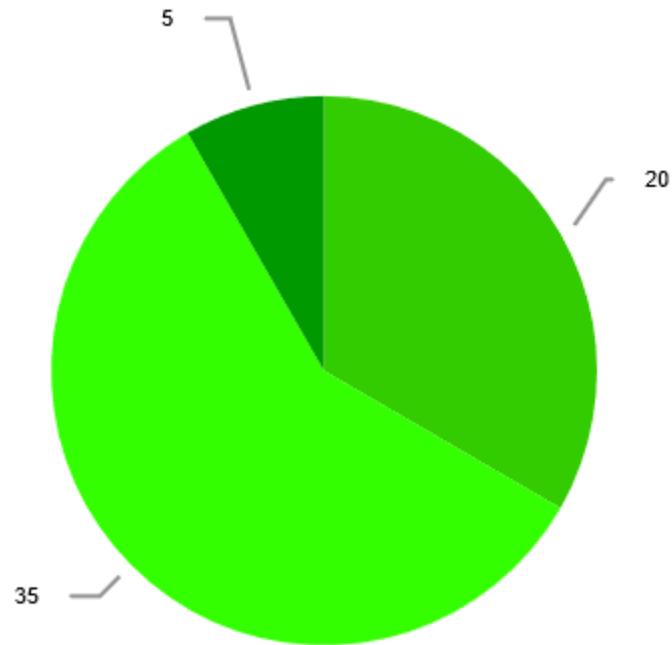




Narrandera
Shire Council

2018-2022 Delivery Program
Quarterly Delivery Program Review
Quarter 1 of the 2020-2021 reporting year as at
30 September 2020



Of the 60 actions contained within the 2018-2022 Delivery Program the status of these actions as of 30 September 2020 are: -

- 5 actions or 8.33% have been completed;
- 20 actions or 33.33% have an ongoing commitment;
- 35 actions or 58.34% are progressing.

