



**Delivery Program 2018-2022**  
**Annual Report**  
**as at 30 June 2019**

# THEME 1 - OUR COMMUNITY

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

### ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community attitude

| Action Code | Action  | Responsible Position   | Comment  | Action Status      |
|-------------|---|------------------------|--|--------------------|
| 1.1.1.1     | MEASURE (1) - 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. | Communications Officer | <p>As at 30 June 2019 - Across the past 12 months Council has published 91 media releases for public information, with the website media releases landing page on Council's website being viewed 914 times. While the website has been viewed a total of 58,574 times by 17,836 users.</p> <p>Social media interaction has increased and currently the Facebook page has 1,414 followers and 1,350 likes and 75,214 unique user engagements. Since its creation the Council Instagram page has placed 43 posts and has 327 Followers. LinkedIn is also being utilised by Narrandera Shire Council to promote business, industry and economic growth as well as advertising specialist roles. LinkedIn currently has a following of 135 people.</p> | Ongoing commitment |
| 1.1.1.2     | MEASURE (2) - Details of engagement opportunities for each reporting period with cumulative totals.   | Communications Officer | <p>As at 30 June 2019 - Over the last 12 months Council has continually increased the level of engagement with the community, facilitating more workshops such as the Responsible Service of Alcohol training, artist workshops, industry forums such as the very successful Pig Forum also the Drought Relief tour travelling across this Shire with the co-operation of NSW Business Connect. The social media platforms have increased from Facebook to also include Instagram and LinkedIn providing additional engagement forums with the community. Councillors continue to have</p>   | Ongoing commitment |

| Action Code | Action   | Responsible Position            | Comment  | Action Status |
|-------------|--|---------------------------------|--|---------------|
|             |  |                                 | personal involvement with community members by being a part of Listening Post sessions also being available once a month on a rotational basis to meet personally with community members. Councillors also have their own networks where they take enquiries from community members and advocate for the resolution of an issue.   |               |
| 1.1.1.3     | MEASURE (3) - Proactive committees with meetings conducted as per terms of reference and held as scheduled. Minutes of Committees made available to Council and the community. | Deputy GM Corporate & Community | As at 30 June 2019 - All S.355 Committees have been formed and are operating as scheduled. As required by the Local Government Act, 1993 there will be ongoing training for Committees on the recently adopted new Code of Conduct and Code of Meeting Practice also Workplace Health and Safety training. Minutes from these meetings are reported to Council and members of the community following each meeting.. | Completed     |

## **ACTION 2 - Continue with strategic advocacy for the delivery of integrated health and wellbeing programs**

| Action Code | Action  | Responsible Position | Comment  | Action Status |
|-------------|---|----------------------|--|---------------|
| 1.1.2.1     | MEASURE (1) - Details of advocacy efforts during the reporting period and outcomes. | General Manager      | As at 30 June 2019 - Advocacy initiatives by the General Manager across the reporting year include 2 meetings with Murrumbidgee Local Health District (MLHD), initial meetings regarding the formation of a local health alliance, a meeting with the General Practitioner assisting the local aboriginal community, two attendances at forums staged by "Pathways" which is a subsidiary of MLHD, attendance at a seminar promoting a drug and alcohol rehabilitation service, providing direct assistance to the establishment of a Wellness Centre in Narrandera which opened in May 2019. The Mayor is an active member of the new Riverina and Murray Joint Organisation of Councils (RAMJO) health subcommittee; the Economic Development Manager is currently promoting the | Completed     |

| Action Code | Action | Responsible Position | Comment                                | Action Status |
|-------------|--------|----------------------|--|---------------|
|             |        |                      | establishment of a local health forum. |               |

**ACTION 3 - Continue positive interactions with the Narrandera Interagency also the Aboriginal representative bodies within the community**

| Action Code | Action  | Responsible Position                         | Comment   | Action Status      |
|-------------|---|--|---|--------------------|
| 1.1.3.1     | MEASURE (1) - Number of meetings attended and outcomes from the meetings. | Community Transport and Home Support Manager | As at 30 June 2019 - Interagency Meetings continue to be an important networking tool to ensure the utilization, retention and expansion of services to the Narrandera Community. The successful recruitment of a Community Liaison Officer will now strengthen the engagement and linkage between Council and the Aboriginal representative bodies within the Shire. | Ongoing commitment |

**ACTION 4 - Implementation and monitoring of the Positive Aging Strategy & Disability Inclusion Action Plan**

| Action Code | Action  | Responsible Position                              | Comment  | Action Status |
|-------------|---|---|--|---------------|
| 1.1.4.1     | MEASURE (1) - Details of progressive achievements measured against the relevant plan. | Community Development (including Library) Manager | As at 30 June 2019 - Council continues to lobby for increased and improved services for our aged and disabled residents. Council ran an extensive program of Seniors Festival activities during February 2019 in partnership with Murrumbidgee Local Health District, Narrandera Bidgee Boxing, Narrandera Seniors, Barellan Memorial Pool and Narrandera Lions Club. The partnerships delivered a range of outings and events activities focussed on both entertaining but to also achieve a number of goals contained with the Disability Inclusion Action Plan and the Positive Aging Strategy. A number of the activities were run on a 'come and try basis' but are generally available all year long for | Progressing   |

| Action Code | Action | Responsible Position | Comment                  | Action Status |
|-------------|--------|----------------------|--------------------------|---------------|
|             |        |                      | interested participants. |               |

