



Narrandera
Shire Council

2018-2022 Delivery Program
Quarterly Performance Report
Quarter 1 of the 2021-2022 reporting year as
of 30 September 2021

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 2021 - Council has engaged the community through many broadcasting channels. The Mayor and General Manager conducted monthly radio interviews with Narrandera Community Radio and Triple M Griffith. This quarter Council published a total of 96 posts on Facebook. The top engaged post was information about a minor flooding event on the Murrumbidgee River, with a 10,100 reach, 48 comments 1,300 link clicks, 207 'likes' and 53 'shares'. Pages on Council's website have had 21,887 unique pageviews this quarter with news and media collectively viewed 263 times for news and 14 media releases. Council released 5 print and digital newsletters and 0 print advertisements due the Narrandera Argus being in recess.	Communications Officer	Ongoing commitment	100%
ACTION 1 - Develop relationships with both local and regional communities	Details of engagement opportunities for each reporting period with cumulative totals.	Number of formal Councillor and Senior Staff engagement opportunities.	As of 30 September 2021 - Council published 5 community newsletters online. Documents were placed on exhibition included the Destination & Discovery Hub designs, Draft Youth Strategy, Narrandera Small Business Incentive Scheme,	Communications Officer	Ongoing commitment	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
fostering a healthy and community attitude			Council's Annual Financial Statements and a Development Application for the Railway Bridge over the Murrumbidgee River at Narrandera. Videos published included a tour of the new Clubhouse at the Narrandera Sportsground, a series promoting vaccination, a message from the Mayor, an update on work at the Indoor Stadium and two videos on the Destination & Discovery Hub. Community activities included a cover letter and resume workshop for youth, as well as safer driver workshop.			
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community attitude	Proactive committees with meetings conducted as per terms of reference and held as scheduled. Minutes of Committees made available to Council and the community.	Proactive S.355 Committees with the monitoring of outcomes achieved and compliance with the Local Government Act, 1993.	As of 30 September 2021 - Committees and the functions they undertake are being disrupted during the pandemic but continue to operate where possible. The term of the current Council concludes in December 2021. Staff are working with committees to review committees Terms of Reference in preparation for consideration by the incoming Council in 2022.	Deputy GM Corporate & Community	Progressing	25%
ACTION 2 - Continue with strategic advocacy for the delivery of	Details of advocacy efforts during the	Details of the number of meetings held and details of	As of 30 September 2021 - During the period under review lobbying efforts have been concentrated on COVID-19 management and vaccinations. Three	General Manager	Progressing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
integrated health and wellbeing programs	reporting period and outcomes.	outcomes from these meetings.	meetings have been held with Narrandera Medical centre and submissions made to both Federal and State Members. Council was successful in engaging Murrumbidgee Local Health District for a walk-in vaccination clinic at the Narrandera TAFE and in having some supplies of vaccine made available locally.			
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 2021 - The Narrandera Interagency continues to meet with new members attending regularly. The Aboriginal Elders Liaison Committee continue to meet quarterly to discuss important issues surrounding the Aboriginal community, including upcoming Council projects. The newly formed Narrungdera NAIDOC Committee have met regularly to plan the 2021 NAIDOC Celebrations, however due to the current COVID-19 pandemic the planned events were unfortunately postponed.	Community Support Manager	Ongoing commitment	25%
ACTION 4 - Implementation and monitoring of the Positive Aging Strategy & Disability Inclusion Action Plan	Details of progressive achievements measured against the relevant plan.	Documented achievements arising from both the Positive Aging Strategy and the Disability Inclusion Action Plan.	As of 30 September 2021 - The Narrandera Shire Library continues to offer activities catering to the needs of our senior community members and those living with a disability including movie days for seniors and mobile library services as well as offering a space for the Kurrajong participants to socialise. The Library continues to host the Knattering Knitters	Community Support Manager	Progressing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>and offers volunteer opportunities as well. Bidgee Boxing and Trinity Yoga continue to offer low impact exercise classes and Third Year Yoga. Due to COVID-19 restrictions, most of these programs were suspended during this reporting period. The Community Transport and Home Support Programs along with Meals on Wheels and other community organisations continue to offer services such as meal delivery, social support and transport to ensure senior residents and those living with a disability are well supported. Council is in the planning stages for the community consultation stage of the Disability Inclusion Action Plan review.</p>			
<p>ACTION 5 - Transport options are available to identified members of the community</p>	<p>The number of clients provided with community transport during the reporting period.</p>	<p>Details of the number of clients utilising the service and cumulative totals categorised as Aged, Transport Disadvantaged and Aboriginal.</p>	<p>As of 30 September 2021 - Narrandera Leeton Community Transport provided 2,598 trips to residents of the Narrandera and Leeton Shires during the reporting period. Of these trips 1,101 trips were delivered to clients aged 65 years or older, or 50 years for Aboriginal and Torres Strait Islander, a total of 897 trips were delivered 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 203 trips</p>	<p>Community Support Manager</p>	<p>Ongoing commitment</p>	<p>25%</p>