THEME 1 - OUR COMMUNITY

STRATEGY 1 - TO LIVE IN AN INCLUSIVE, TOLERANT AND HEALTHY COMMUNITY WHICH DEMONSTRATES A POSITIVE ATTITUDE

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community attitude	The number of items broadcast for each reporting period with cumulative totals combined along with available web page and Facebook statistics. In 2020 the community survey will measure success since the 2016 survey.	Regular media items broadcast to the community.	As of 30 September 2020 - Council has engaged the community through many broadcasting channels. The Mayor and General Manager conducted monthly radio interviews with Narrandera Community Radio also Triple M after each Council meeting. This quarter Council posted 23 videos, 54 status updates, 2 shared videos, 86 photo posts and 38 posts with links - a total of 203 posts on Facebook. The top engaged post was promoting local young artists for the Youth Food Trailer with a total of 920 engaging the post. Instagram had 32 posts with 835 engagements and LinkedIn posted 8 posts with 29 engagements. The website, including all 375 pages ever create, has been viewed a total of 26,158 times this quarter with news and media collectively viewed 750 times for the news page and 10 media releases. Council released 3 print and digital newsletters, 12 print advertisements and 3 radio advertisements.	Communications Officer	Ongoing commitment	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community attitude	Details of engagement opportunities for each reporting period with cumulative totals.	Number of formal Councillor and Senior Staff engagement opportunities.	As of 30 September 2020 - Council published 3 community newsletters online also in the Narrandera Argus. This quarter Council conducted an online Zoom meeting and public meeting to identify key issues for the Cultural Plan, followed by a series of daily questions totalling 12 posted to Facebook to engage residents about Narrandera Shire's cultural aspirations, these posts were engaged a cumulative total of 6,084 times. Also open for public engagement were major projects including the Destination Discovery Hub, Northbank Bridge and walking track also the Youth Food Trailer artist competition all of which were promoted with videos and paid online advertising to encourage feedback. Feedback for these projects totalled 8, with 39 submissions through the website for issues, compliments and complaints.	Communications Officer	Ongoing commitment	100%
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy	Proactive committees with meetings conducted as per terms of reference and held as scheduled.	Proactive S.355 Committees with the monitoring of outcomes achieved and compliance with the Local	As of 30 September 2020- Conduct of meetings has been restricted due to Covid gathering rules along with the closure of halls and museums. With the easing of restrictions it is anticipated that committees will return to scheduled meetings during	Deputy GM Corporate & Community	Ongoing commitment	10%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
and community attitude	Minutes of Committees made available to Council and the community.	Government Act, 1993.	the second quarter of the financial year. The new Parkside Museum Committee also the Arts and Community Centre Advisory Committee have been formed and initial meetings held.			
ACTION 2 - Continue with strategic advocacy for the delivery of integrated health and wellbeing programs	Details of advocacy efforts during the reporting period and outcomes.	Details of the number of meetings held and details of outcomes from these meetings.	As of 30 September 2020 - The Mayor and the General Manager have taken part in monthly Murrumbidgee Local Health District webcasts relating to the management of COVID-19 and have lobbied for increased testing facilities for Narrandera and villages within the Shire.	General Manager	Progressing	25%
ACTION 3 - Continue positive interactions with the Narrandera Interagency also the Aboriginal representative bodies within the community	Number of meetings attended and outcomes from the meetings.	Where possible attend meetings with the outcome being stronger links for inclusiveness in service planning and delivery.	As of 30 September 2020 - Unfortunately the Narrandera Interagency meeting was not held during this reporting period due to COVID-19 restrictions, nor were any other relevant meetings.	Community Support Manager	Ongoing commitment	25%
ACTION 4 - Implementation and monitoring of the Positive Aging Strategy & Disability	Details of progressive achievements measured against the relevant plan.	Documented achievements arising from both the Positive Aging Strategy and the	As of 30 September 2020 - There were very few seniors activities held due to COVID-19 restrictions, however during this reporting period a new yoga studio was established for community patronage. The	Community Support Manager	Ongoing commitment	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
Inclusion Action Plan		Disability Inclusion Action Plan.	Nattering Knitters returned to the library and Narrandera Leeton Social Support alongside other community services groups offered a range of services to ensure that the senior members of the community were well supported during a time of uncertainty. These services included an increase in Meals on Wheels services, grocery shopping services, home library services and weekly phone calls to vulnerable members of the community to ensure they remained connected whilst in self-isolation.			
ACTION 5 - Transport options are available to identified members of the community	The number of clients provided with community transport during the reporting period.	Details of the number of clients utilising the service and cumulative totals categorised as Aged, Transport Disadvantaged and Aboriginal.	As of 30 September 2020 - Narrandera Leeton Community Transport provided 1,929 trips to residents of the Narrandera and Leeton Shires during the reporting period. Of these trips 1,071 were delivered to clients aged 65 years or older, or 50 years for Aboriginal and Torres Strait Islander, a total of 538 were provided to those who are transport disadvantaged. The remainder of the trips were delivered through non-emergency health related transport, to NDIS participants and through brokerage agreements. A total of 270 trips were	Community Support Manager	Progressing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			delivered to those who identify as Aboriginal or Torres Strait Islander.			
ACTION 6 - Information about community services that are accessible within the Shire to be broadcast through various means	The currency and accuracy of information available to the community also the number of website page hits and Facebook page likes.	Current information delivered through traditional print material and also Council social media opportunities.	As of 30 September 2020 - The Community Services page on the Narrandera Shire Council website received 207 page views. The Council's Facebook page published 177 posts relating to various community services. These posts included updates and information from the Murrumbidgee Local Health District, service disruptions, various works projects, grant opportunities, tender opportunities and upcoming events. Through these posts 18,477 unique users were reached.	Community Support Manager	Progressing	25%
ACTION 7 - Where possible ensure socially disadvantaged members of the community have access to or are advised of how services can reduce their isolation	The number of persons that have been assisted with social support during the reporting period who may have been referred through the My Aged Care portal or NDIS planners.	Through other activities of Council such as Ageing, Disability and Home Care identify members of the community where social isolation may be an issue.	As of 30 September 2020 - The Narrandera Leeton Social Support program provided 124 hours of Social Support and 33 hours of Flexible Respite to individual clients aged 65 years and over, or 50 years and over for Aboriginal and Torres Strait Islander. All clients are referred through the MyAgedCare portal. An additional 24 hours of Social Support were provided to National Disability Insurance Scheme (NDIS) participants. Social Support is an individualised service aimed at	Community Support Manager	Progressing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			reducing social isolation amongst vulnerable members of the community. Activities include assisting with shopping and errands, home visits, outings and over the phone support.			

