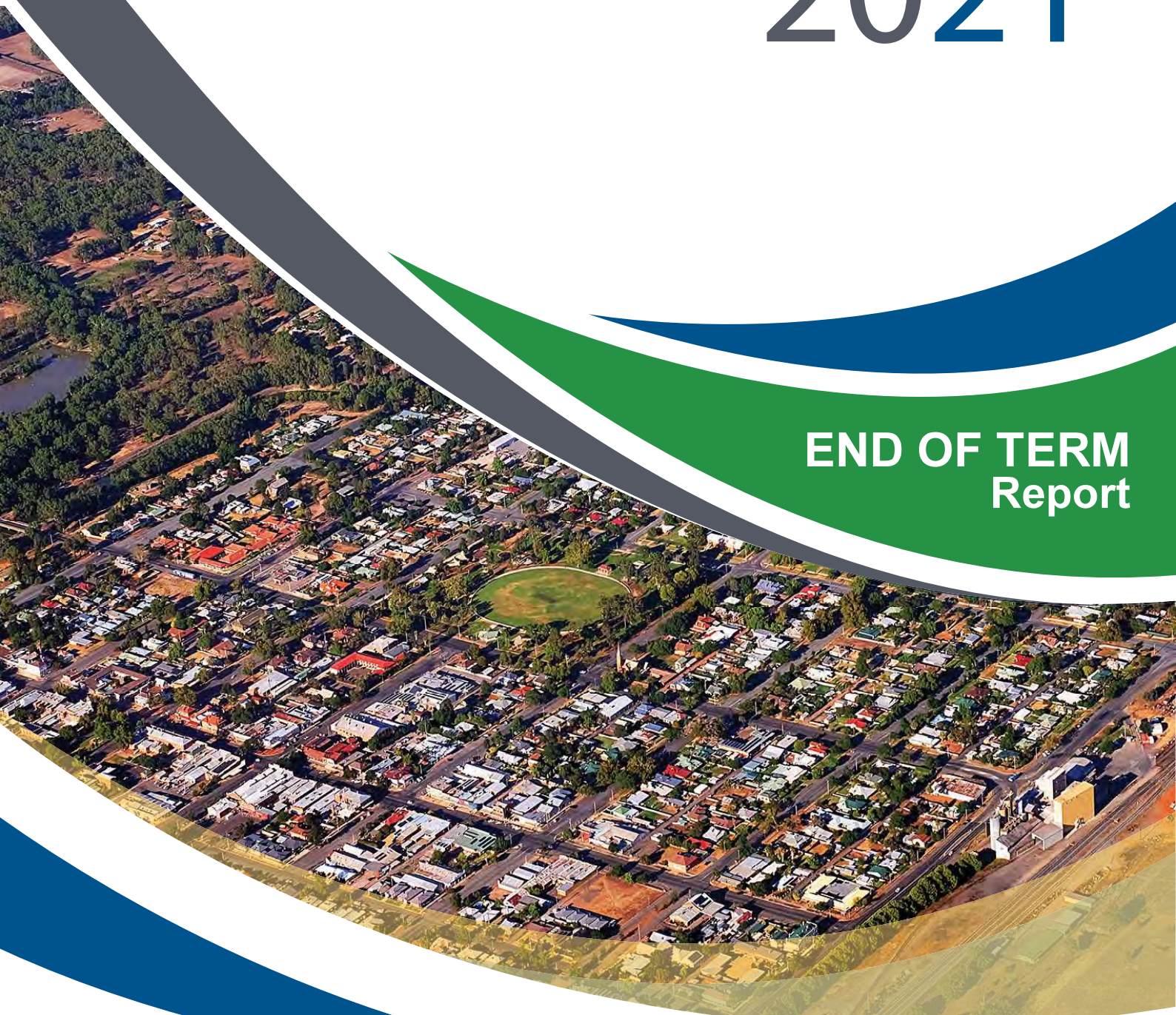


2016 2021

**END OF TERM
Report**



Narrandera
Shire Council

Welcome

Nginyanhi Wiradjuri mayiny gawaymbanha nginyalgir Wiradjuri-gu Ngurambung-gu

We the Narrungdera Wiradjuri people welcome you all to Wiradjuri Country

Acknowledgement

Narrandera Shire acknowledges Aboriginal and Torres Strait Islanders as the first Australians and recognises that they have a unique relationship with the land and water. Council recognises that we are situated on the traditional lands of the Narrungdera Clan, of the Wiradjuri Nation who have lived here for thousands of years. We offer our respect to their elders past and present and through them, to all Aboriginal and Torres Strait Islander people.



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COVER PHOTO: The township of Narrandera (image courtesy of Central West Lifestyle Magazine).

INSIDE COVER IMAGE: Wiradjuri Elder Michael Lyons playing the didgeridoo, as part of the Sandhills Artefacts Tour.

What is an End of Term Report?