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			were provided to those who identify as Aboriginal and 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 2021 - The various Council social media posts received wide attention from the Community - these included information on the following items such as Youth Workshops, the draft Youth Strategy, COVID-19 updates, school holiday programs, vaccination hubs and a campaign led by Steph Cooke on a mental health seminar. Of these, posts relating the vaccination clinic held received the highest number of likes and shares.	Community Support Manager	Ongoing commitment	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 2021 - The Narrandera Leeton Social Support program provided 141 hours of Social Support and 35 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 was provided to National Disability Insurance Scheme participants. Social Support is an individualised service aimed at reducing social isolation amongst vulnerable members of the community - activities include assisting with shopping and errands, home visits, outings and over the phone support.	Community Support Manager	Ongoing commitment	25%

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 2021 - Unfortunately due to closures due to the COVID-19 pandemic, no specific actions have undertaken during this reporting period.	General Manager	Not yet commenced	0%
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 2021 - The Cultural Plan 2021-2031 has been completed and adopted by Council. Due to a further COVID-19 lockdown and restrictions, no events have been held in the Arts Centre during the July - September quarter. The Visitor Information Centre has completed its temporary relocation to the Narrandera Arts and Community Centre and will be operating from the temple area of the centre for the next 12 months.	Community Development (including Library) Manager	Progressing	30%
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 2021 - The Narrandera Shire Cultural Plan was completed and has been adopted by Council. The Narrandera Arts and Cultural Committee in partnership with Narrandera Arts and Creative Network and Local Community Arts Installation Narrandera is currently working on a plan involving activation of the gallery side of the Narrandera Arts and Community Centre to promote local artists during the 12 month	Community Development (including Library) Manager	Progressing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			tenure of the Visitor Information Centre in the other half of the building.			

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 2021 - The Mayor and the General Manager have held the quarterly meeting with senior Police discussing crime statistics and condition of facilities at the Narrandera Police Station.	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 2021 - Council continues to maintain the existing cameras in the CCTV system. Council staff have completed a review with an external consultant of the public facing CCTV equipment to enable long term plans to be created. During the reporting period Council received 4 requests to view footage from the NSW Police.	Information Technology Manager	Ongoing commitment	100%

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.	Council's key environmentally sensitive areas are managed to ensure those areas are protected and enhanced.	As of 30 September 2021 - 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 2021 - The following results were achieved across the reporting period: 47 private property inspections completed; 2 General Biosecurity Directions given.	Open Space Recreation Manager	Progressing	15%
ACTION 1 - Encourage and promote environmental awareness	Works finalised against the schedule of works, progressive and	Update on programs for works originating from the 2nd generation Tree Audit with the	As of 30 September 2021 - Across the reporting period the following has been achieved: 3 trees removed; 70 trees planted; 130 trees and scrubs planted at the new water tower park. Three work packages	Open Space Recreation Manager	Progressing	10%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	comparative statistical data on trees removed, trees replaced and new plantings.	aim to do the utmost to preserve and maintain our signature treescape.	are scheduled to commence November 2021.			
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 2021 - The Narrandera Flora and fauna reserve has had multiple minor flooding events this reporting quarter. Fire trails and beaches will be maintained once the area becomes accessible. The Annual Koala count is still planned to take place early 2022.	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 2021 - Council is concentrating on grant funding based projects and has deferred 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 activity to be undertaken when the project recommences.	Projects and Assets Manager	Progressing	30%
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 2021 - Stage 1 of the Narrandera CBD Master Plan comprising the upgrade of Bolton Street, Narrandera is in the detailed planning stage, with works to commence in early 2022. Further grant funding is being sort for additional upgrade works within East Street, Narrandera in accordance with the approved Master Plan, with previous applications unsuccessful.	Deputy GM Infrastructure	Progressing	75%
ACTION 2 - Develop a small parks strategy	Accessible parks that provide for local play, passive recreation, general open space and urban	The needs of the community for parks and recreation opportunities are met through a hierarchy of parks.	As of 30 September 2021 - The new Narrandera Water Tower Park has been completed. The pump track for Barellan has been ordered. Minor park equipment replacements to commence early 2022.	Open Space Recreation Manager	Progressing	30%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	beautification within easy access of residents and visitors.					