### **ACTION 5 - Transport options are available to identified members of the community**

| Action Code | Action   | Responsible Position                         | Comment  | Action Status      |
|-------------|--|--|--|--------------------|
| 1.1.5.1     | MEASURE (1) - The number of clients provided with community transport during the reporting period. | Community Transport and Home Support Manager | As at 30 June 2019 - Across the 2018-2019 reporting period the Narrandera Leeton Community Transport service provided a total of 14,412 trips to residents of both Narrandera and Leeton Shires; of those trips 8,429 trips were delivered to clients 65 years or over and 4,398 were delivered to those who are transport disadvantaged. A further 1,585 trips were delivered to either National Disability Insurance Scheme (NDIS) participants, allied health services, non-emergency health related transport or through taxi vouchers or other brokerage agreements.. Of the total trips across the reporting period 2,018 trips were delivered to residents who identify as Aboriginal and Torres Strait Islander. | Ongoing commitment |

### **ACTION 6 - Information about community services that are accessible within the Shire to be broadcast through various means**

| Action Code | Action   | Responsible Position                         | Comment   | Action Status      |
|-------------|--|--|---|--------------------|
| 1.1.6.1     | MEASURE (1) - The currency and accuracy of information available to the community also the number of website page hits and Facebook page | Community Transport and Home Support Manager | As at 30 June 2019 - Across the 2018-2019 reporting year there were 3,920 unique views on Facebook posts relating to Community Transport and Home Support Programs; these included information about an office closure resulting from storm damage, new services being offered also the extension of some programs. | Ongoing commitment |

| Action Code | Action | Responsible Position | Comment | Action Status |
|-------------|--------|----------------------|---------|---------------|
|             | likes. |                      |         |               |

**ACTION 7 - Where possible ensure socially disadvantaged members of the community have access to or are advised of how services can reduce their isolation**

| Action Code | Action   | Responsible Position                         | Comment   | Action Status      |
|-------------|--|--|---|--------------------|
| 1.1.7.1     | MEASURE (1) - 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. | Community Transport and Home Support Manager | As at 30 June 2019 - During the 2018-2019 reporting year the Narrandera Leeton Social Support provided 2,061 hours of Social Support and 156 hours of Respite to 82 individual clients; of the total hours 52 hours were delivered to National Disability Insurance Scheme (NDIS) participants, the remaining clients were all referred through the My Aged Care portal. Each client is an individual with activities during these hours ranging from home visits with clients, social outings, assistance with the running of errands and/or social bus trips. | Ongoing commitment |

## STRATEGY 2 - TO ADVOCATE FOR QUALITY EDUCATIONAL AND CULTURAL OPPORTUNITIES

### ACTION 1 - Continued strategic advocacy for strengthening of the Narrandera centres of learning

| Action Code | Action   | Responsible Position | Comment   | Action Status |
|-------------|--|----------------------|---|---------------|
| 1.2.1.1     | MEASURE (1) - When required details of advocacy efforts. | General Manager      | <p>As at 30 June 2019 - During the reporting year Council supported the Narrandera campus of TAFE NSW new Connected Learning Centre with two functions welcoming the business community to the facility. The Manager of Human Resources and other staff attended the Narrandera High School to offer work placement and traineeships to students within the Council organisation; a number of work experience students attended Council worksites and one traineeship within Development and Environment Services commencing.</p> <p>Council has been proactive with its advocacy writing to the NSW local member for Cootamundra also the Minister for Education advocating for Out of School Hours care for Narrandera.</p> | Completed     |

### ACTION 2 - Develop a Narrandera Shire Cultural Plan to increase community participation in the Arts and cultural activities

| Action Code | Action  | Responsible Position                              | Comment   | Action Status |
|-------------|---|---|---|---------------|
| 1.2.2.1     | MEASURE (1) - Details of events held at the centre including type of event and attendance statistics. | Community Development (including Library) Manager | As at 30 June 2019 - Action on the Narrandera Shire Cultural Plan is ongoing, examination of available plans from other Local Government Authorities and organisations with an emphasis on those from areas with similar characteristics is being undertaken prior to the establishment of a basic framework. Once a framework and consultation plan have | Progressing   |

| Action Code | Action  | Responsible Position                              | Comment   | Action Status |
|-------------|---|---|---|---------------|
|             |   |   | been established, community consultation will begin during the second half of 2019.   |               |
| 1.2.2.2     | MEASURE (2) - Regular review of strategies and target groups in response to event statistics. | Community Development (including Library) Manager | As at 30 June 2019 - While the Cultural Plan is being developed actions to increase community participation in the Arts have commenced with a range of exhibitions and seminars held at the Narrandera Arts & Community Centre. The Arts and Cultural S.355 Committee has now been established uniting the interests of both the Arts & Community Centre also the Parkside Cottage Museum combining the skills and experience of organisations such as NACNET and the Western Riverina Arts Board also other interested individuals from the community. Volunteer committees are currently working on developing both venues. Parkside Cottage Museum has hosted Country Art Support Program funded writers workshops and a grant funded examination of the collection and identification of significant items has been undertaken. Future plans of the Arts and Cultural Committee include easel days for local artists at the Arts Centre and the rotation of items from the Museum collection to other cultural and tourism venues | Progressing   |



## STRATEGY 3 - TO FEEL CONNECTED AND SAFE

### ACTION 1 - Strategic advocacy for an enhanced Police presence, at the very least the maintenance of current levels

| Action Code | Action   | Responsible Position | Comment  | Action Status |
|-------------|--|----------------------|--|---------------|
| 1.3.1.1     | MEASURE (1) -Number of advocacy interactions and outcomes. | General Manager      | <p>As at 30 June 2019 - During the 2018-2019 reporting year the Mayor and General Manager met with local police and senior representatives 4 times to advocate for a restoration of police numbers in both the Narrandera and Barellan communities. Council also wrote to the State Local Member and the Police Minister about this issue. The General Manager highlighted the state of the local station at Barellan and the need for suitable accomodation. It is with great pleasure to announce that prior to 30 June 2019, police numbers within the Shire had been restored with a dedicated officer now located at Barellan..</p> <p>At the end of the reporting period police numbers had been fully restored.</p> | Completed     |