STRATEGY 2 - TO ADVOCATE FOR QUALITY EDUCATIONAL AND CULTURAL OPPORTUNITIES

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Continued strategic advocacy for strengthening of the Narrandera centres of learning	When required details of advocacy efforts.	Outcomes of advocacy efforts for Narrandera TAFE as well as early childhood centres to secondary schools.	As of 30 September 2020 - The General Manager has extended an invitation to Narrandera High School to propose students for work experience and traineeships. Support for the Narrandera campus of TAFE in ongoing.	General Manager	Progressing	25%
ACTION 2 - Develop a Narrandera Shire Cultural Plan to increase community participation in the Arts and cultural activities	Details of events held at the centre including type of event and attendance statistics.	Increased usage and patronage of the Narrandera Arts and Community Centre.	As of 30 September 2020 - Following the COVID-19 shutdown the Arts centre has been utilised for Regional Meetings, Community Consultation and Council Committee meetings. Unfortunately the Victorian COVID-19 lockdown has meant that an extended booking for the CAD Factory's Shadow Laces Exhibition had to be cancelled as the exhibition was stranded in Victoria. It will be rescheduled for a later date.	Community Development (including Library) Manager	Progressing	20%
ACTION 2 - Develop a Narrandera Shire Cultural Plan to increase community participation in the Arts and cultural activities	Regular review of strategies and target groups in response to event statistics.	Events that cater for a wide spectrum of the community, making the Arts accessible and increasing community involvement.	As of 30 September 2020 - The development of the Cultural Plan continues with post COVID Community Consultation resuming this quarter including: Cultural Plan Information and invitations to:	Community Development (including Library) Manager	Progressing	40%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<ul style="list-style-type: none"> - Narrandera Business Group - Community Groups (Rotary, Lions, CWA etc) - Members of all Council S355 and Advisory Committees - All Businesses in Council's contact list 116 emails - Narrandera Argus - Narrandera Community Radio - Councillors - All Council Staff <p>Promotional Facebook campaign</p> <p>Community Radio Interview</p> <p>Face to Face Community Consultation 16 attendees</p> <p>Zoom Community Consultation 9 Attendees</p> <p>Public Submissions</p> <p>Presentations to:</p> <ul style="list-style-type: none"> - NACNET - Arts and Cultural Committee - Parkside Cottage Museum Committee - Narrandera Nattering Knitters 			

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>Youth Council Consultation</p> <p>Have Your Say Narrandera Facebook 12 Days / 12 Questions reached 29,909 users with 520 responses received.</p> <p>Work is continuing on developing the framework.</p>			

STRATEGY 3 - TO FEEL CONNECTED AND SAFE

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Strategic advocacy for an enhanced Police presence, at the very least the maintenance of current levels	Number of advocacy interactions and outcomes.	Details on the number of advocacy meetings held with decision makers.	As of 30 September 2020 - Quarterly meeting held with senior police to discuss issues and staffing levels. The Mayor is in regular phone contact with District and area management on individual matters.	General Manager	Progressing	25%
ACTION 2 - Maintain and enhance the current network of CCTV cameras in key locations	Number of cameras within current network and a timeline for upgrade and/or the installation of new cameras; also ongoing statistical information on how many times the footage has been requested for viewing by NSW Police.	Maintain current CCTV cameras in working order and plan for enhancements so to assist the Police and the local community to discourage crime and anti-social behaviour.	As of 30 September 2020 - Council continues to maintain the existing cameras in the CCTV system with staff recently including a project in the 2020-2021 Capital Works Program for a CCTV Review. During the reporting period Council received one request to view footage from the NSW Police.	Information Technology Manager	Ongoing commitment	50%

THEME 2 - OUR ENVIRONMENT

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Encourage and promote environmental awareness	Project delivery and works programs result in minimal environmental harm.	Councils key environmentally sensitive areas are managed to ensure those areas are protected and enhanced.	As of 30 September 2020 - Council staff take measures to ensure minimal harm is caused to the environment through detailed project planning and addressing the compliance requirements through other agencies such as NSW Fisheries and the Environment Protection Authority. Consideration and assessment of all environmental factors are undertaken prior and during all projects.	Deputy GM Infrastructure	Ongoing commitment	100%
ACTION 1 - Encourage and promote environmental awareness	Statistical information on the number of inspections performed also a summary of the inspections results are we being effective, are we achieving control.	Update on targeted 300 property inspections across the Shire for noxious weeds.	As of 30 September 2020 - A total of 30 inspections have been completed. General biosecurity directions have been issued and shall be followed up when scheduled to do so.	Open Space Recreation Manager	Progressing	15%
ACTION 1 - Encourage and promote	Works finalised against the schedule of works, progressive and	Update on programs for works originating from the 2nd generation Tree	As of 30 September 2020 - A total of 120 trees have been planted during the reporting period with 30 trees removed due to various reasons	Open Space Recreation Manager	Progressing	20%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
environmental awareness	comparative statistical data on trees removed, trees replaced and new plantings.	Audit with the aim to do the utmost to preserve and maintain our signature treescape.	such as structural integrity issues. The current tree maintenance package has been completed.			
ACTION 1 - Encourage and promote environmental awareness	Strategies and plans to preserve a unique feature of our native fauna.	Update on preservation measures to protect our unique koala population.	As of 30 September 2020 - Council managed Crown Reserve Plans of Management are currently under review.	Open Space Recreation Manager	Progressing	15%