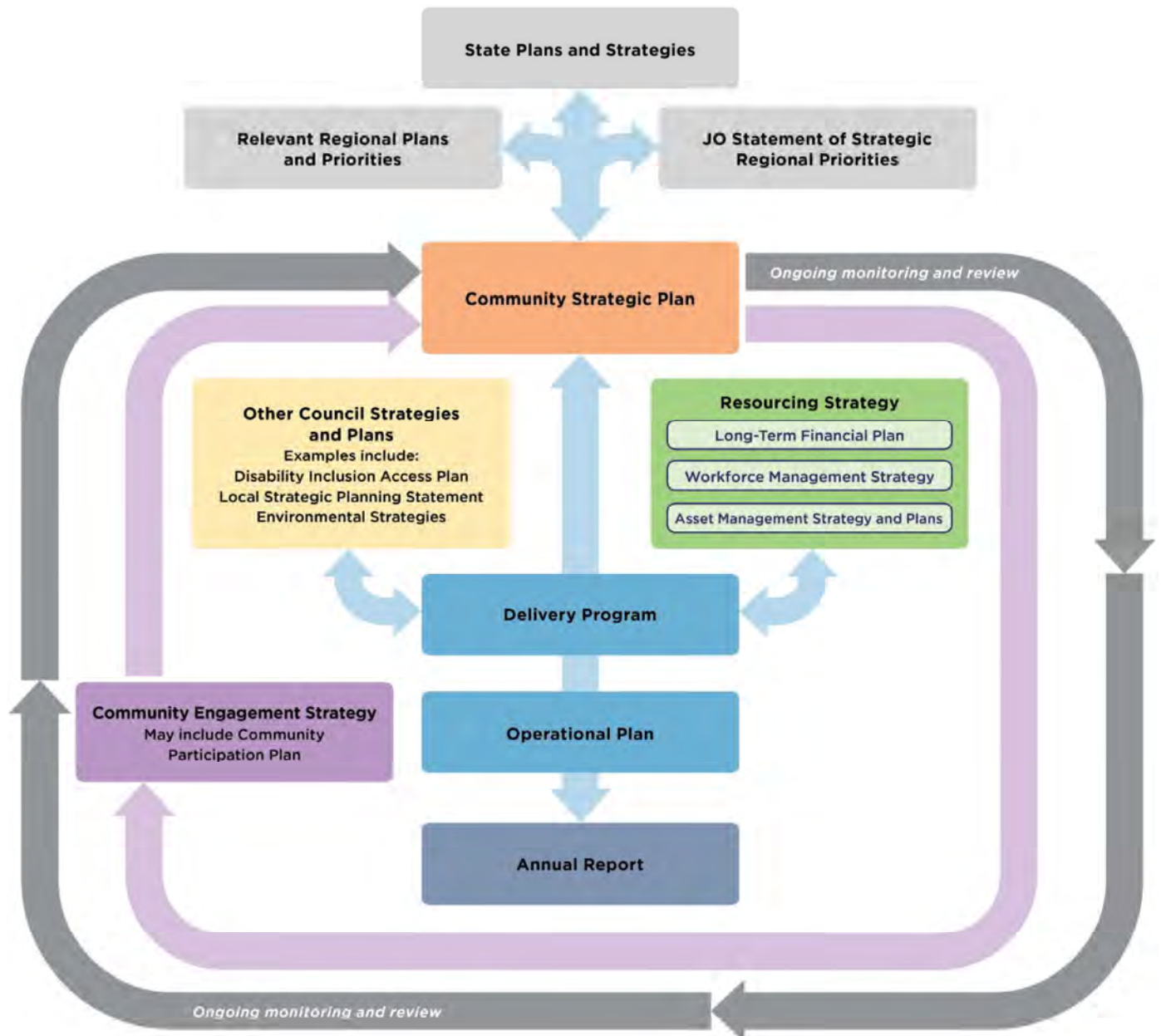
ABOUT THIS DOCUMENT

The legislative framework that governs Council is known as the *Local Government Act 1993*, which is supported by the *Local Government (General) Regulation 2021*.

The legislative framework is managed by the NSW State Government, with councils monitored by the agency known as the Office of Local Government.

The *Local Government Act 1993* (the Act) requires that several compulsory reports be issued by Council. This document is known as the End of Term Report. It has been prepared in accordance with Section 428 (2) of the Act and is a report to the community on the achievements of Council from September 2016 to September 2021 through the actions contained within the Community Strategic Plan 2017-2030.