### ACTION 2 - Maintain and enhance the current network of CCTV cameras in key locations

| Action Code | Action  | Responsible Position           | Comment   | Action Status |
|-------------|---|--------------------------------|---|---------------|
| 1.3.2.1     | MEASURE (1) - 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 | Information Technology Manager | As at 30 June 2019 - The Information Technology section continues to maintain each of the separate CCTV systems around Narrandera and has a good working relationship with external contractors and their staff. During the reporting year one now redundant camera was replaced with 3 new cameras added to existing CCTV systems to monitor identified areas of interest. | Progressing   |

| Action Code | Action                               | Responsible Position | Comment | Action Status |
|-------------|--------------------------------------|----------------------|---------|---------------|
|             | requested for viewing by NSW Police. |                      |         |               |

# THEME 2 - OUR ENVIRONMENT

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

### ACTION 1 - Encourage and promote environmental awareness

| Action Code | Action   | Responsible Position          | Comment   | Action Status |
|-------------|--|-------------------------------|---|---------------|
| 2.1.1.1     | MEASURE (1) - Project delivery and works programs result in minimal environmental harm.  | Deputy GM Infrastructure      | As at 30 June 2019 - Narrandera Shire Council was successful in obtaining grant funding under the Roadside Reserves Environment grant program enabling a wide cross section of staff to be trained in roadside environment awareness in particular environments most at risk. Staff are now using this resource to carryout on the ground assessments of road side reserves as required. Council staff through project planning and design ensure projects cause minimal environmental harm; compliance with the requirements from NSW Fisheries and other stakeholders is a priority in carrying out works around sensitive waterways such as the Lake Talbot waterway precinct. | Completed     |
| 2.1.1.2     | MEASURE (2) - Statistical information on the number of inspections performed also a summary of the inspections results – are we being effective, are we achieving control. | Open Space Recreation Manager | <p>As at 30 June 2019 - The following is a statistical overview of inspections and actions within the 2018-2019 reporting year:</p> <p>276 inspections completed in total; of those 104 private property inspections completed.</p> <p>59 general bio-security directions were given – the majority of which were verbal direction, 16 of which were directions including 1 issued to a foreign company. The verbal directions detailed control plans for minor incursions.</p> <p>The following species were identified and actioned in order of occurrence during the reporting year:</p>   | Completed     |

| Action Code | Action  | Responsible Position          | Comment  | Action Status |
|-------------|---|-------------------------------|--|---------------|
|             |   |                               | African Boxthorn<br>Silverleaf Nightshade<br>Bathurst Burr<br>Spiny Burr<br>St John's Wort<br>Noogora Burr<br>Bridal Creeper<br>Prickly Pear<br>Blackberry   |               |
| 2.1.1.3     | MEASURE (3) - Works finalised against the schedule of works, progressive and comparative statistical data on trees removed, trees replaced and new plantings. | Open Space Recreation Manager | As at 30 June 2019 - Given the dryer than normal season across the reporting period it was necessary to hire and purchase additional water carts to water trees up to 5 year old to assist in their initial establishment and survival.  | Completed     |
| 2.1.1.4     | MEASURE (4) - Strategies and plans to preserve a unique feature of our native fauna.  | Open Space Recreation Manager | As at 30 June 2019 - Ongoing support for the Narrandera's Koala population through habitat preservation and assistance with the annual Koala count is coordinated by the Koala Regeneration Committee. Council also support the preservation of our natural environment with regular patrols across key locations to lessen the impact of stray dogs and cats on our fauna and unwarranted destruction of our flora. | Completed     |

## STRATEGY 2 - TO EFFECTIVELY MANAGE AND BEAUTIFY OUR PUBLIC SPACES

### ACTION 1 - Focus on the Narrandera CBD Masterplan

| Action Code | Action   | Responsible Position           | Comment  | Action Status |
|-------------|--|--------------------------------|--|---------------|
| 2.2.1.1     | MEASURE (1) - Achieving project milestones.                                      | Manager of Projects and Assets | As at 30 June 2019 - During the 2018-2019 reporting year funding from the Federal Government Drought Assistance Package has allowed Council to complete the redevelopment of the East Street, Narrandera and Whitton Street, Narrandera intersection gateway project. Water main replacement works commenced as part of the Bolton Street, Narrandera redevelopment.   | Progressing   |
| 2.2.1.2     | MEASURE (2) - Spaces where the needs of the community as a whole are considered. | Open Space Recreation Manager  | As at 30 June 2019 - Infrastructure works within Bolton Street, Narrandera between East Street and Cadell Street are well advanced in preparation for the rejuvenation of this link to the CBD area of Narrandera. In addition the new BBQ areas at Marie Bashir Park have been completed and the walking/running track surrounding the oval at Marie Bashir Park has now been completed and is promoted as a tool for fitness and overall well being. The construction of the amenities/changeroom facility at Barellan has been finalised which is more than just a sporting facility, it has the capability of supporting the Barellan community during an emergency situation. | Completed     |

### ACTION 2 - Develop a small parks strategy

| Action Code | Action  | Responsible Position          | Comment   | Action Status |
|-------------|---|-------------------------------|---|---------------|
| 2.2.2.1     | MEASURE (1) - Accessible parks that provide for local play, passive recreation, | Open Space Recreation Manager | As at 30 June 2019 - Projects completed for the reporting year include: | Completed     |

| Action Code | Action   | Responsible Position | Comment  | Action Status |
|-------------|--|----------------------|--|---------------|
|             | <p>general open space and urban beautification within easy access of residents and visitors.</p> |                      | <p><u>Marie Bashir Park, Narrandera</u></p> <p>Steel picket fence and a walking/jogging track surrounding the sporting oval has been completed.</p> <p>Refurbishment and extensions to the skate park at Marie Bashir Park has been completed</p> <p>Three new BBQ areas completed</p> <p>Basketball Pit completed</p> <p>Liberty Swing completed</p> <p>Removal of old garden beds along Cadell Street</p> <p>Western area irrigation system completed</p> <p>Tree planting in key locations of the park completed</p> <p><u>Hankinson Park, Narrandera</u></p> <p>New irrigations system and landscaping will be taking place prior to Christmas 2019</p> <p><u>Narrandera Cemetery</u></p> <p>Beatification works at the entrance and internally by the planting of trees adjacent to Lawns 1, 2, 3 &amp; 4</p> <p>Preparatory works and construction of Lawn 4</p> |               |