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 2021 - Residents continue to utilise the Container Recycling Centre (CRC) to dispose of oils, batteries, paints, gas bottles, toxic and hazardous chemicals, smoke alarms, fluorescent light and fire extinguishers. Sorted greenwaste, construction waste, steel, mattresses, paper & cardboard continue to be diverted from landfill to reuse areas. The Reverse Vending Machine (RVM) continues to be used to collect and recycle plastic, glass & aluminium single use drink containers. The Waste Facilities Attendant positions have been advertised as per the Landfill Long Term Plan of Management.	Administration Assistant - Development and Environment	Progressing	20%
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 2021 - Council has made considerable progress in reducing our environmental footprint. Last year Council created and adopted its Climate Action Strategy which identified key measures to significantly reduce Council's energy use. Council's streetlights have now all been replaced with LED lighting which consume less than a quarter of the energy used in Council's previous streetlights. These lights also are more durable which will result in less ongoing maintenance. We have also	Executive Engineer	Progressing	35%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			taken the opportunity to improve lighting across the Shire at the same time.			
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 2021 - Stage 3 of the Victoria Avenue water reuse irrigation system has now been completed. Additional opportunities for the implementation of reuse irrigation will be explore as more sites become available.	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 2021 - Increased sales activity on the Red Hill Industrial Estate with 2 blocks of land sold by QPL Real Estate and one sold by Council. Sales are currently subject to contract and proposed business activities include a truck depot, storage facility for large recreational vehicles and an apiary business. The western end of Driscoll Road will be extended to accommodate the new subdivision creating sealed road with concrete kerb and gutters.</p> <p>Continued dissemination of business recovery information during the COVID-19 pandemic provided to the Narrandera Business Group and the business sector as a whole by the Economic Development Manager. Continuing attendance at Narrandera Business Group Meetings and providing services as Acting Secretary as required.</p>	Economic Development Manager	Progressing	20%
ACTION 1 - Continued delivery of actions contained within the	Attend Narrandera Business Group	Support and nurture existing businesses - EDS 3.2	As of September 2021 - Regular attendance at Narrandera Business Group (NBG) meetings. Information to NBG on business recovery programs during the	Economic Development Manager	Progressing	20%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
Economic Development Strategy	Meetings; facilitate guest speakers at Business Group functions; provide information, advice and leverage opportunities for information sharing.		COVID-19 pandemic. Brief NBG on Council initiatives including Small Business Incentive Scheme Policy and land purchase rebate for active development at the Red Hill Industrial Estate. Attend NBG Annual General Meeting on 27 September and fill role of Acting Secretary in absence of Secretary. Take and prepare minutes for AGM and subsequent Ordinary meeting.			
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.	As of 30 September 2021 - No action in this quarter as previous activities unable to generate any interest from the industry sectors being targetted.	Economic Development Manager	Ongoing commitment	100%
ACTION 1 - Continued delivery of actions contained within the Economic	Review sales policy for Council owned land in the Industrial Estate to	Facilitate further development of the Red Hill Industrial Estate - EDS 4.2.	As of 30 September 2021 - Gateway treatment with pole mounted banners at the Red Hill Industrial Estate entrance, also Estate legend of land on large sign at entrance. New Small Business Incentive Scheme Policy adopted by Council to	Economic Development Manager	Progressing	20%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
Development Strategy	address incentives for developers; enhance appearance of the Estate with signage, flags and landscaping including 'gateway' treatment.		support land purchase incentive for Red Hill Industrial Estate encouraging development of land for employment. Estate to be enhanced with extension of Driscoll Road to terminate in a Cul de Sac, the roadway is to be sealed and constructed with with formed kerb and guttering.			