INTEGRATED PLANNING AND REPORTING FRAMEWORK



LOCATION OF COUNCIL'S ADMINISTRATION CENTRE

141 East Street
NARRANDERA NSW 2700



(02) 6959 5510



(02) 6959 1884



council@narrandera.nsw.gov.au



www.narrandera.nsw.gov.au



<https://www.facebook.com/NarranderaShire/>



<https://www.instagram.com/narranderashirecouncil/>



<https://www.linkedin.com/company/narrandera-shire-council/>

HOURS OF OPERATION OF COUNCIL'S ADMINISTRATION CENTRE

Enquiries	9.00am	-	4.30pm
Cashier	9.00am	-	4.00pm

2019-2020 ELECTED MEMBERS FROM 20 SEPTEMBER 2016

Mayor	Cr Neville Kschenka
Deputy Mayor	Cr David Fahey OAM
Councillors	Cr Jenny Clarke OAM Cr Tracey Lewis Cr Kevin Morris Cr Barbara Bryon Cr Wesley Hall (resigned August 2019) Cr Narelle Payne Cr Tammy Galvin (resigned September 2020)

2019-2020 MANAGEMENT TEAM

General Manager	Mr George Cowan
Deputy General Manager Corporate & Community Services	Mr Martin Hiscox
Deputy General Manager Infrastructure Services	Mr Julian Geddes until 27 September 2019 Mr Shane Wilson from 6 January 2020



As Councillors, we were elected in September 2016 for a four-year term, however our term was extended due to the global COVID-19 pandemic and the September 2020 local government election has been deferred until December 2021. I have had the pleasure of being the elected Mayor since the election in 2016, with Councillor David Fahey being elected Deputy Mayor.

During my term as Mayor, I have worked with two General Managers – firstly Mrs Judy Charlton, who provided valuable support to myself and the other Councillors during the first six months of our term in office, and since with our current General Manager Mr George Cowan who commenced with Council on 29 August 2017.

There have been many positive changes to our Shire community over the past five years, with some of the more notable being:

- As a new Council we consulted with the community and through this valuable feedback, developed the 2017-2030 Community Strategic Plan and its supporting documents. Our staff consulted with the community through meet and greet events, by undertaking surveys and also by engaging with 90 participants at 11 workshops. What evolved was a Plan that has

provides direction for our Shire in a wide range of areas such as communication, engagement practices, infrastructure and economic development.

- Grant funding of projects within the Shire has been at unprecedented levels with over \$13 million received for many projects. These have included \$552,000 from Restart NSW for the Livestock and Bitumen Truck Wash constructed at McGilvrays Road; \$230,000 from the NSW Government for Floodplain Risk Management Study and Plans for Narrandera town and Barellan village; \$404,000 for the enhancement of Marie Bashir Park and \$269,000 for new changerooms at the Barellan Sportsground, both from the Stronger Country Communities. The Stronger Country Communities also provided \$1.6 million to assist in the redevelopment of the Lake Talbot Water Park. Other projects include an automated irrigation to the Narrandera Golf Club; assistance to construct additional units for the Barellan Aged Care project; refurbishment of the Grong Grong Sports Club; and the Grong Grong Earth Park. The new Youth Space at Narrandera Shire Library received \$200,000 in funding from Public Library Infrastructure Grants, with virtual reality equipment purchased using \$53,000 in funds from the Regional Cultural Fund.

- The largest value of grant funding was \$8 million received through Drought Stimulus Funding for projects such as the redevelopment of the Lake Talbot Water Park and replacement of the existing Visitor Information Centre with the new Destination and Discovery Hub.

- The Lake Talbot Water Park was recently recognised by winning the NSW Local Government Professionals Excellence Award for 'Asset and Project' budget over

\$1.5 million and a population under 100,000. This prestigious award recognised the removal and demolition of previous infrastructure, the construction of a new 50 metre pool with dedicated disability ramp and annexure pool, a new toddlers pool, three new water slides and a magnificent splash park. Congratulations to all involved in this hugely successful project.

- Funding of \$380,000 was received from the Fixing Country Roads Program for full reconstruction of the Canola Way Culvert upgrade where it crosses Cowabbie Creek. This project should ensure that Canola Way remains open to vehicular traffic during times of extreme rainfall.

As a community we were resilient: we were starting to recover from the effects of the prolonged drought, only to be affected by the global COVID-19 pandemic. The pandemic not only caused enormous disruption to the communities within our Shire but also regionally, nationally, and worldwide. Locally we experienced the closure of hospitality and other non-essential services during April and May 2020, with our own business severely disrupted by the closure of our administration centre to members of the public and our staff dispersed to other work locations. Our library was forced to close, as well as sporting and recreation venues such as the Narrandera Sports Stadium and our many playgrounds.

From myself and my fellow Councillors, it has been an enormous privilege to be a part of the Council elected by you to progress our Shire.

Councillor Neville Kschenka, Mayor

Message from George Cowan, General Manager

It was with great pleasure that I was offered and accepted the position of General Manager in August 2017.

During my many years in local government, I can honestly say that I have not experienced a year like 2020 before with the many changes forced upon us by the global COVID-19 pandemic. Our Shire was fortunate not to experience large scale infections like many other localities, however our local economies did experience an economic impact with the forced closure of many hospitality, entertainment and recreational venues. With the support of both levels of government, as individuals and as a community, we overcame these challenges, and in some instances have found new ways of doing business and engaging with each other.