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

### ACTION 1 - Consider and where possible implement sustainable environmental practices

| Action Code | Action   | Responsible Position                | Comment   | Action Status |
|-------------|--|-------------------------------------|---|---------------|
| 2.3.1.1     | MEASURE (1) - Progress of the Masterplan also statistical data on the volume 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. | Manager Development and Environment | As at 30 June 2019 - Community use of the Community Recycling Centre at the entrance to the Narrandera facility diverts specified materials such as water-based and oil-based paints, fluorescent lights, batteries, gas bottles, fire extinguishers, acid and alkalines, etc away from landfill. Council is in ongoing discussions with an operator regarding installation of a reverse vending machine at the Narrandera Landfill site. The landfill audit is scheduled to occur during 2019 with audit outcomes helping to determine priority actions identified within the Masterplan   | Progressing   |
| 2.3.1.2     | MEASURE (2) - Actions taken by Council to reduce its environmental footprint such as quantifiable billing trends.  | Executive Engineer                  | As at 30 June 2019 - By installing solar photovoltaic systems at the Council Administration Centre, the Narrandera Shire Library and at the Narrandera Works Depot; Council has generated over 84 kilowatts of power. This self power generation represents a financial saving of over \$21,000 across the reporting year equating to a carbon footprint reduction of over 80 tonnes of carbon dioxide emission. As Council moves forward with the initiative, monitoring and comparative information can be obtained through the usage of E21 software which tracks Council electricity accounts and identifies anomalies and areas for potential savings. | Completed     |
| 2.3.1.3     | MEASURE (3) - Council managed parks and reserves to be watered with re-use or untreated water rather than potable water.   | Open Space Recreation Manager       | As at 30 June 2019 - Across the 2018-2019 reporting year Council continued with its commitment to use non-potable water on key community assets such as the Narrandera Cemetery (lawn cemeteries only), Henry Mathieson Oval also Marie Bashir Park Oval. Automated watering systems have been installed along parts of Victoria Avenue adjacent to the Narrandera Sports Stadium and the Narrandera  | Completed     |

| Action Code | Action | Responsible Position | Comment  | Action Status |
|-------------|--------|----------------------|--|---------------|
|             |        |                      | Sportsground. A re-use metered connection was recently installed adjacent to to Hankinson Park, Victoria Avenue, Narrandera in preparation for the refurbishment of this parkland. |               |



# 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 1 - Continued delivery of actions contained within the Economic Development Strategy

| Action Code | Action  | Responsible Position         | Comment  | Action Status |
|-------------|---|------------------------------|--|---------------|
| 3.1.1.1     | MEASURE (1) - Information to Council and the community on efforts to encourage new business and industry but also support existing enterprises.   | Economic Development Manager | As at 30 June 2019 - A wide variety of activities and projects have been undertaken across the 2018-2019 reporting year encouraging new business and industry also to support existing enterprises. Projects commenced and or/completed during the year included participation in Small Business Month October 2018 with special events including Narrandera Connected, Narrandera Activated and Shire-wide Drought initiative. Successful negotiation of community fares with REX airlines, participation in the 130 page special feature on Narrandera Shire in the 2019 Winter Edition of Central West Lifestyle Magazine also the negotiations with Tomra/Cleanaway for the installation of a Reverse Vending Machine (Return and Earn program) in Narrandera. | Progressing   |
| 3.1.1.2     | MEASURE (2) - Attend Narrandera Business Group Meetings; facilitate guest speakers at Business Group functions; provide information, advice and leverage opportunities for information sharing. | Economic Development Manager | As at 30 June 2019 - The Economic Development Manager attended regular Narrandera Business Group meetings where possible and provided updates to members on activities and projects within Council's Economic Development Unit.  | Progressing   |

| Action Code | Action  | Responsible Position         | Comment  | Action Status |
|-------------|---|------------------------------|--|---------------|
| 3.1.1.3     | MEASURE (3) - Facilitate an industry specific forum to inform landholders and investors of opportunities in the Shire for the pig and chicken industry.   | Economic Development Manager | As at 30 June 2019- During the 2018-2019 reporting year a well-attended Pig Industry Forum was arranged in Narrandera and Mr David Farley undertook to follow-up some private industry leads obtained from attendees at the Narrandera forum. The landholders and Investors who attended the forum were addressed by highly qualified industry speakers. Enquiries within the poultry industry this year have established that there is no support for the holding of such a forum at this time. | Progressing   |
| 3.1.1.4     | MEASURE (4) - 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. | Economic Development Manager | As at 30 June 2019 - The Sale of Industrial Land Red Hill Estate policy was reviewed to include competitive arrangements for licensed agents to list the land for sale. The Red Hill Industrial Estate appearance has been improved with new billboards, sale signs and maintenance program for roadside vegetation.   | Progressing   |

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

### ACTION 1 - Strategic advocacy to support population retention with particular focus on the youth of our Shire

| Action Code | Action   | Responsible Position                         | Comment   | Action Status |
|-------------|--|--|---|---------------|
| 3.2.1.1     | MEASURE (1) - Youth projects and engagement opportunities. | Community Transport and Home Support Manager | As at 30 June 2019 - Youth Week 2019 was a successful collaboration between Council and a number of partner such as Totem Skate School, Narrandera Bidgee Boxing, the NSW Roads and Maritime Services and Fusion Narrandera. Council's new Community Liaison Officer has begun work and the application process is now underway for the Narrandera Youth Advisory Council; once this Council is established they will be working on a Youth Strategic Plan for Narrandera Shire including the fun stuff like organising activities for young people within the community. | Progressing   |