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 2021 - The Narrandera Youth Advisory Council have held 2 formal meetings and 2 informal meetings during the reporting period. During these meetings members continued to move forward on the Food Trailer project. The trailer has now been wrapped with the graphics and a soft launch date is being discussed. The Youth Advisory Council also progressed the Draft Youth Strategy to Council and this document has now been adopted by Council. The Community Liaison Officer continues to provide support to the Narrandera High School Girls Group each week, creating fun activities and programs for participants to learn and enjoy, however, this was point on hold due to the COVID-19 restrictions.	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 2021 - Council continues to increase support services available to residents of the Shire. The Domestic Violence Committee hosted State Member for Cootamundra Ms Steph Cooke and the Parliamentary Steering Committee on Coercive Control to comment on the report which was recently circulated to raise awareness of Family and Domestic Violence, specifically Coercive	Community Support Manager	Ongoing commitment	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>Control. Consultative meetings were held with Links for Women Griffith to discuss access to emergency housing and accommodation services and how to improve access to these. The 2 residential aged care facilities at Narrandera continue to provide both long term and short term care for those living with a disability as well as the frail aged community members who can no longer live safely at home. Narrandera Home Modifications and Maintenance continues to support residents with lawn mowing services and safety related home modifications.</p>			

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 2021 - During the reporting quarter Council submitted five applications for grant funding under the Fixing Local Roads Program Round 3. Council received successful notification for the grant application for the construction of a new taxiway at the Narrandera-Leeton Airport funded under the Regional Airports Program Round 2.	Works Manager	Progressing	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 2021 - The following works have been completed for the reporting period, 2.0 kilometres of gravel resheet works and 105.83 kilometres of maintenance grading works.	Works Manager	Progressing	25%
ACTION 3 - Maintain the condition rating of the road network across the Shire in accordance with	A complete and reliable asset management plan.	Maintain the road network in accordance with adopted levels of service.	As of 30 September 2021 - No footpath condition data was collected during the reporting period.	Works Manager	Not yet commenced	0%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
agreed service levels						

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 2021 - Local Roads & Community Infrastructure Round 2 funding project are all on track. The Drought Stimulus Grant (Playground on the Murrumbidgee program) Destination and Discovery Hub project is progressing well with quotes being called for for demolition of the existing building and construction works are underway for the camp kitchen and amenity building at the Lake Talbot Tourist Park. The Sports Ground Clubroom building is completed and plans are being developed to schedule an official opening date. Staff are waiting for a response on the submissions from 2 grant projects under the Building Better Regions program for the upgrade of the powered sites at the Lake Talbot Tourist Park and an energy efficiency project looking to install 270 KW of solar power panels at various Council sites.	Projects and Assets Manager	Progressing	30%
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 2021 - Milestone activities are being met with the Playground on the Murrumbidgee Program. The construction of a new amenity block and camp kitchen at the Lake Talbot Tourist Park has commenced and is scheduled to be	Projects and Assets Manager	Progressing	30%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			completed by December 2021. Project activities identified under the Local Roads and Community Infrastructure grant program Round 2 are all proceeding as scheduled and on budget.			
ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure	Details of applications submitted and the outcome.	Funding opportunities to replace key facilities and infrastructure.	As of 30 September 2021 - No new applications were submitted during the reporting period. An application for the Narrandera Water Treatment Plant scoping study submitted in 2018 was approved in October 2021 and is currently underway.	Water Sewer Manager	Ongoing commitment	100%
ACTION 2 - Continuation and monitoring of the Integrated Water Cycle Management Plan (IWCMP).	Reporting of milestones achieved within the IWCMP.	Implement IWCMP; report on direct actions derived from the IWCMP with relevant timeline and Key Performance Indicators.	As of 30 September 2021 - The Integrated Water Cycle Management strategy additional works, including the Groundwater Sustainability Study is now underway with December 2021 the scheduled completion date.	Water Sewer Manager	Progressing	95%
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.	As of 30 September 2021 - Planned capital works program is progressing as scheduled. Significant works include the completion of the sewer main relining program and commencement of the Pine Hill Reservoir construction project at the intersection of Pine Hill Road, Narrandera and Ridgeview Road, Narrandera.	Water Sewer Manager	Progressing	20%