The Mayor, in his message, mentioned there have been many grant funding opportunities available to Council over the past few years. I reiterate the words of the Mayor in that these grant funding opportunities are unprecedented. Our Council was fortunately the recipient of funding where much of it was spent on community infrastructure projects across the Shire, and details of the projects are included in this report. In reality, these funding opportunities enabled many projects to be actioned sooner than would otherwise have been the case. Some of the more notable projects include the stunning transformation of the Lake Talbot Water Park, which reaffirms this centre as a regional destination venue. Very soon we will also have the Destination and Discovery Hub to replace the existing Visitor Information Centre at Marie Bashir Park. The new centre will be exceptional in displaying our heritage and what the Shire and region can offer as a place of destination.

Other very worthwhile projects include the sewer augmentation of Barellan village proposed to be completed mid-2023, and also the investigation of sewer augmentation of south-west Narrandera.

From a financial viewpoint, Council remains financially strong and is meeting most of the financial ratios used to assess its performance. Our 2020-2021 accounts were recently audited and for the reporting year ending 30 June 2020 Council met or exceeded its Operating Performance Ratio, Unrestricted Current Ratio, Debt Service Cover Ratio, Overdue Rates and Charges Ratio also the Cash Expense Cover Ratio.

Council did not meet its Own Source Operation Revenue Ratio which is benchmarked at 60%, our



Council attained 44.46%; the main reason for this reduced ratio is the large amount of grant funding received by Council.

Council's engagement with the community is very important and I actively encourage the issue of media releases using the Council website and social media. The recent 2021 Community Survey showed that we still need to do more, so Council will now be issuing a regular monthly newsletter to better inform the community on project updates, upcoming projects and general news items. Council realises that not everyone has access to digital services, so a printed newsletter will be delivered to mailboxes and should provide more coverage.

Engagement between community members is also very important and, over the five year term of this Council, there has been active financial and promotional support for the annual Narrandera Rod Run, Australia Day, the Good Old Days festival at Barellan, Rockin' on East, NAIDOC Week and Youth Week activities to name but a few.

I thank the Mayor and Councillors who have been very proactive in progressing and supporting the Shire during their term of office.

Our Councillors as elected 20 September 2016

Mayor of Narrandera Shire
2016 - 2018 and 2018 - 2021

Deputy Mayor of Narrandera Shire
2016 - 2018 and 2018 - 2021



Councillor Neville Kschenka



Councillor David Fahey OAM



Councillor Barbara Bryon



Councillor Jenny Clarke OAM



Councillor Tracey Lewis



Councillor Kevin Morris



Councillor Narelle Payne



Councillor Tammy Galvin
resigned 15 September 2020.



Councillor Wesley Hall
resigned 23 August 2019.

COUNCILLORS ARE USUALLY ELECTED FOR FOUR YEARS. WHY HAS THE CURRENT COUNCIL REMAINED IN OFFICE FOR FIVE YEARS?

The outgoing Council was elected 20 September 2016 for a term of four years. With the emergence of the COVID-19 pandemic into Australia in early 2020, the NSW State Government responded to the pandemic by delaying the September 2020 election until December 2021. This deferral also meant that the review of strategic Council documents, such as the Community Strategic Plan and its supporting documents, and the Disability Inclusion Action Plan have also been delayed.

At the date of preparing this document, the term of the incoming Council to be elected 4 December 2021 will be just under three years concluding September 2024.

Narrandera Shire area



Our Demographics

From the 2016 Census

2016 Census QuickStats

Australia | New South Wales | Local Government Areas

Narrandera (A)

Code LGA15800 (LGA)

People	5,853
Male	49.6%
Female	50.4%
Median age	44

Families	1,430
Average children per family	
for families with children	1.9
for all families	0.7

All private dwellings	2,786
Average people per household	2.3
Median weekly household income	\$1,030
Median monthly mortgage repayments	\$1,007
Median weekly rent	\$170
Average motor vehicles per dwelling	1.9

Source: Australian Bureau of Statistics

https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/lga15800 viewed 17 June 2021.

Age	Narrandera (A)	%	Australia	%
Median age	44	--	38	--
0-4 years	378	6.5	1,464,779	6.3
5-9 years	426	7.3	1,502,646	6.4
10-14 years	353	6.0	1,397,183	6.0
15-19 years	325	5.5	1,421,595	6.1
20-24 years	298	5.1	1,566,793	6.7
25-29 years	253	4.3	1,664,602	7.1
30-34 years	299	5.1	1,703,847	7.3
35-39 years	311	5.3	1,561,679	6.7
40-44 years	336	5.7	1,583,257	6.8
45-49 years	338	5.8	1,581,455	6.8
50-54 years	393	6.7	1,523,551	6.5
55-59 years	456	7.8	1,454,332	6.2
60-64 years	401	6.8	1,299,397	5.6
65-69 years	391	6.7	1,188,999	5.1
70-74 years	313	5.3	887,716	3.8
75-79 years	211	3.6	652,657	2.8
80-84 years	179	3.1	460,549	2.0
85 years and over	199	3.4	486,842	2.1

The median age of people in Narrandera (A) (Local Government Areas) was 44 years. Children aged 0 - 14 years made up 19.7% of the population and people aged 65 years and over made up 22.1% of the population.