### ACTION 2 - Strategic advocacy for diverse housing options

| Action Code | Action   | Responsible Position                         | Comment   | Action Status      |
|-------------|--|--|---|--------------------|
| 3.2.2.1     | MEASURE (1) - Enhanced accommodation options that may be made available to members of the community. | Community Transport and Home Support Manager | As at 30 June 2019 - Council continues to advocate for increased services to support the Narrandera Shire community including options for victims of domestic violence or to those that find themselves homeless. Council also supports the Narrandera Domestic Violence Awareness Committee in their efforts to provide the community with information on domestic violence and that help is available. Refuge services are currently in place within the region and assistance with emergency crisis accommodation is provided through the Linking Communities Network. Flexible housing solutions are currently under discussion as part of the potential influx of labour during the construction phase of the proposed solar farms within the Shire. | Ongoing commitment |

# THEME 4 - OUR INFRASTRUCTURE

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

### ACTION 1 - Through advocacy seek funding commitments for identified roadway projects and strategies

| Action Code | Action  | Responsible Position | Comment  | Action Status |
|-------------|---|----------------------|--|---------------|
| 4.1.1.1     | MEASURE (1) - Advocacy efforts and the reporting of successful outcomes using a timeline. | Works Manager        | As at 30 June 2019 - Council has achieved the goal of this strategy by successfully applying for and receiving funding for various roadwork projects. Council made an application to upgrade the road and causeway on Canola Way crossing Cowabbie Creek east of Grong Grong, this application was successful at a value of \$670,000. Council is also planning to complete the Kamarah Road curve realignment by March 2020 which has been funded by the Heavy Vehicle Safety and Productivity Program which is a \$450,000 project. Colinroobie Road is a \$1.3M project funded under Fixing Country Roads being shared with Leeton Shire Council and currently under construction. Council completed strategic road reviews and based its 2018-2019 and 2019-2020 funding application plans that were reported and endorsed by Council in March 2018. | Completed     |

### ACTION 2 - Road assets are managed in accordance with the road service review and asset management plans

| Action Code | Action  | Responsible Position | Comment  | Action Status |
|-------------|---|----------------------|--|---------------|
| 4.1.2.1     | MEASURE (1) - Strategic mapping of reseal, re-sheeting or grading works made available to the community also details of | Works Manager        | As at 30 June 2019 - The following works have been completed for the reporting year: | Completed     |

| Action Code | Action  | Responsible Position | Comment  | Action Status |
|-------------|---|----------------------|--|---------------|
|             | works undertaken during the reporting period. |                      | <ul style="list-style-type: none"> <li>- 17 kilometres of Otta seal including Irons, The Gap, Buckingbong, Settlers, Old Wagga, Lismoyle, Euratha, Showground Roads, Brookong Street and Lizard Drive;</li> <li>- more than 500 km of maintenance grading;</li> <li>- approximately 80 km of shoulder grading &amp; table drain maintenance;</li> <li>- 28 km of re-sheeting including Walkers, Jolleys, Devlins Bridge, Birrego, Paynters Siding, Grong Grong River, Bulloak Tank, Gawnes, Williams, Landervale, Mejum, Willows, Druces, Semmler, Centenary, Ellis, Settlement, Orams, Kennys, Killara, Hulmes Roads and Brewarrena, Litchfileld Lanes;</li> <li>- despite extreme dry weather preventing maintenance grading during summer, the grading program was completed;</li> <li>- approximately 18km of reseals including Larmer St, Douglas St, Crescent St, Audley St, Whitton St, Jonsen St, Binya St, Mulga St, Barellan Rd, Canola Way, Sandy Creek Rd, Stronitan Rd, Sandigo Rd and Back Morundah Rd.</li> </ul> |               |

### **ACTION 3 - Maintain the condition rating of the road network across the Shire in accordance with agreed service levels**

| Action Code | Action   | Responsible Position | Comment   | Action Status |
|-------------|--|----------------------|---|---------------|
| 4.1.3.1     | MEASURE (1) - A complete and reliable asset management plan. | Works Manager        | As at 30 June 2019 - Council completed gravel depth measurement investigations at 500 metre intervals for the entire gravelled road network within the Shire; at the same time assessing the seal at 500 m intervals on sealed roads. | Completed     |

| Action Code | Action | Responsible Position | Comment   | Action Status |
|-------------|--------|----------------------|---|---------------|
|             |        |                      | <p>With factual data a 4 years re-sheet and reseal program can now be redeveloped across the next 12 months. The data allows for the creation of thematic mapping of areas that require attention.</p> <p>The annual maintenance and works program has kept the road network at the same average condition as past years.</p> |               |

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

### ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure

| Action Code | Action   | Responsible Position           | Comment  | Action Status |
|-------------|--|--------------------------------|--|---------------|
| 4.2.1.1     | MEASURE (1) - Availability of accurate and relevant data for all classes of assets.    | Manager of Projects and Assets | As at 30 June 2019 - Water and Sewer spatial and asset data (mapping, components, condition rating, useful life and unit rates) has been successfully migrated onto the Confirm Asset Management System (AMS). The data migration task was extremely complicated and time consuming as each element of the water, sewer and reuse system needed to be entered individually so to conform to the AMS configuration methodology. The AMS was used this year to provide 30 June 2019 financial report on all building and other structure asset groups. Complete road network condition rating inspections on all sealed and unsealed pavement have been conducted in preparation for 30 June 2020 Transport Network Revaluation and development of future renewal maintenance plans. | Progressing   |
| 4.2.1.2     | MEASURE (2) - Completion of projects identified within projected timeframe and budget. | Manager of Projects and Assets | As at 30 June 2019 - The reporting year has been a very productive year with many projects within the recreational and infrastructure sphere being planned, funded and completed. Projects of significance include the upgrade of the Marie Bashir Park skate park, replacement of the cricket oval perimeter fence, construction of three new BBQ shelters and inclusion of a running track around the oval perimeter fence. Barellan also received a new purpose built changeroom facility which replaces the outdated and sub-standard facility. Lake Talbot Water Park also received as part of the adopted Master Plan a new pram ramp and disabled access ramp that now allows for customers to access the pool level from the top most entrance.                            | Progressing   |

