

NARRANDERA SHIRE **DELIVERY PROGRAM**

DRAFT DOCUMENT



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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Message from

The Mayor Cr Neville Kschenka

The Narrandera Shire Community Strategic Plan is an important document for the entire Narrandera Shire community, capturing our shared aspirations, priorities and values and providing a roadmap towards 2040.

Through your input and feedback into the Community Strategic Plan, you have helped shape a clear direction for Narrandera Shire Council's efforts over the next four years. The result is this Delivery Program, which outlines how Council will turn your goals into action over the four-year period from 2025/26 to 2028/29.

This Delivery Program is our commitment to leading positive actions that reflect the priorities of the Narrandera Shire community. Everything we do – the projects we deliver, the services we provide, our advocacy efforts to State and Federal Governments – must align with the goals set out in this Delivery Program. By focusing on what matters most to you, we are working together to achieve our shared vision of a connected, sustainable and evolving Narrandera Shire.

In developing our new Narrandera Shire Community Strategic Plan, we undertook a comprehensive community consultation process to identify the key priorities and aspirations of our community. Through this consultation process, five key priorities emerged:

- Our Shire has strong, responsible and trusted leadership.
- Our community is connected, vibrant and healthy.
- Our natural and built environments are valued, well-managed and liveable.
- Our economy is thriving, diverse and provides opportunities for businesses, workers and visitors.
- Our infrastructure is reliable, efficient, and meets our needs.

Over the coming four years, the ongoing delivery of our quality services will remain at the heart of our work. Every day, Council provides a wide range of essential services to benefit our community: from maintaining and upgrading roads, parks and community facilities, to managing waste and recycling, processing development applications, and delivering library and community support services. These services are fundamental to the ongoing wellbeing of our community and their effective delivery will remain a key focus throughout this Delivery Program.

Equally important is the ongoing challenge of ensuring Council remains financially sustainable and exercises prudent fiscal management. Achieving the priorities, projects and targets outlined in this Delivery Program requires sound management and balanced resource planning. This means every project we deliver and service we provide must be strategically aligned to this Delivery Program, cost-effective, and offer value for our community.

Accountability for achieving this Delivery Program rests squarely with Council. We will report back to our community on what has been achieved and keep you informed along the way through our six-monthly progress reports and Annual Report. We invite you to stay involved and engage with us on these important projects.

Cr Neville Kschenka
Mayor

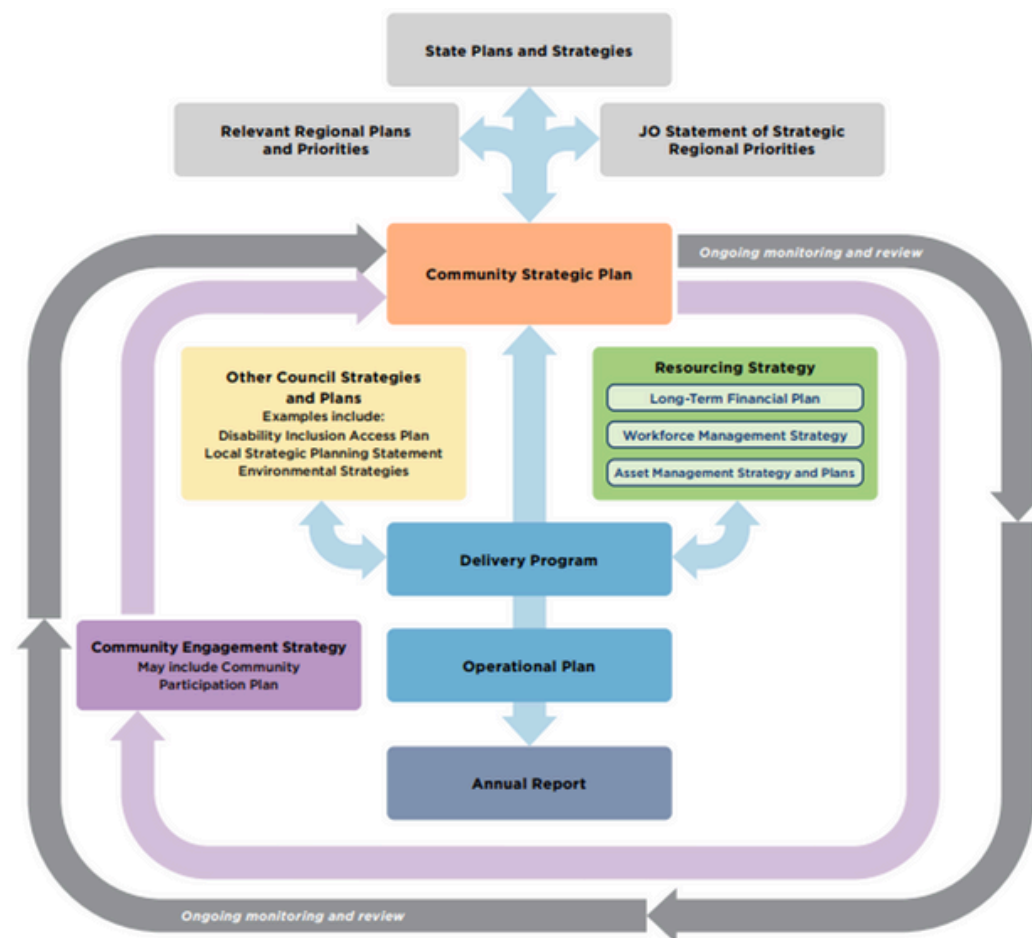
Integrated Planning and Reporting

Under the Local Government Act 1993, Narrandera Shire Council is required to undertake long-term strategic planning, informed by comprehensive community engagement, known as the Integrated Planning and Reporting (IP&R) framework.

This process supports Council in developing a clear vision for our community's future and provides a roadmap for delivering community priorities in a sustainable manner.

The Community Strategic Plan sits at the heart of our IP&R framework and informs all long-term planning for the future of the Narrandera Shire local government area. While Council has a custodial role to play in preparing and reporting on this plan, all members of our community – as well as other stakeholders, such as State and Federal Governments – have a role to play in achieving our vision and strategic priorities.

This Delivery Program identifies the principal activities to be undertaken by Council to perform all its functions – including strategies established by the Community Strategic Plan. All plans, projects, activities, and funding allocations made by Council over the four-year term must be directly linked to this Delivery Program.



Community Strategic Plan

The Community Strategic Plan is the highest-level plan that Council prepares through its IP&R framework. The purpose of the Community Strategic Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. All other strategies developed as part of the IP&R framework relate to, and support, the Community Strategic Plan.

Community Engagement Strategy

The Community Engagement Strategy outlines how Council engages with the Narrandera Shire community and other stakeholders to develop the Community Strategic Plan, as well as other plans, policies, programs and key activities undertaken from time-to-time.

Delivery Program (this document)

The Delivery Program is prepared by the incoming governing body and identifies the principal activities and functions to be undertaken by Council to perform all its functions - including the strategies established by the Community Strategic Plan - using the resources identified in the Resourcing Strategy. All plans, projects, activities, and funding allocations made by Council over its four-year term must be directly linked to the Delivery Program.

Resourcing Strategy

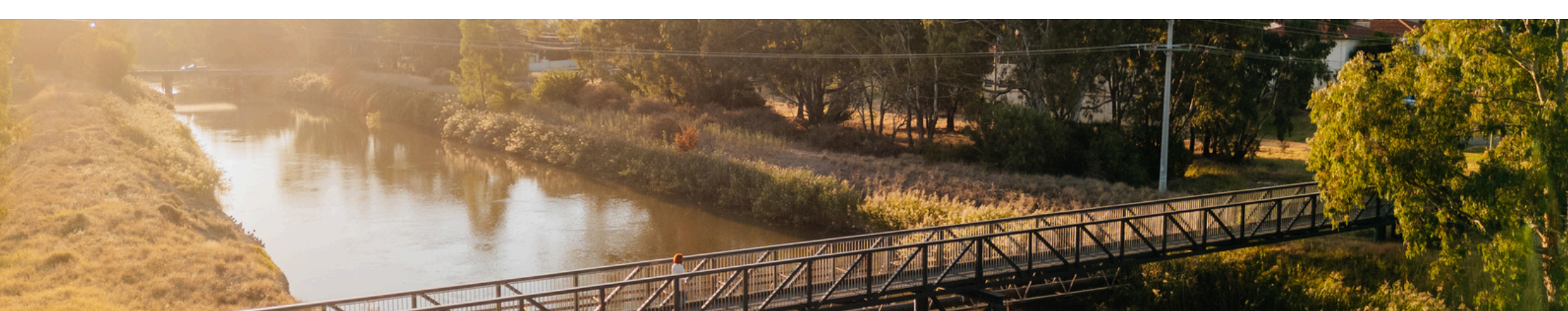
The Resourcing Strategy demonstrates how the four-year Delivery Program and annual Operational Plans will be resourced from an asset, financial and workforce perspective. The Resourcing Strategy comprises three individual, but related, plans: the Strategic Asset Management Plan, Long-Term Financial Plan, and Strategic Workforce Management Plan.

