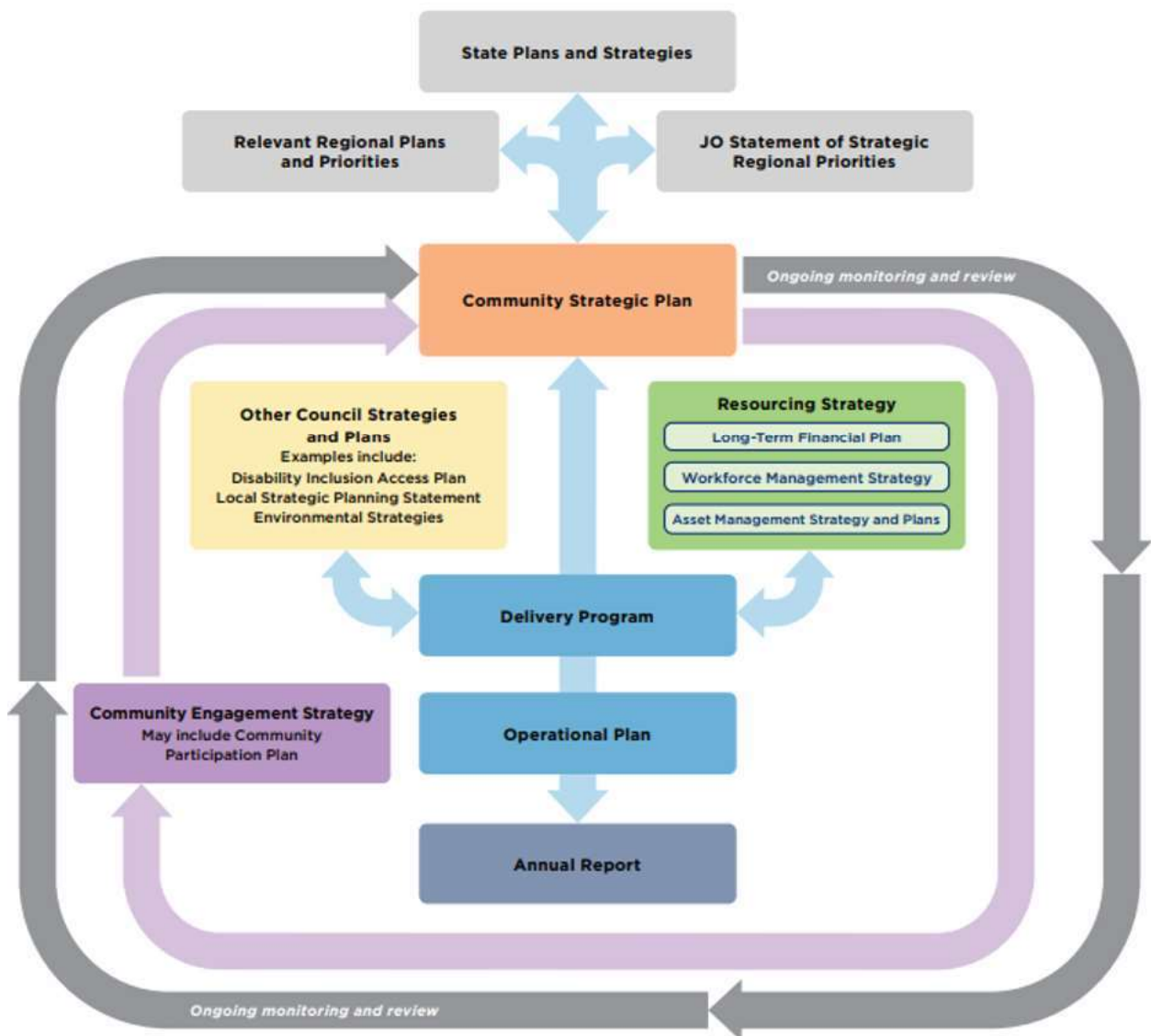
On behalf of Council, I thank you for your participation in developing the Community Strategic Plan called 'Our Narrandera Shire 2034' and its supporting documents.