Source: Australian Bureau of Statistics

https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/lga15800 viewed 17 June 2021.



Community Strategic Plan

Five Themes

1

Our Civic Leadership

1. To live in an inclusive, tolerant and healthy community which demonstrates a positive attitude.
2. To advocate for quality educational and cultural opportunities.
3. To feel connected and safe.

2

Our Community

1. To value, care for and protect our natural environment.
2. To effectively manage and beautify our public spaces.
3. To live in a community where there are sustainable practices.

3

Our Economy

1. To encourage new businesses and industry that can be sustained also support local business and industry to grow and prosper.
2. Population growth, retention and identify needs for our youth.

4

Our Infrastructure

1. To have an improved and adequately maintained road network.
2. To improve, maintain and value add to our essential public and recreational infrastructure.

5

Our Environment

1. To have a Council that demonstrates effective management consistently, also a Council that communicates and engages with the community and works collaboratively.

Measures used to benchmark Progress and Success

1

1. Increased customer satisfaction proven via customer survey undertaken early 2020.
2. Customer Service Charter reviewed.
3. Regular incorporation of Acknowledgement of Country.
4. Regular reporting on the outcomes of projects identified in the Delivery Program.
5. Advocacy efforts undertaken.
6. Currency and user friendliness of the Council's website.
7. All applicable projects have a Community Engagement Strategy in place.

2

1. Positive media stories and media releases about Council.
2. Enhanced engagement between Councillors and community.
3. New services resulting from advocacy efforts.
4. Improved content of tertiary education training courses available locally.
5. Consistency with bookings at the Narrandera Arts and Community Centre.
6. Number of active volunteers.
7. Number of events held with increased participation.

3

1. Number of new tourism opportunities.
2. Inclusion of Narrandera Shire in Regional Plans.
3. Marketing and promotional events supported.
4. Reviewed and improved Development Application processes.
5. Increased promotion and visitation to the Shire.
6. Implementation of a Youth Development Plan.

4

1. Actions undertaken from the Road Services Review.
2. Success with grant applications for infrastructure.
3. Completed facility reviews.
4. Up to date asset management plans.
5. Business case developed for Barellan Sewer.
6. Updated water treatment plant.
7. Meaningful engagement with facility users and other stakeholders.
8. Additional footpaths through the PAMP program.

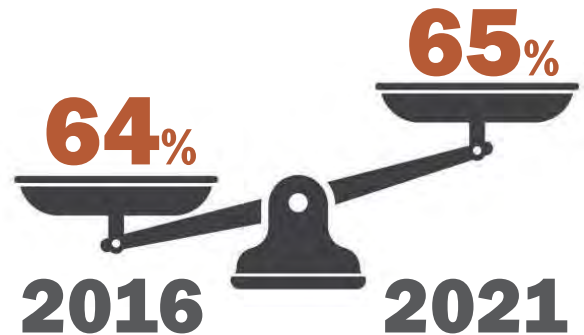
5

1. Reduction of noxious weeds through regular inspections.
2. Information regularly disseminated on noxious weeds.
3. Effective management of emergency situations.
4. Monitoring of annual koala population statistics for a healthy colony.
5. Number of tree removals needed and amount of new plantings.
6. Actions implemented from the Integrated Water Cycle Management Plan.
7. Follow recommendations from the Energy Audit.

1 Our Civic Leadership

- The proposed 2020 Community Survey was delayed until 2021 due to the COVID-19 pandemic. Following the survey conducted during February 2021, the results were presented to Council at the April 2021 meeting.
- The overall community satisfaction rating with Council improved slightly with the 2021 survey rating being 3.24 / 5.0. This compared favourably to the rating of 3.19 / 5.0 in 2016. The industry benchmark for satisfaction is 3.35 / 5.0 with Narrandera Shire Council scoring very close to the benchmark figure.
- The Customer Service Charter has been re-written, making the document more contemporary and aligning it with current practices and processes. The revised document includes a number of diagrams that delineate the responsibilities of staff to effectively close the 'customer service circle'. The draft Customer Service Charter was endorsed by Council at its April 2021 meeting for the purpose of community consultation and, as no formal submissions were received, the revised Charter is now operational.
- Following development and adoption of the second-generation Community Strategic Plan and its supporting documents on 20 June 2017, the strategies and actions identified in these documents have been used continuously throughout the organisation for reporting purposes and project assessment purposes. It is these actions that responsible officers must report upon; each quarter to provide Council with an update on progress, and then once per year to summarise how the identified measures have been addressed. The quarterly comments are presented to Council, adopted, and published via Council's website with the annual comments included in the Annual Report of Council.