Operational Plans

Annual Operational Plans support the four-year Delivery Program. The Operational Plan outlines the individual projects and actions that will be undertaken in a specific financial year to achieve the commitments made in the Delivery Program. The Operational Plan includes Council's Budget for that financial year, and details the rates, fees and charges to be levied by Council during that year.

Informing strategies

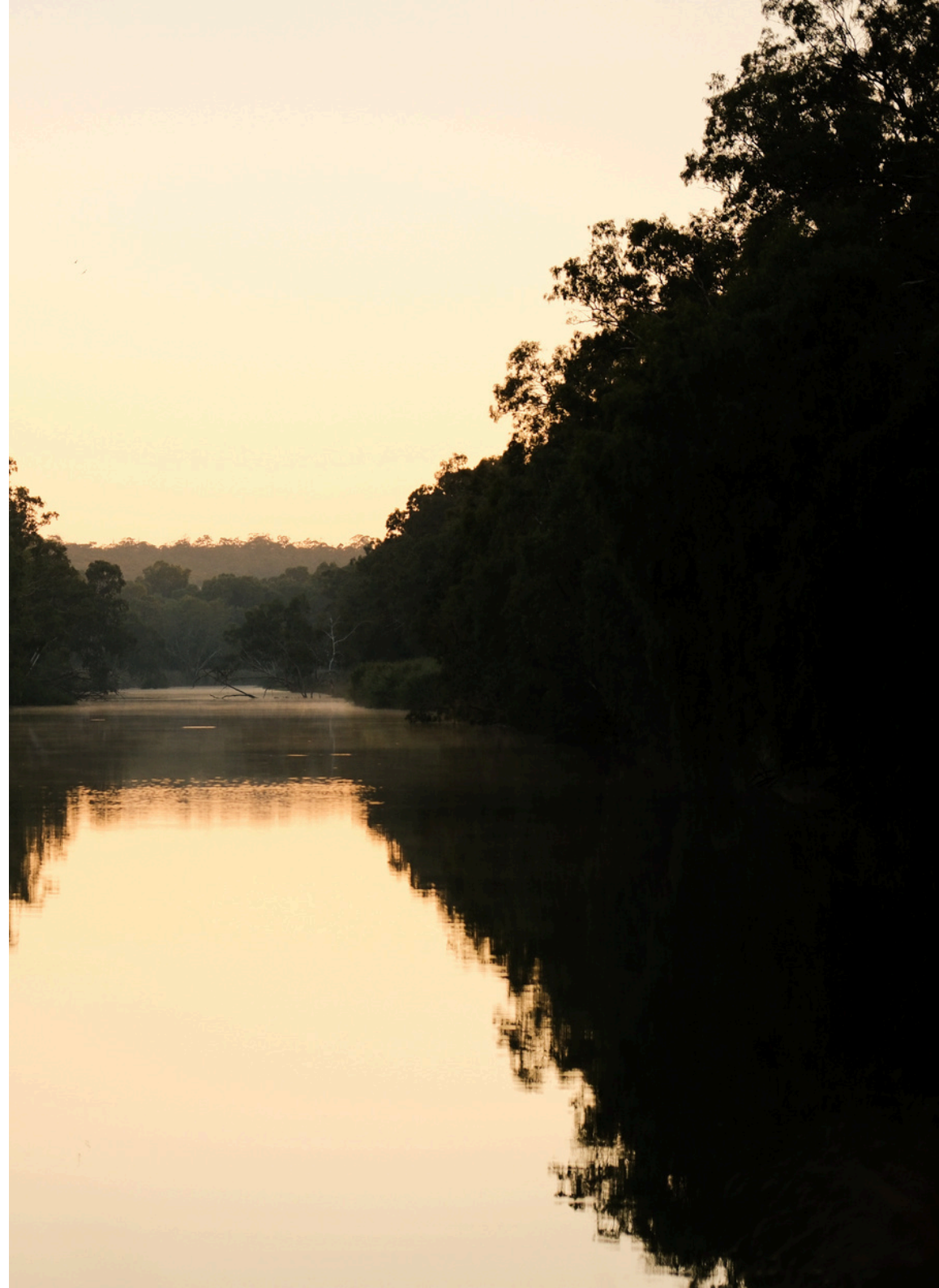
Council develops a range of other strategies to inform our IP&R framework and guide the priorities and actions in our four-year Delivery Program and annual Operational Plan. Some strategies, such as our Economic Development Strategy and Destination Management Plan, are externally focused, whereas others, such as our ICT Strategy, are internally focused.



Reporting our progress

Reporting is a key element of the IP&R framework. We use a variety of tools to report our progress in achieving this Community Strategic Plan and implementing the Delivery Program, as well as our financial performance against the annual Budget and Long-Term Financial Plan.

- Quarterly Budget Review (QBR) Statements: Council prepares a Quarterly Budget Review Statements three times each year (first, second and third quarters) which shows, by reference to the estimate of income and expenditure set out in the statement of Council's Revenue Policy in the Operational Plan for the relevant year; a revised estimate of the income and expenditure for that year.
- Delivery Program Progress Reports: Every six months, Council prepares a report detailing our progress in achieving the principal activities detailed in the Delivery Program.
- Annual Reports: Within five months of the end of each financial year, Council prepares an Annual Report, which includes a copy of our audited financial reports. The Annual Report details our progress in implementing the Delivery Program and the activities we have undertaken to deliver on the objectives of the Community Strategic Plan.
- State of our Shire Report: Tabled at the first meeting of the newly elected council, the State of our Shire Report provides an update on our progress in implementing the Community Strategic Plan over the Council term, as well as the results and outcomes the implementation of the Community Strategic Plan has had for our community.



Our Narrandera Shire

Situated on the Murrumbidgee River at the heart of the Riverina region of south-west New South Wales, the Narrandera Shire local government area is strategically located between Sydney and Melbourne and offers the best of country living.

Located at the intersection of the Newell and Sturt Highways, Narrandera Shire is well connected to the Riverina's major regional centres of Albury, Griffith, and Wagga Wagga. The Narrandera-Leeton Airport, located on the outskirts of Narrandera, is serviced by Regional Express Airlines with regular return flights to Sydney.

Home to a permanent resident population of approximately 5,700 people, Narrandera Shire covers an area of around 4,118 square kilometres and offers a unique combination of rural, agricultural and natural landscapes. Narrandera Shire includes the township of Narrandera and rural villages of Barellan, Binya and Grong Grong, as well as 15 other rural localities.

Narrandera Shire has a strong Indigenous heritage, with the Wiradjuri people having lived in the region for thousands of years. Today, around 12.7 per cent of residents identify as either Aboriginal or Torres Strait Islander, significantly higher than the New South Wales average of 3.4 per cent.

Narrandera, which serves as the administrative centre and the key commercial and services hub of the Shire, is a key regional hub with a rich historical heritage. European settlement dates from the 1830s, with land along the Murrumbidgee River used mainly for farming. The village of Narrandera was established in the 1860s with significant growth seen in the 1880s due to the arrival of the railway and timber milling. Narrandera and areas along the Murrumbidgee River again saw significant growth when the Murrumbidgee Irrigation Area was developed allowing land to be used for more intensive farming such as rice and citrus fruits.

The Murrumbidgee River affords Narrandera Shire a unique combination of agricultural, rural, and natural landscapes. The area is renowned for its cultural significance, including several heritage-listed buildings that reflect its development over time. Agriculture has always been a cornerstone of the Shire's economy, with fertile soils along the Murrumbidgee River supporting the production of a range of crops, including cotton, rice, cereals, and various horticultural products. Livestock farming, particularly sheep and cattle, also plays an important role in the local economy. In recent years, Narrandera Shire has supported a growing visitor economy, with visitors drawn to the natural beauty of the area, our historical and cultural attractions, and our rich Wiradjuri heritage.



