

ADOPTED DELIVERY PROGRAM 2018-2022

THEME 1: OUR COMMUNITY

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

ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	18/19	19/20	20/21	21/22
1. Develop relationships with both local and regional communities fostering healthy and community attitude.	1. Regular media items broadcast to the community.	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.	General Manager	*	*	*	*
	2. Number of formal Councillor and Senior Staff engagement opportunities.	Details of engagement opportunities for each reporting period with cumulative totals.	General Manager	*	*	*	*
	3. Proactive S.355 Committees with the monitoring of outcomes achieved and compliance with LGA.	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 General Manager Corporate and Community	*	*	*	*

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2. Continue with strategic advocacy for the delivery of integrated health and wellbeing programs.	1. Details of the number of meetings held and details of outcomes from these meetings.	Details of advocacy efforts during the reporting period and outcomes.	General Manager	*	*	*	*
3. Continue positive interactions with the Narrandera Interagency also the Aboriginal representative bodies within the community.	1. Where possible attend meetings with the outcome being stronger links for inclusiveness in service planning and delivery.	Number of meetings attended and outcomes from the meetings.	Community Development and Library Manager	*	*	*	*
4. Implementation and monitoring of the Positive Aging Strategy & Disability Inclusion Action Plan.	1. Documented achievements arising from both the Positive Aging Strategy and the Disability Inclusion Action Plan.	Details of progressive achievements measured against the relevant plan.	Community Development and Library Manager	*	*	*	*
5. Transport options are available to identified members of the community.	1. Details of the number of clients utilising the service and cumulative totals categorised as Aged, Transport Disadvantaged and Aboriginal.	The number of clients provided with community transport during the reporting period.	Community Transport & Home Support Manager	*	*	*	*

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<p>6. Information about community services accessible within the Shire to be broadcast through various means.</p>	<p>1. Current information delivered through traditional print material, community radio also Council social media opportunities.</p>	<p>The currency and accuracy of information available to the community also the number of website page hits and Facebook page likes.</p>	<p>Community Transport & Home Support Manager</p>	<p style="text-align: center;">*</p>	<p style="text-align: center;">*</p>	<p style="text-align: center;">*</p>	<p style="text-align: center;">*</p>
<p>7. Where possible ensure socially disadvantaged members of the community have access to or are advised of how services that can reduce their isolation.</p>	<p>1. Through other activities of Council also Ageing, Disability and Home Care identify members of the community where social isolation may be an issue.</p>	<p>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.</p>	<p>Community Transport & Home Support Manager</p>	<p style="text-align: center;">*</p>	<p style="text-align: center;">*</p>	<p style="text-align: center;">*</p>	<p style="text-align: center;">*</p>

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THEME 1: OUR COMMUNITY

STRATEGY 2: TO ADVOCATE FOR QUALITY EDUCATIONAL AND CULTURAL OPPORTUNITIES

ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	18/19	19/20	20/21	21/22
1. Continued strategic advocacy for strengthening of the Narrandera centres of learning.	1. Outcomes of advocacy efforts for Narrandera TAFE as well as early childhood centres to secondary schools.	When required details of advocacy efforts.	General Manager	*	*	*	*
2. Develop a Narrandera Shire Cultural Plan to increase community participation in the Arts and cultural activities.	1. Increased usage and patronage of the Narrandera Arts and Community Centre in conjunction with the Cultural Plan currently under development.	Details of events held at the centre including type of event and attendance statistics.	Community Development and Library Manager	*	*	*	*
	2. Events that cater for a wide spectrum of the community, making the Arts accessible and increasing community involvement.	Regular review of strategies and target groups in response to event statistics.	Community Development and Library Manager	*	*	*	*

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THEME 1: OUR COMMUNITY

STRATEGY 3: TO FEEL CONNECTED AND SAFE

ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	18/19	19/20	20/21	21/22
1. Strategic advocacy for an enhanced Police presence, at the very least the maintenance of current levels.	1. Details on the number of advocacy meetings held with decision makers.	Number of advocacy interactions and outcomes.	General Manager	*	*	*	*
2. Maintain and enhance the current network of CCTV cameras in key locations.	2. Maintain current CCTV cameras in working order and plan for enhancements so to assist the Police and local community to discourage crime and anti-social behaviour.	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.	Manager Information Technology	*	*	*	*

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THEME 2: OUR ENVIRONMENT

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

ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	18/19	19/20	20/21	21/22
1. Encourage and promote environmental awareness.	1. Council's key environmentally sensitive areas are managed to ensure those areas are protected and enhanced.	Project delivery and works programs result in minimal environmental harm.	Deputy General Manager Infrastructure	*	*	*	*
	2. Update on targeted 300 property inspections across the Shire for noxious weeds.	Statistical information on the number of inspections performed also a summary of the inspections results – are we being effective, are we achieving control.	Open Spaces and Recreation Manager	*	*	*	*
	3. Update on programs for works originating from the 2nd generation Tree Audit with the aim to do the utmost to preserve and maintain our signature treescape.	Works finalised against the schedule of works, progressive and comparative statistical data on trees removed, trees replaced and new plantings.	Open Spaces and Recreation Manager	*	*	*	*