| Action Code | Action   | Responsible Position            | Comment   | Action Status |
|-------------|--|---------------------------------|---|---------------|
| 4.2.1.3     | MEASURE (3) - Details of applications submitted and the outcome. | Water Sewer Engineering Officer | As at 30 June 2019 - Applications have been submitted for the Barellan Village Sewer project also the Narrandera West Sewer, in addition an application has been submitted for the upgrade of the current Narrandera Water Treatment Plant. Funding for the scoping of a new Water Treatment Plant has been approved and are currently awaiting update on status of funding applications as well as a Deed for Water Treatment Plant scoping study funding. | Progressing   |

### **ACTION 2 - Continuation and monitoring of the Integrated Water Cycle Management Plan (IWCMP).**

| Action Code | Action   | Responsible Position            | Comment   | Action Status |
|-------------|--|---------------------------------|---|---------------|
| 4.2.2.1     | MEASURE (1) - Reporting of milestones achieved within the IWCMP. | Water Sewer Engineering Officer | As at 30 June 2019 - Milestones achieved include completion and review of Issues Paper also draft and review of Options Study. Remaining milestones include finalisation of Options Study and completion of IWCM Strategy + 30 year asset management and financial plans. The reference group includes Councillors, representatives from EPA, NSW Department of Industry, NSW Health and Council staff. | Progressing   |

### **ACTION 3 - An ongoing program of capital works for both water and sewer operations of Council**

| Action Code | Action  | Responsible Position            | Comment   | Action Status |
|-------------|---|---------------------------------|---|---------------|
| 4.2.3.1     | MEASURE (1) - Progress of proposed works followed by the completion of projects within budget and effectiveness measured by a timeline. | Water Sewer Engineering Officer | As at 30 June 2019 - The reporting year saw the completion of Rising Main Duplication (\$200,000), Riverine and Argyle Street Main replacements (\$200,000), Bore 3 Well Head Replacement (\$50,000), Pine Hill Pump Replacement (\$40,000), Water Treatment Plant Chlorination Upgrade (\$70,000), Elwin Street sewer main (\$20,000). The reporting | Progressing   |



| Action Code | Action | Responsible Position | Comment   | Action Status |
|-------------|--------|----------------------|---|---------------|
|             |        |                      | year also resulted in a greater proportion of projects completed with the value of projects carried over to 2019-2020 being \$172,000 in comparison to \$299,000 of projects carried over to 2018-2019. |               |

# 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 1 - Accountable, transparent and ensure open communication between the community and Council

| Action Code | Action  | Responsible Position            | Comment   | Action Status |
|-------------|---|---------------------------------|---|---------------|
| 5.1.1.1     | MEASURE (1) - Delivery Program update report submitted to Council and community during September, December, March and June annually on outcomes achieved. | Governance & Engagement Manager | As at 30 June 2019 - The reporting on measurables within the adopted Delivery Program continues on a three monthly basis, however there is scope for improvement which will be the subject of a session at a future Senior Management Team meeting. The Audit, Risk and Improvement Committee have already identified that there is a need to better benchmark performance which is also the subject of review by the NSW Audit Office. It is understood that the NSW Office of Local Government have a series of proposed performance indicators that have not yet been released for discussion. | Completed     |
| 5.1.1.2     | MEASURE (2) - Scheduled for early 2020 and will inform Council of the views of the community against industry benchmarks.                                 | Governance & Engagement Manager | As at 30 June 2019 - As of 31 March 2019 - Preliminary 2020 Community Survey tasks have commenced by looking at other community surveys to ascertain what new questions can be introduced into the survey.  | Progressing   |
| 5.1.1.3     | MEASURE (3) - Outcomes committed to by Council in its Fit for the Future Improvement Plan.  | Deputy GM Corporate & Community | As at 30 June 2019 - Council's audited general purpose financial statements at 30 June 2018 indicate that Council has surpassed the NSW Local Government industry indicators for all financial benchmarks in both the Consolidated and General Fund except Own Source   | Completed     |

| Action Code | Action   | Responsible Position            | Comment   | Action Status |
|-------------|--|---------------------------------|---|---------------|
|             |  |                                 | <p>Operating Revenue Ratio. The consolidated ratio of 55% is below the benchmark of 60% however the ratio was impacted by Council achieving addition State Government Grants during the reporting year therefore reducing the ratio of own source funds to total operating revenue.</p> <p>Council's long term financial plan for 10 years commencing 2019-2020 indicates progress against the TCorp ratios, however achieving the 60% own source revenue ratio in the coming year will again be unlikely due to the grant funding that Council has been attracting.</p> <p>Councils audited 2018-2019 financial statements are scheduled for completion in August 2019, this will officially provide Fit for the Future ratios for the year ending 30 June 2019.</p> |               |
| 5.1.1.4     | <p>MEASURE (4) - 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.</p> | Governance & Engagement Manager | <p>As at 30 June 2019 - Originating from the Executive Leadership Team, the Customer Service Think Tank group was created 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 outcomes of this Think Tank will be incorporated into the Draft Customer Service Charter to be presented to both the Executive Leadership Team then Council in coming months. The Draft Customer Service Charter has been allocated to a number of key Managers for comment before progressing to the Executive Leadership Team.</p>   | Progressing   |