Our Councillors



Cr Neville Kschenka
OAM, Mayor



Cr Sue Ruffles
Deputy Mayor



Cr Jenny Clarke
OAM



Cr Peter Dawson



Cr Cameron Lander



Cr Tracey Lewis



Cr Braden Lyons



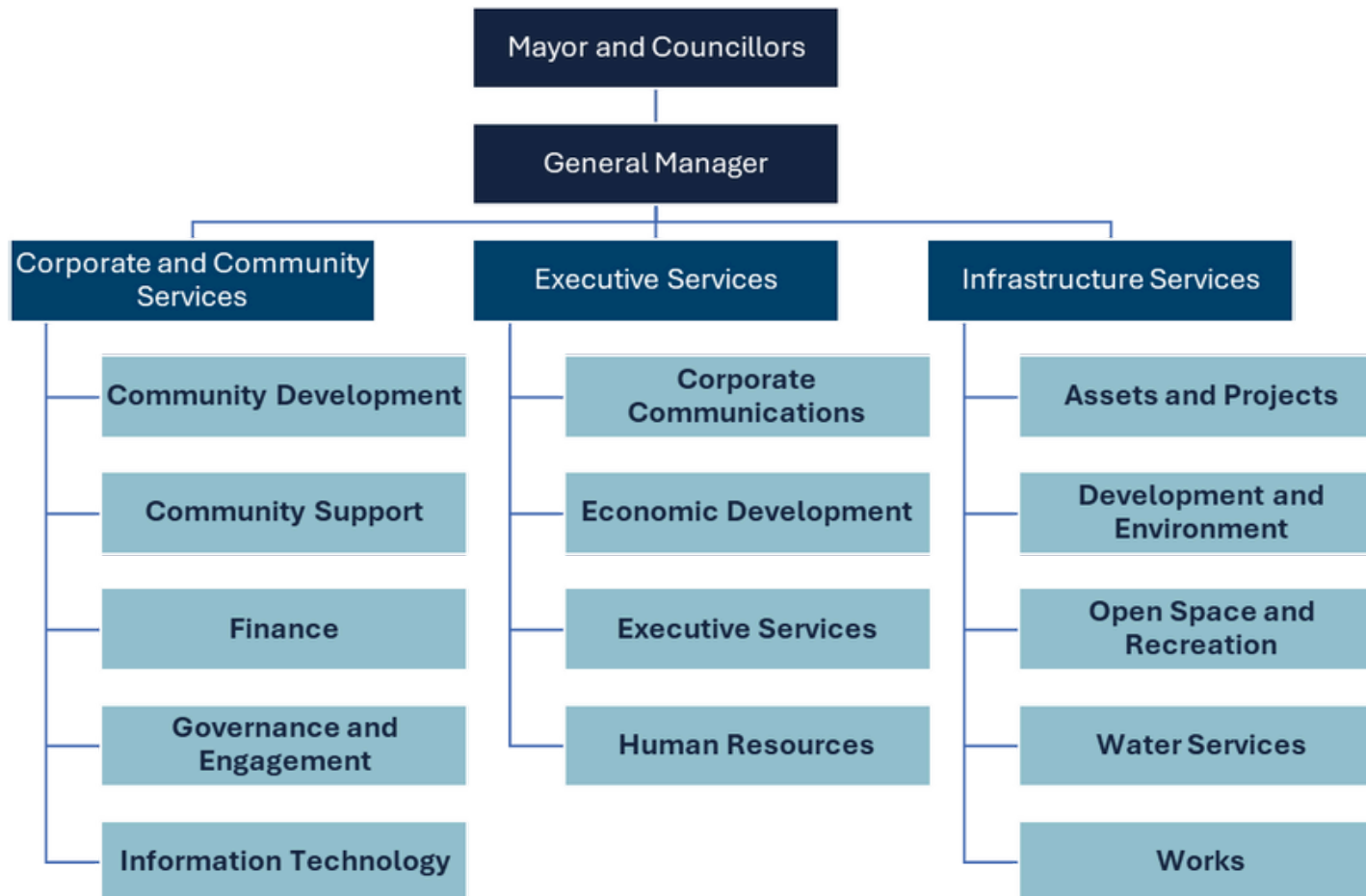
Cr Bob Manning



Cr Cameron Rouse

Our Organisation

Council's General Manager is responsible for the efficient and effective operation of our organisation and ensuring the implementation of Council's decisions, strategies, policies and programs. Council's organisation is currently structured into three Directorates, each of which is responsible for delivering different services to our customers and community.



Our Services

Narrandera Shire Council delivers a wide range of services to our community every day. Service delivery has long since evolved beyond the traditional narrow emphasis on 'roads, rates and rubbish' towards broader objectives to promote the social, economic, environmental, and cultural wellbeing of the Narrandera Shire and our community.

Services delivered by Council can be broadly categorised as either 'mandatory' or 'discretionary'. Services which Council is legally required to deliver to our community are referred to as mandatory (or 'core'), whereas those which Council chooses to deliver are known as discretionary (or 'non-core') services.

Over the four-year life of this Delivery Program, Council will continue to deliver services to our community to assist in achieving the vision of our Community Strategic Plan and the strategies set out in this Delivery Program. In line with our legislative obligations – and reflective of good public administration – we will continually review our services to ensure they are appropriate, effective and efficient.

The below list provides an overview of the service areas provided by Council:

- Arts and Culture
- Biosecurity
- Brand and Communications
- Building Certification
- Business and Industry Development
- Caravan Park
- Cemeteries
- CCTV
- Community Inclusion and Social Justice
- Community Transport
- Corporate Governance
- Corporate Planning and Performance
- Councillor and Executive Support
- Customer Services
- Destination Marketing
- Development Assessment
- Emergency Services Support
- Environmental Health
- Events
- Facilities and Amenities
- Financial Services
- Financial Strategy and Performance
- Fleet
- Human Resources
- IT Hardware
- IT Systems and Applications
- Library Services
- Narrandera-Leeton Airport
- Parks and Gardens
- Procurement
- Property and Buildings
- Public Swimming Pools
- Records Management
- Risk, Assurance and Improvement
- Road Safety
- Sealed Roads
- Sportsgrounds
- Strategic Planning
- Unsealed Roads
- Urban Stormwater
- Visitor Services
- Waste Management
- Water Supply
- Work Health and Safety

Service Reviews, Internal Audits and Continuous Improvements

Narrandera Shire Council is committed to fostering a culture of continuous improvement across our organisation and operations, to ensure that our services are efficient, effective, affordable, and in line with changing community needs.

In line with the Integrated Planning and Reporting (IP&R) framework and the expectations of the NSW Office of Local Government, this Delivery Program includes details of Council's service reviews, internal audits, and improvement initiatives. These activities are designed to:

- Ensure service appropriateness: Align services and service levels with community needs and priorities, adapting to future demands, changes and opportunities as they emerge.
- Enhance service effectiveness: Deliver targeted, high-quality services through innovative, best-practice approaches.
- Improve resource efficiency: Optimise the use of resources to achieves financial sustainability and redirect savings to enhance services.

Service Reviews

Council will undertake targeted service reviews to examine their performance and cost effectiveness. These reviews will assess alignment with strategic priorities, community expectations, and sector better practice. Findings from service reviews will inform decisions around improving service delivery, service levels, refining processes, and exploring alternative service delivery models to ensure ongoing value and responsiveness. Individual service reviews will be

programmed via our annual Operational Plans and reported on through our Annual Report.

Internal Audits

Council will undertake internal audits in line our with Internal Audit Program. Whereas service reviews focus on service efficiency, effectiveness and affordability; internal audits focus on key governance, financial and operational risks and assessing our controls to manage those risks. The Internal Audit Program is designed to provide independent assurance, promote accountability, and ensure compliance with legislative obligations.

Audit outcomes and follow-up management actions will be monitored and reported to Council's Audit, Risk and Improvement Committee. The Audit, Risk and Improvement Committee will also receive regular updates on Council's service reviews, IP&R progress, risk management and continuous improvement initiatives.

Continuous Improvement

Beyond formal reviews and audits, Council will support a culture of continuous improvement through staff and community engagement and ongoing customer feedback. These initiatives will encourage innovation, streamline internal processes, and improve service quality and customer experience across all areas of Council's organisation and operations.