STRATEGY 2 - TO EFFECTIVELY MANAGE AND BEAUTIFY OUR PUBLIC SPACES

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Focus on the Narrandera CBD Masterplan	Achieving project milestones.	Finalise design concepts, costings and identify funding opportunities for the Narrandera CBD upgrade.	As of 30 September 2020 - Council is concentrating on grant based projects and has deferred progressing with action milestones to reconstruct Bolton Street, Narrandera (west of East Street) as per the adopted Masterplan Design. All funding for this project will be derived from the Narrandera Business Centre Masterplan funding reserves. A review of electrical and stormwater design for Bolton Street, Narrandera will be the first activities undertaken when the project commences.	Projects and Assets Manager	Ongoing commitment	20%
ACTION 1 - Focus on the Narrandera CBD Masterplan	Spaces where the needs of the community as a whole are considered.	The needs of all members of the community are considered within designs such as pedestrian access, disabled parking and loading zones.	As of 30 September 2020 - Stage 1 of the Narrandera CBD Master-plan being the upgrade of Bolton Street is in the detailed planning stage, however a result of the large number of additional grant fund projects this has been delayed. The \$8 million dollar Playground on the Bidgee Project has commenced with further community based projects also now being funded from other sources. Projects include upgrades to the facilities at Henry Matheson Oval also beautification and improvements to a number of pocket parks.	Deputy GM Infrastructure	Progressing	70%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 2 - Develop a small parks strategy	Accessible parks that provide for local play, passive recreation, general open space and urban beautification within easy access of residents and visitors.	The needs of the community for parks and recreation opportunities are met through a hierarchy of parks.	As of 30 September 2020 - Narrandera Shire parks are continuing to be maintained to a high standard. Shade sails to be installed at two new playground being the Narrandera Sportsground and the Barellan Sportsground.	Open Space Recreation Manager	Progressing	25%

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Consider and where possible implement sustainable environmental practices	Progress of the Masterplan also statistical data on the tonnage of waste diverted from landfill by recycling and other waste diversion methods. Lobbying efforts for and promotion of a container deposit scheme facility for Narrandera.	Develop a Waste Management Masterplan to minimise waste to landfill and promoting recycling and resource recovery.	As of 30 September 2020 - During this reporting quarter Council appointed consultants to begin the development of a Master Plan for the operations at the Narrandera Landfill site.	Administration Assistant - Development and Environment	Progressing	15%
ACTION 1 - Consider and where possible implement sustainable environmental practices	Actions taken by Council to reduce its environmental footprint such as quantifiable billing trends.	Council continues to implement energy saving infrastructure at its facilities to reduce costs and CO2 emissions where economically viable.	As of 30 September 2020 - Council with the support of Department of Planning, Industry and Environment have engaged 100percent Renewables to conduct an Audit of Council's Energy use to prepare and Strategic Energy Plan. Consultants have met onsite and reviewed Council facilities with the view of assessing Council's energy need and to determine the potential for energy savings across the Shire. Opportunities and strategies will be prioritised to give Council a Strategic Energy Plan which will enable	Executive Engineer	Progressing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			Council to prioritise funds to achieve its goal of a lower environmental footprint and lower energy costs.			
ACTION 1 - Consider and where possible implement sustainable environmental practices	Council managed parks and reserves to be watered with re-use or untreated water rather than potable water.	Initiate projects to water community parks and reserves with re-use or untreated water rather than potable water.	As of 30 September 2020 - Where possible Council is committed to using reuse water to maintain these facilities.	Open Space Recreation Manager	Progressing	25%

THEME 3 - OUR ECONOMY

STRATEGY 1 - TO ENCOURAGE NEW BUSINESS AND INDUSTRY THAT CAN BE SUSTAINED ALSO SUPPORT LOCAL BUSINESS AND INDUSTRY TO GROW AND PROSPER