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	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 measureables contained within the Delivery Program.	As of 30 September 2021 - The reporting on measurables within in the adopted Delivery Program continues on a three monthly basis.	Governance & Engagement Manager	Ongoing	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 2021 - The completed 2021 Community Survey has been posted to the website of Council for community viewing; also placed on the website are the findings from the 2016 Community Survey.	Governance & Engagement Manager	Completed	100%

ACTION	Measured By	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 2021 - Council's 2020-2021 Financial Statement have been audited and published. Fit for the Future benchmarks were achieved with the exception of the Own Source Revenue target of 60%. Council's Own source Revenue has been below 60% for the past two financial years. This is driven by the unusually high level of external funding, predominately grants that Council has secured over this period. This additional external funding reduces Council's own source revenue as a percentage of total revenue.	Deputy GM Corporate & Community	Completed	100%
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 2021 - The refreshed Customer Service Charter is now on the website of Council for community viewing with the Senior Customer Service Administration Officer tasked with informing Council staff of the contents of the Charter.	Governance & Engagement Manager	Completed	100%

ACTION	Measured By	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 2021 - Any requests for financial support are considered in accordance with strategic documents and budgetary constraints.	Governance & Engagement Manager	Ongoing	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 2021 - 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 During this quarter the website was viewed 28,739 times by 7,946 unique users. The top 10 pages included the home page, COVID-19 update, Contact us, Council meetings, Working at Council, Waste and Recycling, Council meetings, Have Your Say, Councillors and the Livestream page.	Communications Officer	Ongoing	100%
ACTION 1 - Accountable, transparent and ensure open	Revise Council's Procurement Policy by 31 December 2018.	Council's procurement provides best value and protects	As of 30 September 2021 - Council has adopted the revised Procurement Policy with the Procurement Manual endorsed by the Executive Leadership Team. The Procurement Policy, the Procurement Manual and may other template documents	Governance & Engagement Manager	Completed	100%

ACTION	Measured By	Target	Comments	Responsible Officer Position	Status	Progress
communication between the community and Council		against fraud and corruption.	have now been placed on the home page of MAGIQ under the tab called 'Procurement'.			
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 the 30 September 2021 - During the first quarter of the 2021-2022 financial year the Human Resource Team has placed a considerable amount of resources into the development of employee communication in relation to all matters surrounding COVID-19. The Workplace Health Safety and Risk Officer is currently in the process of developing a Health Monitoring policy and procedure. Other policies reviewed during this period include the Succession Planning Policy, Domestic and Family Violence Policy, Performance Management and Development Policy, Equal Employment Opportunity Policy and the Apprentices, Trainees and School Based Apprentice Policy.	Human Resources Manager	Progressing	40%
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 2021 - The Human Resources Team continue to report monthly to the Executive Leadership Team (ELT) on staff demographics. Recent amendments to the reporting format has allowed for more detailed information to be provided - new information includes gender distribution by management level, workforce distribution by gender and directorate and workforce distribution by directorate. The Senior Management Team Meeting is also provided with much of this information on a monthly basis.	Human Resources Manager	Ongoing	100%