Delivery Program 2025-2029

Our Delivery Program has been structured to address the five key objectives of the Narrandera Shire Community Strategic Plan, illustrated below.

Our Leadership

Our Shire has strong, responsible and trusted leadership.

Our Community

Our community is connected, vibrant and healthy.

Our Environment

Our natural and built environments are valued, well-managed and liveable.

Our Economy

Our economy is thriving, diverse and provides opportunities for businesses, workers and visitors.

Our Community

Our infrastructure is reliable, efficient, and meets our needs.

Each focus area is presented separately, building on the Community Strategic Plan objectives and linking them with Council's principal activities, adopted strategies, and customer satisfaction measures. The Operational Plan then further describes the annual actions and budget under the principal activities.

The below section explains each part of the Delivery Program to help understand how to read and interpret the coming pages.

Services delivered

These are the core ongoing services that Council provides to our customers and community. They include essential functions that our community relies on, as well as the key inputs to deliver on the principal activities, priorities and actions. While these services align with the strategic objectives, they are delivered on an ongoing basis, operating beyond specific projects or actions.

Supporting strategic plans

This section shows how each focus area aligns with other strategies and plans adopted by Council. It ensures that informing strategies are effectively integrated, with many actions from our annual Operational Plan drawn directly from these strategies.

Community satisfaction measures

These indicators track progress against each focus area and help determine whether actions are achieving their intended results and contributing to customer satisfaction. Progress will be monitored via our biannual Community Satisfaction Surveys, which are undertaken by an independent market research firm.

Our Leadership

OUR OBJECTIVE

Our Shire has strong, responsible and trusted leadership

Strategies to achieve our objective

- 1.1. Model bold and transparent leadership
- 1.2. Engage diverse voices to plan for the future
- 1.3. Demonstrate good governance.
- 1.4. Deliver efficient and responsive civic services.

Services we deliver to achieve our objective

- Brand and Communications
- Corporate Governance
- Corporate Planning and Performance
- Councillor and Executive Support
- Customer Services
- Financial Services
- Financial Strategy and Performance
- Fleet
- Human Resources
- IT Hardware
- IT Systems and Applications
- Procurement

- Property and Buildings
- Records Management
- Risk, Assurance and Improvement
- Work Health and Safety

Supporting strategic plans

- Corporate Governance Framework
- Equal Employment Opportunity (EEO) Management Plan
- ICT Strategy
- Internal Audit Plan
- Long-Term Financial Plan
- Risk Management Framework
- Strategic Workforce Management Plan

Measuring community satisfaction

Community Satisfaction – Our Leadership		
Measure	Baseline*	Target
Council's customer service	79%	Increasing
Ease of engaging with elected Councillors	74%	Increasing
Transparency of Council decision-making	61%	Increasing
Opportunity to participate in Council decision-making	60%	Increasing
*2021 Customer Satisfaction Survey results used as baseline, showing % as favourable.		

Action Plan

Strategy 1.1 Model bold and transparent leadership.

Activity		1.1.1. Provide open and transparent decision-making and undertake the civic duties of Council with professionalism and integrity.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
1.1.1.1	Facilitate the effective operation of Council's governing body in accordance with legislative requirements.	Meetings held/ 10 per year	Executive Services	✓	✓	✓	✓
1.1.1.2	Design and deliver a Councillor Professional Development Program in line with legislative requirements.	Councillor Professional Development Program/ delivered	Executive Services	✓	✓	✓	
1.1.1.3	Design and deliver a Councillor Induction Program in line with legislative requirements.	Councillor Induction Program/ delivered	Executive Services				✓

Activity		1.1.2. Foster quality partnerships and provide strong representation for Narrandera Shire at the regional, state and federal levels.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
1.1.2.1	Actively participate in and represent local interests via the Riverina and Murray Joint Organisation (RAMJO).	RAMJO membership/ maintained	Executive Services	✓	✓	✓	✓
1.1.2.2	Actively participate in and represent local interests via Local Government NSW (LGNSW).	LGNSW membership/ maintained	Executive Services	✓	✓	✓	✓
1.1.2.3	Actively participate in and represent local interests via the NSW Country Mayors Association.	NSW CMA membership/ maintained	Executive Services	✓	✓	✓	✓

Activity		1.1.3. Effectively communicate with our customers and community in a direct, timely and accessible manner.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
1.1.3.1	Prepare and distribute a monthly community newsletter to effectively promote Council's decisions, services, programs and projects to customers and community.	Community Newsletter distributed/ Monthly	Executive Services	✓	✓	✓	✓
1.1.3.2	Manage, maintain and grow Council's social media presence to effectively communicate with customers and community.	Facebook and LinkedIn engagement/ Increasing	Executive Services	✓	✓	✓	✓

Strategy 1.2. Engage diverse voices to plan for the future.

Activity		1.2.1. Provide effective long-term direction for the community via the Integrated Planning and Reporting framework.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
1.2.1.1	Review and update the Community Strategic Plan in line with legislative requirements.	CSP adopted/ 30 June	Governance and Engagement				✓
1.2.1.2	Review and update the Long-Term Financial Plan in line with legislative requirements.	LTFP adopted/ 30 June	Finance	✓	✓	✓	✓
1.2.1.3	Review and update the Strategic Asset Management Plan in line with legislative requirements.	SAMP adopted/ 30 June	Assets and Projects				✓
1.2.1.4	Review and update the Strategic Workforce Management Plan in line with legislative requirements.	WMP adopted/ 30 June	Human Resources				✓

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1.2.1.5	Develop our four-year Delivery Program in line with legislative requirements.	Delivery Program adopted/ 30 June	Governance and Engagement				✓
1.2.1.6	Develop our annual Operational Plan & Budget in line with legislative requirements.	Operational Plan & Budget adopted/ 30 June	Governance and Engagement	✓	✓	✓	✓
1.2.1.7	Produce the Annual Report in line with legislated requirements.	Annual Report endorsed/ 30 November	Governance and Engagement	✓	✓	✓	✓

Activity		1.2.2. Actively engage with our community to understand their aspirations and inform our decision-making.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
1.2.2.1	Undertake Community Satisfaction Survey to inform the legislative review of the Community Strategic Plan.	Survey/ undertaken	Governance and Engagement			✓	
1.2.2.2	Review Council's Committee Framework to ensure it is fit-for-purpose and aligns with community expectations.	Committee Framework review/ completed	Governance and Engagement			✓	

Strategy 1.3. Demonstrate good governance.

Activity		1.3.1. Build strong financial sustainability and prudently manage our expenditure.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
1.3.1.1	Monitor Council's financial performance and expenditure via Quarterly Budget Review Reviews.	QBRS completed/ Three per annum	Finance	✓	✓	✓	✓
1.3.1.2	Prepare and submit audited Financial Statements in line with legislative requirements.	External audit completed/ 30 November	Finance	✓	✓	✓	✓

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1.3.1.3	Ensure adequate and appropriate internal controls are in place for all financial management and purchasing functions.	Internal controls/ reviewed and implemented	Finance	✓	✓	✓	✓
1.3.1.4	Maintain cash flow and maximise Council's return on investment within the risk parameters provided by the Office of Local Government.	Investment returns/ met	Finance	✓	✓	✓	✓
1.3.1.5	Collect all rates and annual charges in line with payment requirements and undertake debt recovery action for outstanding accounts.	Percentage of rates and annual charges outstanding/ <5%	Finance	✓	✓	✓	✓
1.3.1.6	Review Council's Procurement Framework to reflect best practice and legislative requirements.	Procurement Framework/ reviewed	Governance and Engagement		✓		

Activity		1.3.2. Develop and embed a robust governance and integrity framework.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
1.3.2.1	Develop, maintain and regularly review Council's Delegations Register.	Delegations Register reviewed/ Quarterly	Governance and Engagement	✓	✓	✓	✓
1.3.2.2	Develop, maintain and regularly review Council's <i>Government Information (Public Access)</i> ("GIPA") framework.	Agency Information Guide reviewed/ 30 June	Governance and Engagement	✓	✓	✓	✓
1.3.2.3	Develop, maintain and regularly review Council's GIPA Register.	GIPA Register reviewed/ 30 June	Governance and Engagement	✓	✓	✓	✓
1.3.2.4	Develop, maintain and regularly review Council's Contracts Register.	Contracts Register published to Council's website/ within 20 days of awarding	Finance	✓	✓	✓	✓