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

The area of focus

What the community
would like to see
achieved

The year or years the
action is proposed to
occur

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Details of the Delivery Program

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	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
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	*	*	*	*

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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Details of the Delivery Program

THEME 1: OUR COMMUNITY

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STRATEGY 2: WORK TOGETHER TO ADVOCATE FOR QUALITY HEALTH, EDUCATION, YOUTH AND SOCIAL SERVICES								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
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	*	*	*	*
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	*	*	*	*
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	*	*	*	*

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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	Economic Development Manager	*	*	*	*
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STRATEGY 3: TO FEEL CONNECTED ALSO SAFE								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
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	*	*	*	*
1.3.2	Continued advocacy for the strengthening of critical emergency services personnel and 'fit for purpose' infrastructure	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	*	*	*	*
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	*	*	*	*

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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	*	*	*	*
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THEME 2: OUR ENVIRONMENT

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

REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
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	*	*	*	*
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	*	*	*	*
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	Continue with the tree audit identifying risks and risks to specific species, provide details of maintenance as well as comparative data on removals and plantings	Open Spaces and Recreation Manager	*	*	*	*

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STRATEGY 2: ENHANCE OUR PUBLIC SPACES TO ENRICH OUR COMMUNITY								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
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	*	*	*	*
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	*	*	*	*

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

REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
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	*	*	*	*
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	*	*	*	*

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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	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
3.1.1	The development of a new Economic Development Strategy	The adoption of a new Economic Development Strategy with an action plan to create strong conditions for investment and employment	Outcomes of targeted campaigns that align with the Economic Development Strategy	Economic Development Manager	*	*	*	*
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	*	*	*	*
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	*	*	*	*

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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	*	*	*	*
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STRATEGY 2: ENCOURAGE NEW HOUSING SUPPLY TO MEET THE NEEDS OF THE COMMUNITY								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
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	*	*	*	*
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	*	*	*	*
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	*	*	*	*

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THEME 4: OUR INFRASTRUCTURE

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

REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
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	*	*	*	*
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	*	*	*	*
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	*	*	*	*

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STRATEGY 2: ACTIVELY INVESTIGATE OPPORTUNITIES TO ENHANCE OUR POTABLE WATER QUALITY								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
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	*	*	*	*
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	*	*	*	*
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	*	*	*	*
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	*	*	*	*

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STRATEGY 3: TO IMPROVE, MAINTAIN AND VALUE-ADD TO OUR ESSENTIAL PUBLIC AND RECREATIONAL INFRASTRUCTURE								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
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	*	*	*	*
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		*		

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4.3.4	Through consultation with all user groups of Narrandera Shire sporting facilities, prioritise improvements for venues and seek funding to implement the improvements	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	*	*	*	*
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	*			
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	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
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	*	*	*	*
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	*	*	*	*

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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	*	*	*	*
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	*	*	*	*
5.1.5	Continue strategic advocacy for the strengthening of the Shire centres of learning	Improvements to our centres of learning	Where known list the improvements to our centres of learning or provide details of advocacy during the reporting period	General Manager	*	*	*	*
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	*	*	*	*
5.1.7	Make representations to both Federal and State Government agencies to	An informed decision of the feasibility of the Lake Mejum and Lake Coolah water storage	Progress of representations and outcomes of any study	General Manager	*	*	*	*

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	determine the feasibility of the Lake Mejum and Lake Coolah concept	concept is made and relayed to all stakeholders						
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	*	*	*	*
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	*	*	*	*
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 staff functions that recognise improved work outcomes as well	Human Resources Manager	*	*	*	*

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			as qualifications attained and service awards, also use the internal Communique to recognise individual and team efforts					
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	*	*	*	*
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	*	*	*	*
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	Finance Manager	*	*	*	*

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			application was successful and the acquittal of funds					
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	*	*	*	*
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	*	*	*	*
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	*	*	*	*

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Actions 5.1.18 and 5.1.19 were adopted by Council for inclusion 18 April 2023

5.1.18 Maintain an up-to-date Asset Management Strategy and supporting Asset Management Plans which are reflected within the 10-year capital works program.

5.1.19 Investigate solutions that will assist in the financial sustainability of Narrandera Shire Council to undertake major capital expenditure, such as a Special Rate Variation (SRV) A SRV would enable the commencement of the major capital works project, Narrandera CBD stormwater infrastructure duplication project.

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THEME 5: OUR LEADERSHIP

STRATEGY 2: PROMOTE A COMMUNITY SPIRIT THAT ENCOURAGES VOLUNTEERISM AND VALUES EFFECTIVE PARTNERSHIPS

REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
5.2.1	Through energised Advisory Committees seek input for the improvement of facilities and services under their management	Energised S.355 Committees and Advisory Committees who seek to improve the community facilities and services under their terms of reference	Outcomes achieved for improvements	Community Development Manager	*	*	*	*
5.2.2	Encourage volunteerism within Council operations and across the Shire where possible with recognition of volunteers at key times such as 'National Volunteer Week'	An increase in volunteer activity across the Shire	Statistical information on the number of volunteers within the organisation and the tasks performed, also details of recognition events	Community Development Manager	*	*	*	*



Narrandera Shire Council
141 East Street
Narrandera NSW 2700
T. (02) 6959 5510
E. council@narrandera.nsw.gov.au

www.narrandera.nsw.gov.au