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Information to Council and the community on efforts to encourage new business and industry but also support existing enterprises.	Report on actions and outcomes contained within the Economic Development Strategy (EDS).	<p>As of 30 September 2020 - Council continues to deal with the developers of two large solar farms namely Reach Solar at Yarrabee Park near Morundah and RES for the Avonlie Solar farm at Sandigo. Construction of the facilities is expected to commence in the first half of 2021, delays are as a result of extensive negotiations for the developers to obtain connection agreements to the transmission grid. There has been exciting developments with the Australian Airline Pilot Academy establishing a briefing facility at the Narrandera Leeton Airport as the first step in establishing a Narrandera Campus.</p> <p>Sales of land at the Red Hill Industrial Estate continue a further allotment scheduled for settlement on 2 October 2020 which is a consolidation of an adjoining property owner's land investment.</p>	Economic Development Manager	Progressing	15%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Attend Narrandera Business Group Meetings; facilitate guest speakers at Business Group functions; provide information, advice and leverage opportunities for information sharing.	Support and nurture existing businesses EDS 3.2	<p>As of 30 September 2020 - The Narrandera Business Group has cancelled meetings in the last quarter as a result of the impact on business and meetings caused by the COVID-19 pandemic restrictions. Meetings however recommenced in August 2020.</p> <p>Progressive distribution of business recovery information relevant to the COVID-19 impacts has been regularly communicated to the business database. The online initiative 'Narrandera Business as Usual' developed by the Economic Development team has attracting over 700 followers and has been a great success. It is planned to conduct an independent survey of business which will provide the following benefits for Council:</p> <ol style="list-style-type: none"> 1) To quantify the impacts of Covid 19 pandemic on industry and employment; 2) To understand the needs of the local business community; 3) To provide an evidence base towards preparing and new economic development strategy. 	Economic Development Manager	Progressing	40%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Facilitate an industry specific forum to inform landholders and investors of opportunities in the Shire for the pig and chicken industry.	Strengthen and grow key sectors; explore new development opportunities for processing and value-adding opportunities also use of waste products EDS 3.3.	<p>As of 30 September 2020 - The current situation in the porcine industry previously discussed with Mark Wood (Adviser to Minister Mark Coulton) during a visit to the Minister in Canberra in February 2020. Mr Wood has an extensive background in trade and investment and has lived and worked internationally; Mr Wood was adamant that at that time there were no current opportunities for the growth in the industry in Australia despite the African Swine fever epidemic in China and South East Asia generally decimating pig herds where pigs are being euthanased as a disease control measure. The position on this is unchanged as of 30 September.</p> <p>No further action to be taken in researching the pig industry also there are no current opportunities in the chicken industry.</p>	Economic Development Manager	Completed	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Review sales policy for Council owned land in the Industrial Estate to address incentives for developers; enhance appearance of the Estate with signage, flags and landscaping including gateway treatment.	Facilitate further development of the Red Hill Industrial Estate EDS 4.2.	As of 30 September 2020 - This period has seen some promising activity in the Red Hill Industrial Estate with two land sales occurring on adjoining allotments, 1 was purchased from Council with another purchased from a private owner. One of the proposed developments is now possible over a total site area of 5,240 sq metres; this established business is relocating from the Sydney metropolitan area and will produce a unique roadbase material with an anticipated employment base of 8 persons during the initial months of operation. Commencing in 2021 the facility is expected to employ 13 people. Consideration of further subdivision of medium sized lots of land (approx. 3000 sq m) in Paterson Place is being discussed.	Economic Development Manager	Progressing	70%

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Strategic advocacy to support population retention with particular focus on the youth of our Shire	Youth projects and engagement opportunities.	Report on the outcomes achieved by the Youth Development Officer.	As of 30 September 2020 - The Narrandera Youth Advisory Council held three formal meetings during the reporting period and held one competition to design the artwork for the Youth Food Trailer. During these meetings members participated in a presentation about operating the Food Trailer, discussed the Cultural Plan (under development) and begun working on the Youth Strategy. Planning for upcoming events also took place.	Community Support Manager	Ongoing commitment	25%
ACTION 2 - Strategic advocacy for diverse housing options	Enhanced accommodation options that may be made available to members of the community.	When opportunities arise advocate for accommodation options that align with our population demographics.	As of 30 September 2020 - Council continues to advocate for increased services to support the Narrandera Shire. The Narrandera Shire Council Domestic Violence Advisory Committee has requested new members to continue its efforts to provide information and support to the local community about housing and refuge services. The two residential aged care facilities provide both long term and short term care for those living with a disability and the frail aged who can no longer safely live at home. Narrandera Home Modifications and Maintenance alongside other	Community Support Manager	Ongoing commitment	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			services including Meals on Wheels continues to provide help to residents to remain living in their own homes for longer. Council continues to work with key stakeholders on the proposed retirement village.			

THEME 4 - OUR INFRASTRUCTURE

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Through advocacy seek funding commitments for identified roadway projects and strategies	Advocacy efforts and the reporting of successful outcomes using a timeline.	Secure funding from each of the transport strategy funding streams.	As of 30 September 2020 - During the reporting quarter Council submitted three (3) applications for bridge replacements under the Fixing Country Bridges program. Council has also finalised the Deeds for \$497,363 of additional works under the Local Roads and Community Infrastructure funding. Council also received an additional \$472,000 in Roads to Recovery funding for this year for works to be completed before 31 December 2020.	Works Manager	Ongoing commitment	25%
ACTION 2 - Road assets are managed in accordance with the road service review and asset management plans	Strategic mapping of reseal, re-sheeting or grading works made available to the community also details of works undertaken during the reporting period.	The road service review and asset management plans are to be consulted when planning for works.	As of 30 September 2020 - The following works have been completed for the reporting period; 7.52 kilometres of new sealing works and 121.7 kilometres of maintenance grading works. The full list of works programmed for this year is available on the website of Council.	Works Manager	Progressing	25%
ACTION 3 - Maintain the condition rating of	A complete and reliable asset management plan.	Maintain the road network in accordance with	As of 30 September 2020 - No condition data was collected was across the road network during the	Works Manager	Progressing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
the road network across the Shire in accordance with agreed service levels		adopted levels of service.	current reporting period, condition inspection capture has been programed for the second quarter.			