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Activity		1.3.3. Develop and embed a robust risk management and internal audit framework.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
1.3.3.1	Facilitate the effective operation of Council's Audit, Risk and Improvement Committee.	Meetings held/ Five per year	Governance and Engagement	✓	✓	✓	✓
1.3.3.2	Undertake internal audits in line with Internal Audit Program.	Internal audits/ completed	Governance and Engagement	✓	✓	✓	✓
1.3.3.3	Develop and implement an effective Risk Management framework to ensure risks are identified and controlled.	Risk Management registers/ updated quarterly	Human Resources	✓	✓	✓	✓
1.3.3.4	Continually strengthen Council's Risk Management Framework and identify opportunities for improvement.	Statewide Mutual Continuous Improvement Programme/ completed each year	Human Resources	✓	✓	✓	✓
1.3.3.5	Implement regular Cyber Security Awareness Training for all staff and Councillors.	Cyber Security Awareness Training/ completed each year	Information Technology	✓	✓	✓	✓
1.3.3.6	Achieve and maintain Maturity Level One in line with the Australian Cyber Security Centre's Essential Eight Maturity Model.	Essential Eight Maturity Level One/ achieved and maintained	Information Technology		✓	✓	✓
1.3.3.7	Implement and maintain payment protection software to mitigate the risk of payment error, fraud and cybercrime.	Eftsure system/ implemented and maintained	Finance	✓	✓	✓	✓

Strategy 1.4. Deliver efficient and responsive civic services.

Activity		1.4.1. Provide professional, timely and consistent customer service and continuously improve our customer experience.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
1.4.1.1	Ensure customer requests and enquiries are processed in line with the Customer Service Charter.	Customer Service Charter targets/ met	Governance and Engagement	✓	✓	✓	✓
1.4.1.2	Develop a Customer Experience Strategy.	Customer Experience Strategy/ developed	Governance and Engagement				✓
1.4.1.3	Regularly review corporate website content to ensure information on Council's services, programs, projects, and events is accurate and accessible.	Website pages reviewed/ 5 per quarter	Executive Services	✓	✓	✓	✓
1.4.1.4	Digitise all customer forms and publish to corporate website to support improved customer experience.	Customer forms/ digitised	Information Technology	✓			

Activity		1.4.2. Strive for continuous improvement and improved efficiency across our organisation, operations and services.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
1.4.2.1	Undertake service reviews in line with Council's Service Review Program.	Service reviews delivered/ One per year	Governance and Engagement	✓	✓	✓	✓
1.4.2.2	Review Council's ICT Strategy	Strategy/ reviewed	Information Technology			✓	
1.4.2.3	Complete implementation of the MagiQ Cloud Enterprise Resource Planning (ERP) system.	ERP implementation/ completed	Information Technology	✓			

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1.4.2.4	Undertake a Business Applications and Systems Review.	Business Applications and Systems Review/ undertaken	Information Technology		✓		
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Activity		1.4.3. Attract, develop and retain a skilled, capable and engaged workforce.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
1.4.3.1	Regularly report on the implementation of Strategic Workforce Management Plan.	Reports provided to Executive/ Quarterly	Human Resources	✓	✓	✓	✓
1.4.3.2	Facilitate bi-annual Employee Engagement Survey to support employee feedback and inform workforce planning.	Employee Engagement Survey/ delivered	Human Resources	✓		✓	

Activity		1.4.4. Foster a safe, inclusive and respectful workplace.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
1.4.4.2	Facilitate an Employee Health and Wellbeing Program.	Program/ delivered	Human Resources	✓	✓	✓	✓
1.4.4.3	Provide independent support to employees via the Employee Assistance Program.	EAP/ provided	Human Resources	✓	✓	✓	✓

Our Community

OUR OBJECTIVE

Our community is connected, vibrant and healthy.

Strategies to achieve our objective

- 2.1. Champion respect and wellbeing so everyone feels safe.
- 2.2. Promote active and healthy living.
- 2.3. Strengthen social connections, cultural identity, and inclusion.
- 2.4. Deliver accessible and quality health and community services.

Services we deliver to achieve our objective

- Arts and Culture
- CCTV
- Commonwealth Home Support Program (CHSP)
- Community Inclusion and Social Justice
- Community Transport
- Emergency Services Support
- Events
- Facilities and Amenities
- Library Services
- Parks and Gardens
- Public Swimming Pools
- Road Safety
- Sportsgrounds

Supporting strategic plans

- Arts and Culture Strategy
- Disability Inclusion Action Plan

Measuring community satisfaction

Community Satisfaction – Our Community		
Measure	Baseline*	Target
Community events	92%	Steady
Disability inclusion	83%	Steady
Library services	95%	Steady
Parks and open spaces	96%	Steady
Sport and recreation facilities	95%	Steady
Youth activities	70%	Increasing
*2021 Customer Satisfaction Survey results used as baseline, showing % as favourable.		

Action Plan

Strategy 2.1. Champion respect and wellbeing so everyone feels safe.

Activity		2.1.1. Promote safety across the Narrandera Shire.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
2.1.1.1	Deliver and maintain CCTV coverage to provide safe facilities and public spaces.	CCTV network/ maintained	Information Technology	✓	✓	✓	✓
2.1.1.2	Promote awareness of family and domestic violence.	DV awareness initiatives/ delivered	Community Support	✓	✓	✓	✓
2.1.1.3	Implement Transport for NSW road safety programs	Road safety programs/ delivered	Projects and Assets	✓	✓	✓	✓

Strategy 2.2. Promote active and healthy living.

Activity		2.2.1. Provide sport, recreation and play space facilities that promote active and healthy living.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
2.2.1.1	Operate and maintain sporting facilities in line with identified community needs.	Sporting facilities/ operated and maintained	Open Space and Recreation	✓	✓	✓	✓
2.2.1.2	Operate and maintain Barellan Memorial Swimming Pool in accordance with agreed levels of service.	Agreed levels of service/ met	Open Space and Recreation	✓	✓	✓	✓
2.2.1.3	Operate and maintain Lake Talbot Water Park in accordance with agreed levels of service.	Agreed levels of service/ met	Open Space and Recreation	✓	✓	✓	✓

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2.2.1.4	Maintain playgrounds in line with industry standards and community needs.	Industry standards/ met	Open Space and Recreation	✓	✓	✓	✓
2.2.1.5	Strengthen active transport routes, including cycleways, footpaths and walking tracks.	Grant funding opportunities/ investigated	Projects and Assets	✓	✓	✓	✓

Strategy 2.3. Strengthen social connections, cultural identity and inclusion.

Activity		2.3.1. Celebrate the history, heritage and culture of the Wiradjuri People and provide opportunities for reconciliation, interpretation and understanding.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
2.3.1.1	Recognise the contributions and service of local Indigenous Australians via the Wiradjuri Honour Wall.	Wiradjuri Honour Wall nominations processed/ consistent with Council policy	Executive Services	✓	✓	✓	✓
2.3.1.2	Support and promote NAIDOC Week celebrations in the Narrandera Shire.	NAIDOC Week celebrations/ held	Community Support	✓	✓	✓	✓

Activity		2.3.2. Deliver and support events, festivals and celebrations that foster community pride and a sense of belonging.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
2.3.2.1	Deliver annual Australia Day celebrations in the Narrandera Shire.	Australia Day celebrations/ delivered	Executive Services	✓	✓	✓	✓
2.3.2.2	Hold Citizenship Ceremonies to confer Australian Citizenship on eligible candidates, in line with Department of Home Affairs requirements.	Citizenship ceremonies/ held within six months of application received	Executive Services	✓	✓	✓	✓

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Activity		2.3.3. Encourage, support and recognise volunteerism and community participation.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
2.3.3.1	Recognise local heroes and volunteers through the Australia Day Awards Scheme also National Volunteer Week	Australia Day Awards Scheme and National Volunteer Day/ administered	Executive Services	✓	✓	✓	✓
2.3.3.2	Provide financial assistance to community groups, sporting clubs and not-for-profits to support them in delivering services, programs and events across the Narrandera Shire.	Financial Assistance Program/ delivered	Governance and Engagement	✓	✓	✓	✓

Activity		2.3.4. Foster a safe and inclusive community for people with disability.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
2.3.4.1	Review the Disability Inclusion Action Plan.	DIAP/ reviewed	Community Support				✓
2.3.4.2	Regularly report on the implementation of the Disability Inclusion Action Plan.	Progress reports provided to Council/ every six months	Community Support	✓	✓	✓	✓

Strategy 2.4. Deliver accessible and quality health and community services.