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	4. Update on preservation measures to protect our unique koala population.	Strategies and plans to preserve a unique feature of our native fauna.	Open Spaces and Recreation Manager	*	*	*	*
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THEME 2: OUR ENVIRONMENT

STRATEGY 2: TO EFFECTIVELY MANAGE AND BEAUTIFY OUR PUBLIC SPACES

ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	18/19	19/20	20/21	21/22
1. Focus on the Narrandera CBD Masterplan.	1. Finalise design concepts, costings and identify funding opportunities for the Narrandera CBD upgrade.	Achieving project milestones.	Manager of Projects and Assets	*	*	*	*
	2. The needs of all members of the community are considered within designs such as pedestrian access, disabled parking and loading zones.	Spaces where the needs of the community as a whole are considered.	Manager of Projects and Assets	*	*	*	*
2. Develop a small parks strategy.	1. The needs of the community for parks and recreation opportunities are met through a hierarchy of parks.	Accessible parks that provide for local play, passive recreation, general open space and urban beautification within easy access of residents and visitors.	Open Spaces and Recreation Manager	*	*	*	*

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THEME 2: OUR ENVIRONMENT

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

ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	18/19	19/20	20/21	21/22
1. Consider and where possible implement sustainable environmental practices.	1. Develop a Waste Management Masterplan to minimise waste to landfill and promoting recycling and resource recovery.	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.	Manager Development and Environment	*	*	*	*
	2. Council continues to implement energy saving infrastructure at its facilities to reduce costs and CO ₂ emissions where economically viable.	Actions taken by Council to reduce its environmental footprint such as quantifiable billing trends.	Manager of Projects and Assets	*	*	*	*
	3. Initiate projects to water community parks and reserves with re-use or untreated water rather than potable water.	Council managed parks and reserves to be watered with re-use or untreated water rather than potable water.	Manager of Projects and Assets	*	*	*	*

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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	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	18/19	19/20	20/21	21/22
1. Continued delivery of actions contained within the Economic Development Strategy.	1. Report on actions and outcomes contained within the Economic Development Strategy (EDS).	Information to Council and the community on efforts to encourage new business and industry but also support existing enterprises.	Manager Economic Development	*	*	*	*
	2. Support and nurture existing businesses – EDS 3.2	Attend Narrandera Business Group Meetings; facilitate guest speakers at Business Group functions; provide information, advice and leverage opportunities for information sharing.	Manager Economic Development	*	*	*	*
	3. Strengthen and grow key sectors; explore new development opportunities for processing and value-adding opportunities also use of waste products – EDS 3.3	Facilitate an industry specific forum to inform landholders and investors of opportunities in the Shire for the pig and chicken industry.	Manager Economic Development	*	*	*	*

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	4. Facilitate further development of the Red Hill Industrial Estate – EDS 4.2.	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.	Manager Economic Development	*	*	*	*
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THEME 3: OUR ECONOMY

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

ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	18/19	19/20	20/21	21/22
1. Strategic advocacy to support population retention with particular focus on the youth of our Shire.	1. Report on the outcomes achieved by the Youth Development Officer.	Youth projects and engagement opportunities.	Community Development and Library Manager	*	*		
2. Strategic advocacy for diverse housing options.	1. When opportunities arise advocate for accommodation options that align with our population demographics.	Enhanced accommodation options that may be made available to members of the community.	Community Development and Library Manager	*	*	*	*

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THEME 4: OUR INFRASTRUCTURE

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

ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	18/19	19/20	20/21	21/22
1. Through advocacy seek funding commitments for identified roadway projects and strategies.	1. Secure funding from each of the transport strategy funding streams.	Advocacy efforts and the reporting of successful outcomes using a timeline.	Works Manager	*	*	*	*
2. Road assets are managed in accordance with the road service review and asset management plans.	1. The road service review and asset management plans are to be consulted when planning for works.	Strategic mapping of reseal, re-sheeting or grading works made available to the community also details of works undertaken during the reporting period.	Works Manager	*	*	*	*
3. Maintain the condition rating of the road network across the Shire in accordance with agreed service levels.	1. Maintain the road network in accordance with adopted levels of service.	A complete and reliable asset management plan.	Works Manager	*	*	*	*

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THEME 4: OUR INFRASTRUCTURE

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

ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	18/19	19/20	20/21	21/22
1. Plan and source funding for redevelopment of or the construction of key facilities and infrastructure.	1. Implementation of an asset management system.	Availability of accurate and relevant data for all classes of assets.	Manager of Projects and Assets	*	*	*	*
	2. Preparation of future plans for the renewal or replacement of assets.	Completion of projects identified within projected timeframe and budget.	Manager of Projects and Assets	*	*	*	*
	3. Funding opportunities to replace key facilities and infrastructure.	Details of applications submitted and the outcome.	Manager of Water and Sewer Operations	*	*	*	*
2. Continuation and monitoring of the Integrated Water Cycle Management Plan (IWCMP).	1. Implement IWCMP; report on direct actions derived from the IWCMP with relevant timeline and Key Performance Indicators.	Reporting of milestones achieved within the IWCMP.	Manager of Water and Sewer Operations	*	*	*	*