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure	Availability of accurate and relevant data for all classes of assets.	Implementation of an asset management system.	As of 30 September 2020 - Procurement to engage a suitable valuation consultant to commence the building and other structures revaluation as been completed. Onsite valuation inspections will commence mid December 2020. Transport asset plan review has also commenced following the finalisation of the 2019-2020 roads revaluation. A complete asset management system will enable Council to deliver complex, critical public infrastructure projects that maximises operational efficiencies and minimise costs.	Projects and Assets Manager	Progressing	20%
ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure	Completion of projects identified within projected timeframe and budget.	Preparation of future plans for the renewal or replacement of assets.	As of 30 September 2020 - Council's construction crew delivered a PAMP project which is 50% funded by Transport for NSW at the corner of Douglas and Cadell Streets also the Audley Street footpath providing greater pedestrian safety. Works are well advanced with the redevelopment of the Lake Talbot Water Park which is funded under the Playground on the Murrumbidgee	Projects and Assets Manager	Progressing	30%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>Program with a project budget of \$5.8 Million dollars. All other projects that form part of the Playground on the Murrumbidgee are also on track. Staff are working with the Youth Council on the food van with the design and layout finalised with a deposit committed to commence the manufacture of the food trailer. The Rural Assistance program which forms part of the Federal Drought Communities Programme is progressing as planned with all identified activities underway.</p>			
<p>ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure</p>	<p>Details of applications submitted and the outcome.</p>	<p>Funding opportunities to replace key facilities and infrastructure.</p>	<p>NO COMMENT PROVIDED</p>	<p>Water Sewer Manager</p>	<p>Not yet commenced</p>	<p>0%</p>
<p>ACTION 2 - Continuation and monitoring of the Integrated Water Cycle Management Plan (IWCMP).</p>	<p>Reporting of milestones achieved within the IWCMP.</p>	<p>Implement IWCMP; report on direct actions derived from the IWCMP with relevant timeline and Key Performance Indicators.</p>	<p>NO COMMENT PROVIDED</p>	<p>Water Sewer Manager</p>	<p>Not yet commenced</p>	<p>0%</p>

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 3 - An ongoing program of capital works for both water and sewer operations of Council	Progress of proposed works followed by the completion of projects within budget and effectiveness measured by a timeline.	Ongoing 10 year Capital Works Program within funding.	NO COMMENT PROVIDED	Water Sewer Manager	Not yet commenced	0%

THEME 5 - OUR CIVIC LEADERSHIP

STRATEGY 1 - TO HAVE A COUNCIL THAT DEMONSTRATES EFFECTIVE MANAGEMENT CONSISTENTLY, ALSO A COUNCIL THAT COMMUNICATES AND ENGAGES WELL WITH THE COMMUNITY AND WORKS COLLABORATIVELY