Activity		2.4.1. Provide accessible and quality community transport and home support programs.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
2.4.1.1	Operate and provide Community Transport services to eligible customers.	Community Transport service levels/ maintained	Community Support	✓	✓	✓	✓
2.4.1.2	Operate and provide Commonwealth Home Support Program (CHSP) services to eligible customers	CHSP service levels/ maintained	Community Support	✓	✓	✓	✓
2.4.1.3	Manage NSW Government funding agreements and grant acquittals for compliance.	Funding agreements reporting and acquittals/ compliant	Community Support	✓	✓	✓	✓

Activity		2.4.2. Provide accessible and quality library services and programs.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
2.4.2.1	Operate the Narrandera Library and mobile library service to meet established service levels.	Narrandera Library service levels/ maintained	Community Development	✓	✓	✓	✓
2.4.2.2	Actively participate in the Western Riverina Libraries partnership.	Western Riverina Libraries membership/ maintained	Community Development	✓	✓	✓	✓
2.4.2.3	Maintain membership of the NSW Public Libraries Association.	NSW Public Libraries Association membership/ maintained	Community Development	✓	✓	✓	✓
2.4.2.4	Actively develop membership of the Narrandera Library	Library membership/ 1% increase per annum	Community Development	✓	✓	✓	✓

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2.4.2.5	Deliver engaging library programs and events that support social interaction and encourage lifelong learning.	Library programs and events/ One per month	Community Development	✓	✓	✓	✓
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Activity		2.4.3. Support the delivery of quality health services in Narrandera Shire.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
2.4.3.1	Provide financial assistance to medical doctors relocating to the Narrandera Shire.	Doctor Attraction Incentives provided/ consistent with Council policy	Community Support	✓	✓	✓	✓

Our Environment

OUR OBJECTIVE

Our natural and built environments are valued, well-managed and liveable.

Strategies to achieve our objective

- 3.1. Protect and enhance our natural environment, biodiversity and waterways.
- 3.2. Plan and develop a functional built environment.
- 3.3. Manage water and waste wisely for long-term sustainability.
- 3.4. Build resilience to climate change, natural shocks and disasters.

Services we deliver to achieve this Objective

- Biosecurity
- Building Certification
- Cemeteries
- Development Assessment
- Environmental Health
- Parks and Gardens
- Waste Management
- Strategic Planning

Supporting strategic plans

- Waste Management Strategy
- Weeds Action Plan
- Plans of Management

Measuring community satisfaction

Community Satisfaction – Our Environment		
Measure	Baseline*	Target
Cemeteries	87%	Steady
Waste management	88%	Steady
*2021 Customer Satisfaction Survey results used as baseline, showing % as favourable.		

Action Plan

Strategy 3.1. Protect and enhance our natural environment, biodiversity and waterways.

Activity		3.1.1. Support healthy ecosystems and identify and manage threats to local flora, fauna and ecology.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
3.1.1.1	Monitor the control of priority weeds on public land under the <i>Biosecurity Act 2015</i> .	Public land inspections/ inspections per month	Open Space and Recreation	✓	✓	✓	✓
3.1.1.2	Monitor the control of priority weeds on private land under the <i>Biosecurity Act 2015</i> .	Private property inspections/ inspections per month	Open Space and Recreation	✓	✓	✓	✓
3.1.1.4	Conduct community education activities to improve weed management and control.	Community education activities/ delivered	Open Space and Recreation	✓	✓	✓	✓
3.1.1.5	Support the annual Koala Count to monitor the health and size of Narrandera's Koala colony.	Koala Count/ delivered	Economic Development	✓	✓	✓	✓

Activity		3.1.2. Preserve and maintain areas of high natural value, heritage objects and places of interest.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
3.1.2.1	Facilitate a Heritage Advisory Service to support the management and preservation of local heritage.	Heritage Advisory Service/ maintained	Development and Environment	✓	✓	✓	✓

Activity		3.1.3. Effectively manage and maintain our cemeteries, public lands and reserves.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
3.1.3.1	Manage and maintain cemeteries in accordance with the <i>Public Health Act 2010</i> .	Annual maintenance program/ delivered	Open Space and Recreation	✓	✓	✓	✓
3.1.3.2	Develop and maintain Plans of Management for all Council-owned land classified as community land.	Plans of Management/ adopted and maintained	Open Space and Recreation	✓	✓	✓	✓
3.1.3.3	Develop and maintain Plans of Management for all Council-managed Crown land classified as community land.	Plans of Management/ adopted and maintained	Open Space and Recreation	✓	✓	✓	✓

Strategy 3.2. Plan and develop a functional built environment.

Activity		3.2.1. Deliver efficient and effective development planning services.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
3.2.1.1	Receive and assess Development Applications.	Received and assessed/ legislated timeframes	Development and Environment	✓	✓	✓	✓
3.2.1.2	Receive and assess Construction Certificates.	Received and assessed/ 20 days	Development and Environment	✓	✓	✓	✓
3.2.1.3	Receive and assess Complying Development Certificates.	Received and assessed/ legislated timeframes	Development and Environment	✓	✓	✓	✓
3.2.1.4	Receive and assess Planning Certificates.	Received and assessed/ 10 days	Development and Environment	✓	✓	✓	✓
3.2.1.5	Regularly report on Council's performance in undertaking development planning services.	Reports provided to Council/ Monthly	Development and Environment	✓	✓	✓	✓

Activity		3.2.2. Ensure land is suitably zoned, sized and located to facilitate a variety of housing types and densities.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
3.2.2.1	Optimise land use planning instruments supporting population, employment, business and industry growth.	Local Environmental Plan, Local Strategic Planning Statement and Development Control Plan/ reviewed	Development and Environment	✓	✓		

Activity		3.2.3. Provide and deliver effective regulatory, compliance and enforcement services.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
3.2.3.1	Carry out food premises inspections to ensure compliance with the <i>Food Act 2003</i> .	Food premises inspection per year/ statistics reported annually	Development and Environment	✓	✓	✓	✓
3.2.3.2	Register, licence and inspect onsite sewerage treatment systems.	On-site systems inspected in accordance with risk rating/ statistics reported annually	Development and Environment	✓	✓	✓	✓
3.2.3.3	Administer companion animal registrations, respond to companion animal noise complaints, and impound animals and stray stock as required	Community education activities, response to complaints or attacks/ statistics reported to Council per month	Development and Environment	✓	✓	✓	✓
3.2.3.4	Review and adopt Council's Companion Animal Management Plan.	Companion Animal Management Plan/ reviewed	Development and Environment	✓			

Strategy 3.3. Manage water and waste wisely for long-term sustainability.

Activity		3.3.1. Provide and deliver regular and efficient waste and recycling services.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
3.3.1.1	Provide domestic waste collection and recycling services.	Agreed levels of service/ met	Development and Environment	✓	✓	✓	✓
3.3.1.2	Provide a commercial waste collection service.	Agreed levels of service/ met	Development and Environment	✓	✓	✓	✓
3.3.1.3	Introduce FOGO collection service by 2030 in line with legislative requirements.	FOGO collection service/ introduced	Development and Environment				✓

Activity		3.3.2. Promote sustainable housing design, energy efficiency and water efficiency.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
3.3.2.1	Assess development applications and complying development certificates in accordance with BASIX requirements.	Number of assessments/types of sustainability conditions required	Development and Environment	✓	✓	✓	✓

Activity		3.3.3. Promote recycling, reusing and waste reduction.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
3.3.3.4	Undertake community education and engagement to promote recycling.	Community education program/ delivered	Development and Environment	✓	✓	✓	✓
3.3.3.5	Undertake community education and engagement to promote introduction of FOGO collection service.	Community education program/ delivered	Development and Environment			✓	✓

Strategy 3.4. Build resilience to climate change, natural shocks and disasters.