| Action Code | Action  | Responsible Position            | Comment  | Action Status      |
|-------------|---|---------------------------------|--|--------------------|
| 5.1.1.5     | MEASURE (5) - Council to consider any requests in accordance with the Community Strategic Plan 2017-2030.   | Governance & Engagement Manager | As at 30 June 2019 - Council assisted a number of community organisations through its Financial Assistance Program including - Parkside Cottage Museum, Barellan & District Progress Association, Binya Hall Committee, Australian National Cavy Council, Grong Grong Earth Park, Narrandera Amateur Swimming Club, Rotary Club of Narrandera, Narrandera Show Society, Narrandera Junior Rugby League, Lions Club of Narrandera. Council also supported a number of learning institutions across the Shire for academic achievement awards - Barellan Central School, Binya Public school, Narrandera East Infants School, Narrandera High School, Narrandera Public School, St Joseph's School Narrandera, the Riverina Institute of NSW TAFE and the Narrandera Campus of NSW TAFE. | Ongoing commitment |
| 5.1.1.6     | MEASURE (6) - 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. | Communications Officer          | As at 30 June 2019 - The newly developed website is set to go live on 31 August 2019 for public access. This website will be compliant with Web Content Accessibility Guidelines (WCAG) 2.0 as agreed with the website developers which is inclusive of appropriate colours, font type, font size, imagery, audio and video, links navigation, site structure and forms.   | Progressing        |
| 5.1.1.7     | MEASURE (7) - Revise Council's Procurement Policy by 31 December 2018.  | Governance & Engagement Manager | As at 30 June 2019 - The review of the Procurement Policy has commenced by looking at the policies of other Councils to gauge the scope of the review.   | Progressing        |

## ACTION 2 - A highly skilled and motivated workforce

| Action Code | Action   | Responsible Position    | Comment   | Action Status |
|-------------|--|-------------------------|---|---------------|
| 5.1.2.1     | MEASURE (1) - Reviewed at least every 2 years or when there is legislative or award changes.   | Human Resources Manager | As at 30 June 2019 - The Human Resource Team again experienced staff shortages for the majority of the 2018-2019 reporting period, however despite this the Human Resources team reviewed 13 Workplace Health and Safety (WHS) policies and procedures with a further 6 WHS policy reviews in progress. There are 7 Human Resources (HR) policies that require further development, however 13 Human Resource policies have been reviewed.  | Progressing   |
| 5.1.2.2     | MEASURE (2) - Action recommendations within the Workforce Strategic Plan 2017-2021; report September annually on staff demographics in comparison to previous 3 years. | Human Resources Manager | As at 30 June 2019 - The Human Resources Manager continues to report staff demographics and other actions as per the 2017-2021 Workforce Strategic Plan. Two years of comparative data will be available for the September 2019 reporting requirements as prior to 2017 standardised data collection for comparative purposes was not available.  | Progressing   |
| 5.1.2.3     | MEASURE (3) - Amendments are made as soon as possible; report September annually performance appraisal outcomes.   | Human Resources Manager | As at 30 June 2019 - Managers and supervisors experience issues with the annual Employee Performance Management (EPM) due to time constraints to meet deadlines. As part of the Human Resources continual improvement process a number of modifications will be made to streamline the 2019-2020 processes such as removing those multiple questions that essentially ask for the same information. As from 2019-2020 also each staff member will be held more accountable for meeting their requirements relating to performance management by including the following in each appraisal - 'Follow the guidelines set by Human Resources in relation to performance appraisals and meet all required deadlines'. | Progressing   |

| Action Code | Action  | Responsible Position    | Comment   | Action Status |
|-------------|---|-------------------------|---|---------------|
| 5.1.2.4     | MEASURE (4) - Information presented is accurate, relevant and easy to read. | Human Resources Manager | As at 30 June 2019 - The Human Resources team continually monitors the need to provide training in writing skills, this is generally identified within the annual Employee Performance Management (EPM) process or a direct approach from a Manager or Supervisor. While no skills deficiencies have been identified through the 2017-2018 EPM process, however where necessary any existing and new staff members will be offered the opportunity to attend available training when appropriate. | Completed     |

**ACTION 3 - As an organisation the information management capability meets the needs of the users and the community**

| Action Code | Action  | Responsible Position           | Comment   | Action Status      |
|-------------|---|--------------------------------|---|--------------------|
| 5.1.3.1     | MEASURE (1) - Implement actions within the Information Management Strategy 2014-2019 also review and update the Information Strategy 2014-2019 during 2020. | Information Technology Manager | As at 30 June 2019 - The Information Management Strategy 2014-2019 has been an important document that has been referred to regularly over the past 5 years. The staff have allocated a budget item in the 2019- 2020 budget for the review and update of the document. | Ongoing commitment |

**ACTION 4 - Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised**

| Action Code | Action  | Responsible Position   | Comment  | Action Status |
|-------------|---|------------------------|--|---------------|
| 5.1.4.1     | MEASURE (1) - Recommendations to maximise Council's financial position. | Senior Finance Officer | As at 30 June 2019 - 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 | Progressing   |

| Action Code | Action   | Responsible Position   | Comment  | Action Status      |
|-------------|--|------------------------|--|--------------------|
|             |  |                        | institutions or instances where Crown authorities that are currently non-rateable become rateable. The Finance Manger 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.   |                    |
| 5.1.4.2     | MEASURE (2) - 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. | Senior Finance Officer | As at 30 June 2019 - The grant funding register developed by Council has been utilised by staff throughout the year to record grant specific details. The register will continue to be monitored to determine its effectiveness for grant reporting and revised as required.   | Ongoing commitment |
| 5.1.4.3     | MEASURE (3) - Reported monthly to Council against a timeline.  | Senior Finance Officer | As at 30 June 2019 - A monthly report detailing Councils invested monies is presented to Council each month; the report details all transactions that have taken place within the proceeding month and gives a snapshot of the portfolio 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 budget quarterly review. | Ongoing commitment |