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Delivery Program update report submitted to Council and community during September, December, March and June annually on outcomes achieved.	Continued three monthly reporting on measurables contained within the Delivery Program.	As of 30 September 2020 - the reporting on measurables within in the adopted Delivery Program continues on a three monthly basis.	Governance & Engagement Manager	Completed	100%
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Scheduled for early 2020 and will inform Council of the views of the community against industry benchmarks.	Undertake a second Community Survey early 2020.	As of 30 September 2020 - Micromex Research was appointed as Council's provider for this service with the survey scheduled for late April 2020; however due to the COVID-19 pandemic the community survey will be conducted early 2021. Given that the NSW State Government has deferred the September 2020 Council elections until September 2021 the End of Term Report is now due August 2021 at which time the results of the Community Survey conducted early 2021 will better inform Council and the community of satisfaction levels compared to the 1996 survey.	Governance & Engagement Manager	Not yet commenced	0%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Outcomes promised by Council in its Fit for the Future Improvement Plan.	Report on Fit for the Future strategies.	As of 30 September 2020 - Council's general purpose financial reports for the year ending 30 June 2020 indicate that council has meet the FFTF ratios with the exception of the Own Source Revenue ratio. The Own Source Revenue ratio has been reduced due to Council's success in obtaining grant funding which is not categorised as own source revenue. This ratio was impacted in the same way during the 2018-2019 financial year.	Deputy GM Corporate & Community	Ongoing commitment	25%
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Amendments to the Customer Service Charter to be made by 31 December 2018 also review the Customer Request System reporting to ensure requests are being dealt with as per the Charter and determine ways to gauge if the customer is happy with the outcome.	Update the Customer Service Charter to include reference to AS/NZS 1002:2014 'Guidelines for complaint management in organisations'.	As of 30 September 2020 - Originating from the Executive Leadership Team, the review of the Charter was actioned to resolve a number of issues such as the responsibility for closing the customer service loop, that is from the service request initiation to the action then to gauging customer satisfaction. The Draft Customer Service Charter to be presented to both the Executive Leadership Team then Council in coming months.	Governance & Engagement Manager	Progressing	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Council to consider any requests in accordance with the Community Strategic Plan 2017-2030.	Where possible support community projects where groups or organisations have clear goals and outcomes.	As of 30 September 2020 - any requests for support shall be considered in accordance with strategic documents and budgetary constraints.	Governance & Engagement Manager	Completed	100%
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Compliance with Australian Government Digital Service Standard also details of website content review and where possible details of website visits and pages most frequently visited.	Ensure that the Council website is compliant with current industry standards.	As of 30 September 2020 - Council's website remains compliant with the respective standards and is equipped with a compliance checking system before internal staff publish information. A website check for compatibility can be completed through WAVE Report https://wave.webaim.org/report#/https://www.narrandera.nsw.gov.au , recently four minor contrast issues were identified such as the homepage image where symbols had little contrast to the background. During this quarter the website was viewed 26,158 times by 5,727 users. The top 10 pages included the home page, work with us, contact us, waste and recycling, Council Meetings, Payroll and Finance Officer position, Casual positions, search content, IT Support Officer position and projects and community consultation.	Communications Officer	Completed	100%
ACTION 1 - Accountable, transparent and ensure open	Revise Councils Procurement Policy by 31 December 2018.	Council's procurement provides best value and protects	As of 30 September 2020 - Council recently adopted the revised Procurement Policy with the Procurement Manual still being reviewed to incorporate these changes and update templates.	Governance & Engagement Manager	Progressing	70%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
communication between the community and Council		against fraud and corruption.				
ACTION 2 - A highly skilled and motivated workforce	Reviewed at least every 2 years or when there is legislative or award changes.	Ensure workforce policies remain current in a changing work environment.	As of 30 September 2020 - the Human Resources team has made a concerted effort to review and significantly improve the content of Councils policies and procedures. The review process has also involved the rationalisation or absorption of redundant policies.	Human Resources Manager	Ongoing commitment	75%
ACTION 2 - A highly skilled and motivated workforce	Action recommendations within the Workforce Strategic Plan 2017-2021; report September annually on staff demographics in comparison to previous 3 years.	Develop and implement succession planning.	As of 30 September 2020 - The HR team report monthly to the Executive Leadership Team (ELT) on staff demographics. The August 2020 ELT report was submitted in an improved format, providing more statistical information on staff demographics. This information provides a clearer picture of the current workforce. During this quarter the HR team completed the 2019-2020 Price Waterhouse Cooper (PWC) staff demographic survey. Council is waiting for PWC to provide Council with a comparison report with this report comparing staff demographic data from all participating group 10 and RAMJO Councils. When received this report will be tabled at the Executive Leadership Team Meeting. The reports provided by PWC will also provide valuable data for the Workforce Strategic Plan 2021-2025.	Human Resources Manager	Ongoing commitment	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 2 - A highly skilled and motivated workforce	Amendments are made as soon as possible; report September annually performance appraisal outcomes.	Implement approved revisions of the salary administration and Employee Performance Management System.	As of 30 September 2020 - Each year the performance appraisal process commences 1 June and concludes 31 May. During this quarter all Performance Appraisals were completed. The HR team has completed an analysis of the data available around two important outcomes being salary step increases based on approval of requested training. All approved salary increases have been processed, similarly training requests either recommended by the manager or requested by the employee have been processed and approved. The HR team is currently providing individual approval details to each employee and arranging the most cost effective training options.	Human Resources Manager	Ongoing commitment	80%
ACTION 2 - A highly skilled and motivated workforce	Information presented is accurate, relevant and easy to read.	Identified Council staff to undertake training for excellent written communication and presentation skills.	As of 30 September 2020 - Training in written communication skills is provided to employees as necessary. Analysis of training requests submitted in the 2019-2020 performance appraisal process indicated that two requests were received for report writing and/or formal presentation skills with both requests approved by the Executive Leadership Team (ELT). This Training is yet to be organised. Internal reminders to employees regarding the importance of accurate, relevant and easy to read documents are issued regularly. Employees who are required to make formal presentations to Council are given the opportunity to have their presentation critiqued by ELT prior to the 'live' presentation.	Human Resources Manager	Ongoing commitment	90%