Activity		3.4.1. Plan for and respond to climate change and disasters.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
3.4.1.1	Collaborate with service providers to be emergency response ready.	Number of mitigation measures or training/ a prepared workforce	Project and Assets	✓	✓	✓	✓
3.4.1.2	Develop and adopt a Disaster Adaption Plan.	Disaster Adaption Plan/ developed and adopted	Project and Assets		✓		
3.4.1.3	Regularly report on the implementation of the Disaster Adaption Plan.	Progress reports provided to Council/ Every six months	Project and Assets		✓	✓	✓

Activity		3.4.2. Identify and implement improvements to our services, facilities and operations to reduce emissions.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
3.4.2.1	Review and adopt Council's Climate Action Strategy.	Climate Action Strategy/ developed and adopted	Project and Assets		✓		
3.4.2.2	Implement and maintain a reporting tool displaying Council's emissions reductions.	Emissions reduction tool/ implemented and maintained	Projects and Assets		✓	✓	✓
3.4.2.3	Regularly report on the implementation of the Climate Action Strategy.	Progress reports provided to Council/ Every six months	Project and Assets	✓	✓	✓	✓
3.4.2.4.	Establish and maintain a Revolving Energy Fund.	Revolving Energy Fund/ established and maintained	Projects and Assets	✓	✓	✓	✓

Activity		3.4.3. Support the delivery of emergency services.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
3.4.3.1	Provide financial support for Emergency Services in line with legislative requirements.	Emergency Services Levy/ provided	Finance	✓	✓	✓	✓
3.4.3.2	Participate in the Narrandera Local Emergency Management Committee (LEMC).	LEMC meetings/ attended	Project and Assets	✓	✓	✓	✓

Our Economy

Our objective

Our economy is thriving, diverse and provides opportunities for businesses, workers and visitors.

Strategies to achieve our objective

- 4.1. Enhance Narrandera Shire's appeal as a great place to live, learn, work and invest.
- 4.2. Grow tourism by showcasing Narrandera Shire's attractions, events and experiences.
- 4.3. Support local businesses and industry to enable innovation and economic expansion.
- 4.4. Attract strategic investment and partnerships to create local jobs and business opportunities.

Services we deliver to achieve our objective

- Caravan Park
- Business and Industry Development
- Destination Marketing
- Visitor Services

Supporting strategic plans

- Destination Management Plan
- Economic Development Strategy
- Local Housing and Employment Zone Strategy

Measuring community satisfaction

Customer Satisfaction – Our Economy		
Measure	Baseline*	Target
Destination marking and visitor promotion	83%	Increasing
Facilitation of industrial development	67%	Increasing
Support for industry and businesses	62%	Increasing
*2021 Customer Satisfaction Survey results used as baseline, showing % as favourable.		

Action Plan

Strategy 4.1. Enhance Narrandera Shire's appeal as a great place to live, learn, work and invest.

Activity		4.1.1. Activate and beautify our town centres and public spaces.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
4.1.1.1	Identify and consider improvement and activation ideas for town centres to drive business and economic development.	Presentation of ideas to Council and community/projects that eventuate	Economic Development	✓	✓	✓	✓
4.1.1.2	Public spaces are well maintained and enhanced.	Asset condition maintained or improved/community satisfaction	Open Space and Recreation	✓	✓	✓	✓

Activity		4.1.2. Facilitate and incentivise residential development and housing growth.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
4.1.2.1	Regularly report on the implementation of the Narrandera Local Housing & Employment Zone Land Strategy.	Progress reports provided to Council/ Every six months	Development and Environment	✓	✓	✓	✓
4.1.2.2	Ensure adequate land supply for promoting economic growth and employment.	Continued development of Red Hill Industrial Estate/ allotments available for sale	Development and Environment	✓	✓	✓	✓
4.1.2.3	Lobby for the resolution of Aboriginal Land Claims for land required for future use as detailed in the Narrandera Local Housing & Employment Zone Land Strategy.	Lobbying/ maintained	Development and Environment	✓	✓	✓	✓

Strategy 4.2. Grow tourism by showcasing Narrandera Shire's attractions, events and experiences.

Activity		4.2.1. Provide welcoming and engaging visitor information services.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
4.2.1.1	Operate the Narrandera Destination and Discovery Hub & Visitor Information Centre to meet established service levels.	Visitor Information Centre accreditation/ maintained	Economic Development	✓	✓	✓	✓
4.2.1.2	Promote Narrandera Shire through interactive and insightful displays at the Discovery Hub & Visitor Information Centre.	Visitor Information Centre patronage/approximately 18,000 visitors per annum	Economic Development	✓	✓	✓	✓

Activity		4.2.2. Develop a strong destination brand and effectively promote local visitor experiences, attributes and offerings.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
4.2.2.1	Develop and maintain the <i>Visit Narrandera</i> destination website.	Website/ developed	Economic Development	✓	✓	✓	✓
4.2.2.2	Partner with neighbouring councils to deliver the <i>Murrumbidgee Trails</i> destination marketing campaign.	Campaign/ delivered	Economic Development	✓	✓	✓	✓
4.2.2.3	Promote the Narrandera Arts & Community Centre as an arts event venue.	Exhibitions held/ Four per annum	Economic Development	✓	✓	✓	✓
4.2.2.4	Create, coordinate and expand tourism events and festivals.	Events Calendar/ developed and delivered	Economic Development	✓	✓	✓	✓

Activity		4.2.3. Ensure appropriate wayfinding and consistent signage throughout Narrandera Shire.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
4.2.3.1	Maintain, renew and expand wayfinding and precinct signage throughout Narrandera Shire.	Signage/ installed	Economic Development	✓	✓	✓	✓

Strategy 4.3. Support local businesses and industry to enable innovation and economic expansion.

Activity		4.3.1. Support economic growth and employment diversification through new and existing businesses.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
4.3.1.1	Develop and maintain a Business Directory on Council's website.	Business Directory/ developed and maintained	Economic Development	✓	✓	✓	✓
4.3.1.2	Promote education, training programs and resources to develop Narrandera Shire's circular economy.	Training program/ delivered	Economic Development		✓		✓
4.3.1.3	Partner with the Narrandera Business Group to grow and develop the local business community.	Networking and training events delivered/ Two per annum	Economic Development	✓	✓	✓	✓
4.3.1.4	Investigate the feasibility of establishing a Business Accelerator Program (Business Hub) to support the local small business community.	Feasibility study/ completed	Economic Development		✓		

Strategy 4.4. Attract strategic investment and partnerships to create local jobs and business opportunities.

Activity		4.4.1. Foster an environment that is conducive to public and private investment.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
4.4.1.1	Develop a Major Infrastructure Advocacy Plan and Prospectus.	Plan and Prospectus/ developed	Economic Development	✓			
4.4.1.2	Develop and activate the Red Hill Industrial Estate for job-creating enterprises.	Land sales/ completed	Economic Development	✓	✓	✓	✓
4.4.1.3	Investigate the feasibility of establishing a Transport and Logistics Hub to support key industry and grow investment and export opportunities.	Feasibility Study/ completed	Economic Development			✓	
4.4.1.4	Develop a Narrandera Airport Masterplan to identify constraints, opportunities and investment priorities for Narrandera Airport.	Masterplan/ developed	Economic Development			✓	

Our Infrastructure

Our objective

Our infrastructure is reliable, efficient and meets our needs.

Strategies to achieve our objective

- 5.1. Improve our road network and transport infrastructure to ensure safety and connectivity.
- 5.2. Provide reliable waste, water, sewerage and stormwater infrastructure.
- 5.3. Improve public and community transport options to enhance access to regional centres.
- 5.4. Improve our internet and telecommunications infrastructure.

Services we deliver to achieve our objective

- Narrandera-Leeton Airport
- Sealed Roads
- Sewerage
- Unsealed Roads
- Urban Stormwater
- Water Supply

Supporting strategic plans

- Integrated Water Cycle Management Plan
- Strategic Asset Management Plan

Measuring community satisfaction

Community Satisfaction – Our Infrastructure		
Measure	Baseline*	Target
Narrandera-Leeton Airport	96%	Steady
Roads, local streets and lanes	69%	Increasing
Sewer services	84%	Steady
Stormwater services	68%	Increasing
Water supply	42%	Increasing
*2021 Customer Satisfaction Survey results used as baseline, showing % as favourable.		

Action Plan

Strategy 5.1. Improve our road network and transport infrastructure to ensure safety and connectivity.