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<p>3. An ongoing program of capital works for both water and sewer operations of Council.</p>	<p>1. Ongoing 10 year Capital Works Program within funding.</p>	<p>Progress of proposed works followed by the completion of projects within budget and effectiveness measured by a timeline.</p>	<p>Manager of Water and Sewer Operations</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>
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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	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	18/19	19/20	20/21	21/22
1. Accountable, transparent and ensure open communication between the community and Council.	1. Continued three monthly reporting on measureables contained within the Delivery Program.	Report submitted to Council and community during September, December, March and June annually on outcomes.	Governance and Engagement Manager	*	*	*	*
	2. Undertake a second Community Survey early 2020.	Scheduled for early 2020 and will inform Council of the views of the community against industry benchmarks.	Governance and Engagement Manager		*		
	3. Report on Fit for the Future strategies.	Outcomes promised by Council in its Fit for the Future Improvement Plan.	Deputy General Manager Corporate and Community	*	*	*	*

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	4.	Update the Customer Service Charter to include reference to AS/NZS 1002:2014 'Guidelines for complaint management in organisations'.	Amendments to be made by 31 December 2018.	Governance and Engagement Manager	*	*		
			Review the Customer Request System reporting to ensure requests are dealt with as per the Charter and ways to determine if the customer is happy with the outcome.	Governance and Engagement Manager	*	*		
	5.	Where possible support community projects where groups or organisations have clear goals and outcomes.	Council to consider any requests in accordance with the Community Strategic Plan 2017-2030.	Governance and Engagement Manager	*	*	*	*
	6.	Ensure that the Council website is compliant with current industry standards.	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	*	*	*	*
	7.	Council procurement provides best value and protects against fraud and corruption.	Revise Council's Procurement Policy by 31 December 2018.	Governance and Engagement Manager	*			

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2. A highly skilled and motivated workforce.	1. Ensure workforce policies remain current in a changing work environment.	Reviewed at least every 2 years or when there is legislative or award changes.	Manager of Human Resources	*	*	*	*
	2. Develop and implement succession planning.	Action recommendations within the Workforce Strategic Plan 2017-2021; report September annually on staff demographics in comparison to previous 3 years.	Manager of Human Resources	*	*	*	*
	3. Implement approved revisions of the salary administration and Employee Performance Management System.	Amendments are made as soon as possible; report September annually performance appraisal outcomes.	Manager of Human Resources	*	*	*	*
	4. Identified Council staff undertake training for excellent written communication and presentation skills.	Information presented is accurate, relevant and easy to read.	Manager of Human Resources	*	*	*	*
3. As an organisation the information management capability meets the needs of the users and the community.	1. Maintain an Information Management Strategy providing best value contemporary services.	Implement actions within the Information Management Strategy 2014-2019.	Manager of Information Technology	*	*	*	*
		Review and update the Information Strategy 2014-2019 during 2020.	Manager of Information Technology	*	*	*	*

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4. Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised.	1. Monitor Council's financial situation and progress against Fit for the Future benchmarks.	Recommendations to maximise Council's financial position.	Manager of Finance	*	*	*	*
	2. Monitor the level of State and Federal Government grants payable to Council.	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.	Manager of Finance	*	*	*	*
	3. Ensure that Council funds are invested in accordance with legislative provisions and income yield is maintained within Council's risk profile.	Reported monthly to Council against a timeline.	Manager of Finance	*	*	*	*
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.	1. Number of dogs registered under the Companion Animals Act.	Updated statistics for each reporting period with cumulative totals also to be reported.	Manager of Development & Environment	*	*	*	*
	2. Number of cats registered under the Companion Animals Act.	Updated statistics for each reporting period with cumulative totals also to be reported.	Manager of Development & Environment	*	*	*	*

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6.	The Narrandera Shire Local Environmental Plan 2013 (LEP) is reviewed within a 5 year cycle.	1. Maintain the LEP to meet community aspirations, land needs and environmental outcomes.	Review the current LEP within the timeframe established by the Department of Planning and Environment.	Deputy General Manager Infrastructure			*	*
7.	Planning instruments reflect the intent and direction of land use strategies and facilitate development and growth of the Shire.	1. Documents are reviewed against intended outcomes.	Compliance with guidelines from the Department of Planning and Environment.	Deputy General Manager Infrastructure			*	*
8.	Development Applications received and assessed within statutory timeframes.	1. Statistical data on Development Applications received, also comparing to previous years.	The number of Development Applications received during the reporting period also financial year cumulative totals.	Manager of Development & Environment	*	*	*	*
			Comparative yearly data to past 2 year's data.	Manager of Development & Environment	*	*	*	*
		2. Compliance with statutory timeframes for assessment.	Comparison of assessment timeframe against Department of Planning & Environment averages.	Manager of Development & Environment	*	*	*	*

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9.	Maintain a strong voice in regional groups such as RAMROC, the proposed RAMJO also Destination NSW.	1.	Proactive engagement at appropriate forums and continued political lobbying with our partners.	Details of engagement opportunities.	General Manager	*	*	*	*
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