ACTION 3 - As an organisation the information	Implement actions within the Information Management Strategy 2014-	Maintain an Information Management Strategy providing	As of 30 September 2020 - The Information Management Strategy 2014-2019 continues to be reviewed each year as part of the capital works budget process to include suitable projects. The Information Management Strategy will be updated in 2020.	Information Technology Manager	Progressing	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
management capability meets the needs of the users and the community	2019 also review and update the Information Strategy 2014-2019 during 2020.	best value contemporary services.				
ACTION 4 - Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised	Recommendations to maximise Councils financial position.	Monitor Councils financial situation and progress against Fit for the Future benchmarks.	As of 30 September 2020 - Council's Revenue Officer closely monitors assessments which may become rateable during the financial year; this includes the sale of vacant Department of Housing land or land sold by religious institutions or instances where Crown authorities that are currently non-rateable become rateable. The Finance Manager regularly reviews Investments in accordance with the Investment Policy and reports to Council on a monthly basis. The budget is reviewed on a quarterly basis and reported to Council with any variations that have been made during the reporting period.	Finance Manager	Ongoing commitment	25%
ACTION 4 - Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised	Have systems in place that details grants applied for, and where successful that monies have been received, expended and acquitted in accordance with	Monitor the level of State and Federal Government grants payable to Council.	As of 30 September 2020 - Council has developed a register that details the name of the Council officer who has applied for grant funding and from where the funding is being sourced. Should the funding be successful then the date and the amount of the funding received, the date of acquittal needs to be finalised and the actual date of acquittal are recorded. At present, the Finance Manager and the GIS Officer are currently undertaking a review of the register and an upgraded version will be available soon.	Finance Manager	Ongoing commitment	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	the funding body requirements.					
ACTION 4 - Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised	Reported monthly to Council against a timeline.	Ensure that Council funds are invested in accordance with legislative provisions and income yield is maintained within Councils risk profile.	As of 30 September 2020 - A monthly report detailing Council's invested monies is presented to each Council meeting. The report details all transactions that have taken place within the preceding month and gives a snapshot of the portfolio and credit limits to make sure that Council remains within the prescribed amount allowed for each institution. A report for local expenditure is also tabled in conjunction with the quarterly budget review.	Finance Manager	Ongoing commitment	25%
ACTION 5 - The community displays a high level of understanding and compliance with legislative in regard to the keeping of and control of	Updated statistics for each reporting period with cumulative totals also to be reported.	Number of dogs registered under the Companion Animals Act.	As of 30 September 2020 - During this reporting quarter a total of 7 dogs were registered.	Administration Assistant - Development and Environment	Progressing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
companion animals and other animals						
ACTION 5 - The community displays a high level of understanding and compliance with legislative in regard to the keeping of and control of companion animals and other animals	Updated statistics for each reporting period with cumulative totals also to be reported.	Number of cats registered under the Companion Animals Act.	As of 30 September 2020 - During this reporting quarter no cats were registered.	Administration Assistant - Development and Environment	Progressing	25%
ACTION 6 - The Narrandera Shire Local Environmental Plan 2013 (LEP) is reviewed	Review the current LEP within the timeframe established by the Department of Planning and Environment.	Maintain the LEP to meet community aspirations, land needs and environmental outcomes.	As of 30 September 2020 - Preparatory work has commenced to review the Local Environmental Plan (LEP) now that the Local Strategic Planning Statement (LSPS) has been adopted by Council and approved by the Department of Planning, Industry & Environment. The first (housekeeping) review of the LEP will be a to rectify any minor anomalies and omissions, with a comprehensive review to align with the	Deputy GM Infrastructure	Progressing	60%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
within a 5 year cycle			completion of the studies identified within the LSPS over the next four years.			
ACTION 7 - Planning instruments reflect the intent and direction of land use strategies and facilitate development and growth of the Shire	Compliance with guidelines from the Department of Planning and Environment.	Documents are reviewed against intended outcomes.	As of 30 September 2020 - The Community Participation Plan (CPP) was adopted in December 2019. The Draft Local Strategic Planning Statement (LSPS) was adopted in August 2020 and preparatory work has commenced to review the Local Environmental Plan. Revisions and additions of other planning instruments now being conducted.	Deputy GM Infrastructure	Progressing	85%
ACTION 8 - Development Applications received and assessed within statutory timeframes	The number of Development Applications received during the reporting period also financial year cumulative totals also provide comparative yearly data to past 2 year's data.	Statistical data on Development Applications received, also comparing to previous years.	As of 30 September 2020 - During this reporting quarter a total of 9 Development Applications were received, during this same quarter in 2019-2020 11 Development Applications were received and in 2018-2019 13 Development Applications were received.	Administration Assistant - Development and Environment	Progressing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 8 - Development Applications received and assessed within statutory timeframes	Comparison of assessment timeframe against Department of Planning & Environment averages.	Compliance with statutory timeframes for assessment.	As of 30 September 2020 - During this reporting quarter the average Development Application assessment timeframe was 34.6 days compared to the statutory period of 40 days.	Administration Assistant - Development and Environment	Progressing	25%
ACTION 9 - Maintain a strong voice in regional groups such as RAMROC, the proposed RAMJO also Destination NSW	Details of engagement opportunities.	Proactive engagement at appropriate forums and continued political lobbying with our partners.	As of 30 September 2020 - Council Executive participated in quarterly meetings of RAMJO with the General Manager participating in Committee meetings and a number of organisational meetings. The Mayor and the General Manager took part in a RAMJO presentation to both Federal and State politicians on a number of topics including water, health, communications and transport.	General Manager	Progressing	25%