Overall Community Satisfaction



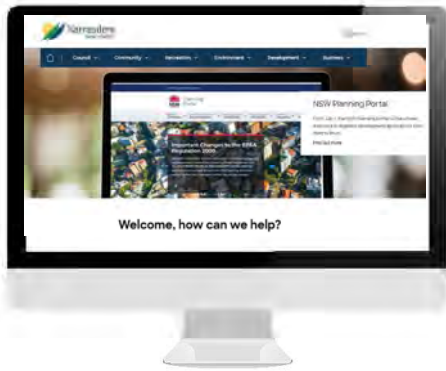
Financial Assistance to local groups



\$77,945

- Across the term of Council, a total of \$77,944.69 has been distributed to the community through the financial assistance program. Recipients include the Barellan & District Progress Association, Binya Hall Committee, Grong Grong Earth Park, Narrandera Amateur Swimming, Rotary Club of Narrandera, Narrandera Show Society, Narrandera Community Radio, Lions Club of Narrandera, Rockin on East, Gundyarri Narrandera Aboriginal Corporation, Earlies Street Rod & Custom Club, Southern Sports Academy, Western Riverina Arts. Council also sponsored academic achievement awards presented at TAFE and all schools in the Shire.
- During the COVID-19 pandemic Council also assisted organisations such as the Barellan War Memorial Club, the Narrandera Golf Club and the Narrandera Bowling Club through the payment of rates and charges.
- The first Narrandera Shire Council website was developed in 2006, with the current website launched in 2020. The new website took 18 months of planning, stakeholder engagement and consultation, design, and content production to launch. The result was well worth the journey,

New



Website

with the new website being more intuitive and interactive. A very useful new interactive feature is the two-way communication page 'Have Your Say' which is regularly updated with new content. Another welcome feature is the availability of online forms and online job applications.

- Council has been proactive with companion animal activities across the reporting period by providing a free-microchipping event each year in Barellan, Grong Grong and Narrandera and active participation in Local Government Week events by providing information on companion animal compliance.

- Companion animal registration remained consistent across the reporting period: an average of 60 cats and 242 dogs were registered annually.

- The numbers and value of Development Applications across the reporting period increased: 2018/2019 - 48 lodged, with a value of \$4.09 million; 2019/2020 - 42 lodged, with a value of \$2.35 million; 2020/2021 - 52 lodged, with a value of \$7.05 million.

- Council's assessment timeline of Development Applications was below the benchmark set by the average of all NSW councils, however timeframes reduced over the reporting period: 2016/2017 - NSW 45 days, Narrandera Shire 26 days; 2017/2018 - NSW 47 days, Narrandera Shire 27 days; 2018/2019 - NSW 49 days, Narrandera Shire 35 days. The most recent timeframes were: 2019/2020 - Narrandera Shire 32.6 days; Narrandera Shire - 2020/2021 30 days.

- Across the term of Council, Narrandera Shire Council has been an active participant of the former Riverina and Murray Regional Organisation of Councils (RAMROC) and now of the Riverina and Murray Joint Organisation (RAMJO). Lobbying continues on matters relevant to our Shire such as health, policing, transport and, more recently, renewable energy solutions. Narrandera Shire Council is leading a proposed audit of the region's existing renewable energy infrastructure. RAMJO and its constituent councils have also developed an Adverse Event Management Plan and its companion Climate Action Strategy.

Average Annual Pet Registrations

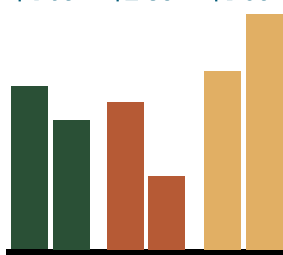
Dogs
242



Cats
60

Development Applications

48 = \$4.09 42 = \$2.35 52 = \$7.05



18/19 19/20 20/21
Total and Value (million)

2 Our Community

- The community has benefited from increased engagement by Council having a dedicated Communications Office within the organisational structure. On average 70 media releases are produced annually. Website statistics show that news and media items have been viewed 3,511 times since the launch of the improved website in 2020.

- Engagement is also promoted through Council's Facebook page which currently has about 2,890 followers. Statistically that represents almost half of the Shire's population having access to or a friend or relative who has access to Facebook.

Facebook engagement & productivity winners across NSW local government through Q1-Q2, 2019 were Sutherland, Narrandera, Canterbury-Bankstown, Sydney and Tweed.

Narrandera nudges out front as most engaging

Facebook engagement & productivity winners across NSW local government through Q1-Q2, 2019 were Sutherland, Narrandera, Canterbury-Bankstown, Sydney & Tweed.