Activity		5.1.1. Construct, maintain and deliver a road transport network that meets current and future needs.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
5.1.1.1	Develop and deliver three-year Transport Maintenance and Improvement Program based on Asset Management Plan and community needs.	Capital Works Program/ delivered	Works	✓	✓	✓	✓
5.1.1.2	Finalise the road hierarchy service review.	Road hierarchy reviewed/completed service review.	Works	✓			
5.1.1.3	Initiate and implement road safety programs.	NSW road safety programs/ delivered	Projects and Assets	✓	✓	✓	✓

Activity		5.1.2. Ensure effective operation and maintenance of Narrandera-Leeton Airport.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
5.1.2.1	Comply with Civil Aviation Safety Authority (CASA) surveillance activities.	Reportable incidents/ Nil	Works	✓	✓	✓	✓
5.1.2.2	Maintain Narrandera-Leeton Airport certification	Certification/ maintained	Works	✓	✓	✓	✓

Strategy 5.2. Provide reliable waste, water, sewerage and stormwater infrastructure.

Activity		5.2.1. Construct, maintain and deliver essential infrastructure and services that meet current and future needs.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
5.2.1.1	Maintain and improve water and sewerage infrastructure assets in accordance with Council's Integrated Water Cycle Management Plan.	Service levels/met	Water and Sewer	✓	✓	✓	✓
5.2.1.2	Ensure statutory reporting for licencing is completed and submitted by the due date with operations compliant.	Reporting and licencing requirements/ compliant	Water and Sewer	✓	✓	✓	✓
5.2.1.3	Barellan and Narrandera landfill sites operate in accordance with legislative and regulatory requirements.	Landfill sites/ compliant	Development and Environment	✓	✓	✓	✓
5.2.1.4	Manage waste efficiently via diversion of recyclable materials from landfill.	Landfill diversion/ increasing	Development and Environment	✓	✓	✓	✓
5.2.1.5	Seek funding from State and Federal Governments to deliver a new potable water treatment plant for Narrandera.	Funding/ sought	Water and Sewer	✓	✓	✓	✓
5.2.1.6	Seek funding from State and Federal Governments to extend the Narrandera sewer infrastructure to the west Narrandera locality.	Funding/ sought	Water and Sewer	✓	✓	✓	✓
5.2.1.7	Seek funding from State and Federal Governments to duplicate stormwater infrastructure within the Narrandera CBD.	Funding/ sought	Works	✓	✓	✓	✓

Strategy 5.3. Improve public and community transport options to enhance access to regional centres.

Activity		5.3.1. Advocate for continued secured funding for the community transport service also advocate for improved regional public transport.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
5.3.1.1	Continue to provide Community Transport services for both Narrandera Shire and Leeton Shire communities.	Community Transport services/ maintained	Community Support	✓	✓	✓	✓
5.3.1.2	Recruit volunteer drivers to deliver Community Transport services.	Volunteer Program/ maintained	Community Support	✓	✓	✓	✓

Strategy 5.4. Improve our internet and telecommunications infrastructure.

Activity		5.4.1. Advocate for improved internet and telecommunications infrastructure and services.					
Annual Deliverable		Success Measure/Target	Responsible Service Unit	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29
5.4.1.1.	Report Black Spot locations via the Federal Government's Black Spot Program.	Black Spot Program nomination submitted/ One per year	Economic Development	✓	✓	✓	✓
5.4.1.2	Lobby for State or Federal funding to expand and enhance telecommunications infrastructure.	Lobbying when opportunities available/better telecommunication connectivity	Executive Services	✓	✓	✓	✓

Forward Capital Works Program, 2025/26 – 2028/29

Program	2025/26	2026/27	2027/28	2028/29	Total
Information Technology	\$147,000	\$165,000	\$122,000	\$75,000	\$509,000
Companion Animal	\$15,000	\$0	\$0	\$0	\$15,000
CCTV	\$0	\$0	\$0	\$0	\$0
Noxious Weeds	\$0	\$0	\$0	\$0	\$0
Waste Management	\$45,000	\$0	\$0	\$0	\$45,000
Stormwater	\$14,250,000	\$250,000	\$30,000	\$30,000	\$14,560,000
Lighting	\$0	\$0	\$0	\$0	\$0
Public Cemeteries	\$50,000	\$0	\$0	\$0	\$50,000
Library	\$33,443	\$34,112	\$34,794	\$35,490	\$137,839
Public Swimming Pools	\$127,000	\$536,000	\$385,000	\$942,000	\$1,990,000
Sportsgrounds	\$155,000	\$35,000	\$0	\$0	\$190,000
Parks and Reserves*	\$439,500	\$207,500	\$212,500	\$207,500	\$1,067,000
Lake Talbot Recreation Area	\$2,215,000	\$0	\$0	\$0	\$2,215,000
Narrandera Sports Stadium	\$5,000	\$0	\$0	\$0	\$5,000
Transport*	\$5,415,826	\$5,442,479	\$4,154,666	\$4,182,396	\$15,017,153
Economic Development	\$5,045,000	\$0	\$10,000	\$0	\$5,055,000
Lake Talbot Tourist Park	\$0	\$0	\$0	\$0	\$0
Plant and Fleet	\$1,390,593	\$1,566,952	\$709,913	\$829,116	\$4,496,574
Council Buildings*	\$940,374	\$703,481	\$1,161,651	\$564,884	\$3,370,390

Aerodrome	\$110,000	\$12,500	\$25,000	\$15,000	\$162,500
Water	\$1,431,750	\$2,038,500	\$836,750	\$12,885,000	\$17,192,000
Sewer	\$625,000	\$1,000,000	\$850,000	\$1,000,000	\$3,475,000
Note: Programs marked with an asterisk () include a funding component from Council's projected Special Variation (SV) revenue.					

Forward Special Variation (SV) Expenditure, 2025/26 – 2028/29

Program	2025/26	2026/27*	2027/28*	2028/29*	Total
Open Space and Recreation – Asset Backlog	\$100,000	\$100,000	*	*	\$200,000
Roads – Asset Backlog	\$0	\$380,524	*	*	\$380,524
Council Buildings – Asset Backlog	\$400,000	\$0	*	*	\$400,000
Maintain current service levels – salary system upgrade	\$300,000	\$285,393	*	*	\$585,393
Additional resources – compliance	\$80,600	\$71,806	*	*	\$152,406
Technology	\$122,994	\$117,006	*	*	\$240,000
Stormwater (loan interest)	\$153,743	\$146,257	*	*	\$300,000
Total	\$1,157,337	\$1,100,986	*	*	\$2,258,323
Note: Programs marked with an asterisk () are dependent on Council making the rates and charges inclusive of the SV increase.					

Forward Financial Estimates, 2025/26 – 2028/29

(\$'000)	2025/26	2026/27	2027/28	2028/29
INCOME FROM CONTINUING OPERATIONS				
REVENUE				
Rates and Annual Charges	\$12,107,177	\$12,501,629	\$12,935,526	\$13,275,589
User Charges and Fees	\$3,053,697	\$3,167,386	\$3,265,225	\$3,366,285
Other Revenue	\$1,188,060	\$1,188,060	\$1,188,060	\$1,188,060
Grants and Contributions provided for Operating Purposes	\$9,435,664	\$9,573,021	\$9,712,683	\$9,855,147
Grants and Contributions provided for Capital Purposes	\$16,528,875	\$1,437,250	\$1,301,375	\$8,595,500
Interest and Investment Income	\$944,369	\$803,701	\$770,277	\$900,010
Net Gains from the Disposal of Assets	\$91,500	\$91,500	\$91,500	\$91,500
Other Income	\$242,022	\$245,171	\$248,396	\$251,701
Total Income from Continuing Operations	\$43,591,365	\$29,007,717	\$29,513,042	\$37,523,793
EXPENSES FROM CONTINUING OPERATIONS				
Employee Benefits and On-Costs	\$10,034,714	\$10,327,655	\$10,580,150	\$10,838,988
Borrowing Costs	\$178,315	\$420,670	\$392,281	\$369,411
Materials and Services	\$7,162,036	\$7,193,943	\$7,411,035	\$7,654,880
Depreciation and Amortisation	\$6,802,807	\$6,858,524	\$6,939,483	\$6,993,625
Impairment of Receivables	\$6,520	\$6,520	\$6,520	\$6,520
Other Expenses	\$454,326	\$467,176	\$478,205	\$489,510

Total Expenses from Continuing Operations	\$24,638,717	\$25,274,489	\$25,807,674	\$26,352,936
Net Operating Result for the Year	\$18,952,648	\$3,733,229	\$3,705,369	\$11,170,857
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes	\$2,423,773	\$2,295,979	\$2,403,994	\$2,575,357



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