ACTION	Measured By	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 2021 - The Human Resources team continue to assisted managers and supervisors in completing their requirements with in the Pulse Performance Management Process . Available statistics for the first quarter of the current financial year clearly shows a marked improvement in the completion of the Pulse set phase requirements. The Human Resources Team has completed documentation for all step increases and training requests are currently being processed. The reporting requirements should be completed in the near future, allowing the team to report outcomes to the Executive Leadership Team in November 2021.	Human Resources Manager	Progressing	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 2021- Local Government Baseline Training was provided training to managers and supervisors in workplace writing. Internal reminders to staff are issued when necessary about the importance of creating accurate, relevant and easy to read documents. Strategic documents, Corporate Report and Business Papers are proof read before publication. The Human Resources Team will source advanced report writing skills refresher training in the near future.	Human Resources Manager	Ongoing	80%
ACTION 3 - As an organisation the information management capability meets the	Implement actions within the Information Management Strategy 2014-2019 also review and update the	Maintain an Information Management Strategy providing best value contemporary services.	As of 30 September 2021 - The Information Management Strategy 2014-2019 continues to be reviewed each year as part of the capital works budget process to include suitable projects. Council Information Technology staff are currently preparing to update the strategy.	Information Technology Manager	Progressing	50%

ACTION	Measured By	Target	Comments	Responsible Officer Position	Status	Progress
needs of the users and the community	Information Strategy 2014-2019 during 2020.					
ACTION 4 - Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised	Recommendations to maximise Council's financial position.	Monitor Council's financial situation and progress against Fit for the Future benchmarks.	As of 30 September 2021 - 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 financial investments in accordance with the Investment Policy and reports on investments 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	Progressing	80%
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 the funding body requirements.	Monitor the level of State and Federal Government grants payable to Council.	As of 30 September 2021 - 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 an Information Technology Officer are undertaking a review of the register and an upgraded version will be available soon.	Finance Manager	Ongoing	80%

ACTION	Measured By	Target	Comments	Responsible Officer Position	Status	Progress
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 Council's risk profile.	As of 30 September 2021 - A monthly report detailing the invested monies of Council is presented to each Council meeting. The report details all transactions that have taken place within the preceeding month and gives a snapshot of the portfolio and credit limits to make sure that Council remains within the prescribed amount allowed for each financial institution.	Finance Manager	Progressing	80%
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 dogs registered under the Companion Animals Act.	As of 30 September 2021 - A total of 13 dogs were registered as companion animals for this quarter.	Administration Assistant - Development and Environment	Progressing	25%

ACTION	Measured By	Target	Comments	Responsible Officer Position	Status	Progress
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 2021 - A total of 5 cats were registered as companion animals for this reporting quarter.	Administration Assistant - Development and Environment	Progressing	25%
ACTION 6 - The Narrandera Shire Local Environmental Plan 2013 (LEP) is reviewed within a 5 year cycle	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 2021 - Preparatory work has commenced to review the Local Environmental Plan (LEP). The first review will be a 'housekeeping' task to rectify any minor anomalies and omissions with a comprehensive review to align with the completion of the studies identified within the Local Strategic Planning Statements over the next four years. An initial discussion has been held with Department of Planning, Industry and Environment staff to discuss the pending update.	Deputy GM Infrastructure	Progressing	75%
ACTION 7 - Planning instruments reflect the	Compliance with guidelines from the Department	Documents are reviewed against	As of 30 September 2021 - The Community Participation Plan was adopted by Council in December 2019. The Local Strategic Planning Statement was adopted by Council in August 2020 and preparatory work has commenced to	Deputy GM Infrastructure	Ongoing	100%

ACTION	Measured By	Target	Comments	Responsible Officer Position	Status	Progress
intent and direction of land use strategies and facilitate development and growth of the Shire	of Planning and Environment.	intended outcomes.	review the Local Environmental Plan. Revisions and additions of other planning instruments are now being conducted in accordance with the adopted and agreed timeline.			
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 2021 - Council received 9 Development Applications during this reporting quarter, therefore 9 Development Applications have been received this financial year. For the same reporting quarter in 2020-2021 there were also 9 Development Applications lodged and in 2019-2020 there were 11 Development Applications lodged.	Administration Assistant - Development and Environment	Progressing	25%
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 2021 - During this reporting quarter the average Development Application assessment timeframe was 30 days compared to the statutory 40 day timeframe.	Administration Assistant - Development and Environment	Progressing	25%

ACTION	Measured By	Target	Comments	Responsible Officer Position	Status	Progress
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 2021 - Council has maintained its membership and active role in RAMJO during the reporting period with attendance by the Mayor, General Manager and Deputy Mayor in both Board and Committee meetings.	General Manager	Progressing	25%