Social Media Following

facebook 2,920

Instagram 988

LinkedIn 369

mailchimp 351



Setting the benchmark

Anything above 1% engagement is a good result on Facebook these days so to have all of the top 10 local government authorities comfortably above this marker is impressive.

Rank	Local Government Authority	Engagement
1	Narrandera Shire Council	3.40%
2	Inverell Shire Council	3.37%
3	Hay Shire Council	2.98%
4	Walgett Shire Council	2.26%
5	Berrigan Shire Council	2.19%
6	Temora Shire Council	2.19%
7	Edward River Council	2.08%
8	Gilgandra Shire Council	2.07%
9	Tweed Shire Council	1.96%
10	Uralla Shire Council	1.92%

- Social media analytics show that in August 2019, Council was the most digitally connected Council in NSW.

- Similar to the 2016 Community Survey, the 2021 Community Survey identified that the community believes Council is not transparent enough in its operations and that the community is not able to influence Council in its decision making. Measures actioned during the term of Council include the live streaming of meetings, and the Mayor and General Manager now also engage with the community each month following the monthly meeting.

- Following the 2016 Community Survey, Council introduced the monthly 'Meet with your Councillor' program where a Councillor was rostered to meet with community members once a month. This initiative was cancelled due to lack of community participation.

- The findings of the 2021 Community Survey suggested that a way to promote transparency and participation was to prepare and deliver a newsletter to residences. Council listened and a monthly newsletter is now prepared and sent to approximately 3,000 residences across the Shire each month.

- Health services and doctor shortages locally and regionally have been a priority for Council. At a meeting in 2019, Council brought together a number of health agencies and established the Narrandera Health Advisory Group, therefore enabling a stronger voice to higher levels of government.



- Policing has been a priority issue, with Council successfully lobbying for the return of an officer to the Barellan Police Station and also the return to full staffing levels at the Narrandera Police Station. Council continues to lobby for improved working accommodation at the Narrandera Police Station.

- Our Aboriginal community is truly valued as are the views of our youth. Council consults with the Aboriginal Elders Liaison Group on matters with a strong relationship developing. Similarly, Council engages with the youth of our Shire through the Youth Council.

- TAFE NSW opened its new Connected Learning Centre in August 2018 providing local students with access to world class education and training. The centre offers a much wider range of qualifications and study choices and the Shire now has access to greater employment outcomes.

- Our Arts and Community Centre continues to impress with the number and quality of exhibitions and is quickly becoming a hub for learning. The Centre has hosted a number of significant events over the term of Council, but perhaps the one that best showcased the talents of our local community was the Local Community Arts Installation Narrandera (LCAIN) where there was an amazing exhibition of local talent from paintings, carvings, textile designs, photographs and stunning sketches. The recently adopted Cultural Plan 2021-2031 will undoubtedly continue this momentum.

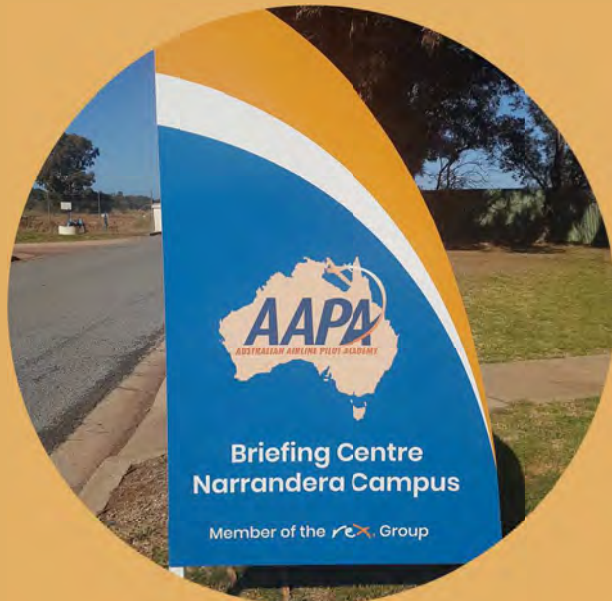
- Volunteers make an enormous contribution to our community and their efforts provide valuable and essential services to many members of our community. Council has volunteers that assist at the Visitor Information Centre, Narrandera Shire Library and with the Narrandera-Leeton Community Transport Service.

- Community transport is an area where the dedication of our volunteers to support members of our community with transport is outstanding. Across the term of Council, this service provided a staggering 27,948 hours of direct transport to clients. The recent 2021 Community Survey identified Community Transport, Community Support Services and Home Modification Services having significant increases in residents' level of importance when compared to the 2016 Community Survey.