**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**

| Action Code | Action   | Responsible Position                | Comment  | Action Status |
|-------------|--|-------------------------------------|--|---------------|
| 5.1.5.1     | MEASURE (1) - Updated statistics for each reporting period with cumulative totals also to be reported. | Manager Development and Environment | <p>As at 30 June 2019 - Door-to-door compliance checks of companion animals commenced within the first half of 2019 in Narrandera, Barellan and Grong Grong. Animals at each address are scanned for identification and checked on the Companion Animals Register. Penalty Infringement Notices (PINs) are not issued at the time, but information is provided to pet owners about identification (microchipping) and registration requirements with follow-up visits scheduled.</p> <p>During the 2018-2019 reporting year 56 dogs &amp; 2 cats were returned to owners without action, as they were microchip identified, lifetime registered and had not previously come to the attention of compliance staff. 146 dogs were impounded with 38 released to owners. Re-homing numbers continue to increase with 88 dogs and 41 cats re-homed outside of Narrandera Shire. During the same period 31 infringement warnings &amp; 19 penalty notices were issued. There were 4 dangerous &amp; 1 menacing dog incidents.</p> | Progressing   |
| 5.1.5.2     | MEASURE (2) - Updated statistics for each reporting period with cumulative totals also to be reported. | Manager Development and Environment | <p>As at 30 June 2019 - For the reporting year there were 688 microchipped cats residing within the Shire; of which 244 of these comply with registration requirements. Also for the reporting year there were 3,964 microchipped dogs residing within the Shire, of which 1,876 are registered. Door-to-door compliance checks are helping to educate pet owners about their responsibilities to microchip and life-time register cats and dogs. During the reporting year 102 animals were registered within Narrandera Shire, 178 animals that were microchipped between July 2018 and June 2019 are yet to be registered.</p>  | Progressing   |



**ACTION 6 - The Narrandera Shire Local Environmental Plan 2013 (LEP) is reviewed within a 5 year cycle**

| Action Code | Action   | Responsible Position     | Comment  | Action Status |
|-------------|--|--------------------------|--|---------------|
| 5.1.6.1     | MEASURE (1) - Review the current LEP within the timeframe established by the Department of Planning and Environment. | Deputy GM Infrastructure | As at 30 June 2019 - Council resolved at its June 2019 meeting to commence the review of the Narrandera Local Environmental Plan; staff will commence this process early in the new financial year. A project plan will be developed to guide the process and keep Council and the community informed of the progress. | Progressing   |

**ACTION 7 - Planning instruments reflect the intent and direction of land use strategies and facilitate development and growth of the Shire**

| Action Code | Action  | Responsible Position     | Comment  | Action Status |
|-------------|---|--------------------------|--|---------------|
| 5.1.7.1     | MEASURE (1) - Compliance with guidelines from the Department of Planning and Environment. | Deputy GM Infrastructure | As at 30 June 2019 - Council has various planning documents that will be reviewed over a period of time. The priority at the present is to review the current Local Environment Plan also the Development Control Plans as the key documents that guide development in the Shire. Current documents reflect the intent and direction of land use strategies but require review in addition there are general house keeping matters to resolve and items through the DCP can be refined to make the development approval process more efficient. These key strategic documents will require extensive review and is likely to be undertaken in sections to ensure the review is manageable. The LEP review will commence during 2019-2020 financial year. | Completed     |

### **ACTION 8 - Development Applications received and assessed within statutory timeframes**

| <b>Action Code</b> | <b>Action</b>   | <b>Responsible Position</b>         | <b>Comment</b>   | <b>Action Status</b> |
|--------------------|---|-------------------------------------|--|----------------------|
| 5.1.8.1            | MEASURE (1) - The number of Development Applications received during the reporting period also financial year cumulative totals also provide comparative yearly data to past 2 years' data. | Manager Development and Environment | As at 30 June 2019 - The Development Services report to Council provides lists all Development Applications (DA's) lodged and determined each calendar month; cumulative totals are included for the current financial year. Comparative data is graphed and indicates the previous two years' data in both numbers of DA's and the value of development. For the reporting year 55 Development Applications and 2 applications to Modify Development Consent were lodged. | Ongoing commitment   |
| 5.1.8.2            | MEASURE (2) - Comparison of assessment timeframe against Department of Planning & Environment averages.   | Manager Development and Environment | As at 30 June 2019 - Comparative assessment timeframes for the previous financial year are included in monthly Development Services reports submitted to Council with the information made available to and re-presented by the Department of Planning & Environment. Local Development Performance Monitoring Data is collected by the Department of Planning & Environment, with the most recent dataset released being 2015-2016.                                       | Ongoing commitment   |

### **ACTION 9 - Maintain a strong voice in regional groups such as RAMROC, the proposed RAMJO also Destination NSW**

| <b>Action Code</b> | <b>Action</b>                                      | <b>Responsible Position</b> | <b>Comment</b>   | <b>Action Status</b> |
|--------------------|--|-----------------------------|--|----------------------|
| 5.1.9.1            | MEASURE (1) - Details of engagement opportunities. | General Manager             | As at 30 June 2019 - During the reporting year the Mayor and the General Manager attended 5 Riverina and Murray Joint Organisation (RAMJO) meetings advocating strongly for improved services in Narrandera Shire. Following the development of the statement of regional strategic issues, working parties have been established with the General Manager co-ordinating the Energy sub-group. | Completed            |

| Action Code | Action | Responsible Position | Comment   | Action Status |
|-------------|--------|----------------------|---|---------------|
|             |        |                      | The Mayor is a representative on the Health Services sub-group with the Deputy General Manager Infrastructure appointed to the Transport sub-group. General Council staff continue to attend working parties dealing with issues such as planning, waste, information technology and property issues. |               |