3 Our Economy

- The Economic Development Team was heavily involved in the 'Playground on the Murrumbidgee' grant funding proposal, which was subsequently successful. This project brings to fruition a new purpose-built facility to replace the current Visitor Information Centre located in Marie Bashir Park, adjacent to Cadell Street. The new centre, to be called the Narrandera Destination and Discovery Hub, will be a state-of-the-art multi-purpose facility not only welcoming visitors to our town but will envelope them in a multi-sensory experience.
- Development, promotion and implementation of the 'Murrumbidgee Trails Visitor Guide' was a hugely successful cooperative venture with regional councils, including Leeton Shire Council, Lockhart Shire Council and Murrumbidgee Shire Council. The 'Murrumbidgee Trails Visitor Guide' has been selected as a finalist in Special Projects Category in Local Government NSW Excellence Awards 2021.
- Large signage was installed on promotional billboards at major highway entry points to Narrandera, visually promoting what Narrandera Shire has to offer.
- Council continues to support successive Narrandera Rod Run and 'Show and Shine' events held over the Easter long weekend, and also supports the Rockin' on East Festival over the October long weekend. Council provides support where necessary to many other events throughout the year.
- Land sales at the Red Hill Industrial Estate have continued, with three allotments selling within the past 12 months and a further two allotments to be sold following subdivision of an existing allotment.
- Our Shire was widely promoted with the launch of the 2019 Winter Edition of the Central West Lifestyle Magazine, featuring around 140 pages of people, places and life in Narrandera Shire and displaying many images unique to our Shire.
- Introduction of a bi-monthly business newsletter, Narrandera Connected, for distribution to the local business database.
- Establishment of Narrandera Airport as a satellite training facility for the Australian Airline Pilot Academy (AAPA) with the selection of the Narrandera-Leeton Airport as a potential site to establish a further flight training academy.





- Creation of an interim, short term Economic Strategy, 'Narrandera Energised', during the COVID-19 pandemic.
- Design and implementation of the 'Narrandera Business as Usual' Facebook page to support business during the COVID-19 pandemic.
- Frequent communications through the Narrandera Shire business database with various business sustainability workshops, grant programs, business advice etc as provided by a variety of government agencies during the COVID-19 pandemic.
- Convening a Bee Industry Forum in July 2019, with assistance from King Bee Honey personnel, to address strategies to deal with roads emergencies in the event of bee transporters being involved in accidents and live bees released into the environment.
- Formation of Narrandera Health Advisory Group to address doctor shortages and other health issues impacting Narrandera Shire residents.
- Formation of the Narrandera Solar Farm Reference Group to monitor and influence developments of solar farms planned for Narrandera Shire.
- Design and installation of 10 Shire entry signs, six Narrandera town entry signs at main entry points, entry point pole mounted banners for the Red Hill Industrial Estate, design and installation of 12 Rod Run banners, installation of three Narrandera Rod Run permanent signs on Irrigation Way, Newell Highway at Gillenbah and the Northern entry point to Narrandera.
- Design and installation of a large land sale legend sign on Driscoll Road at the entry to the Red Hill Industrial Estate, design and installation of a large billboard at the intersection of the Newell Highway and Barellan Road, design and installation of individual land for sale signs on vacant Council-owned land at the Red Hill Industrial Estate.
- In 2019 a Community Liaison Officer (CLO) was appointed to engage with all sections of the community, particularly the Aboriginal population and the youth of our Shire. Since this appointment, the CLO has assisted the Youth Council to write and achieve success in several grant funding opportunities such as 'Taking a Bite into the Future' – Youth Food Trailer Project, Creating Future Farmers, Empowering Youth (Youth Week Activities), Flick Fit – SMS Youth Program with Yoga, Meditation and Lifestyle, Youth Yoga Day, and general Youth activities.
- The CLO has also been working closely with the Narrandera High School Girls Group on a weekly basis, participating in a variety of activities to promote self-awareness and promote positive self-esteem.

4 Our Infrastructure

- Council received \$380,000 in Fixing Local Roads funding for works on Canola Way (east of Grong Grong) and \$1,187,000 for works along Colinroobie Road under the same program.
- \$552,000 funding was also successful from the Fixing Country Truck Wash Program to construct a purpose-built truck wash at the Red Hill Industrial Estate. \$217,000 in funding was also secured for Kamarah Road under the Heavy Vehicle Safety & Productivity Program round 6.
- Council submitted three applications for bridge replacement under the Fixing Country Bridges program, with two proposals being successful. The total value of funding is \$1,083,532 for Somerset Park bridge off the Back Yamma Road and Mollys Lagoon Road bridge.
- The following works have been completed for the 2020-21 financial year: 37.2 km reseals, 39 km new sealing works, 54.5 km gravel re-sheets, and 450 km of maintenance grading works.
- Over the reporting term, these works equate to 75 km road surfaces resealed, 83 km new sealing works, 125 km gravel re-sheets, and 1,416 km of maintenance grading works.
- Infrastructure at a number of key locations across the Shire has benefited from upgrades or new construction. These include Lake Talbot Water Park, Lake Talbot Tourist Park, Barellan Sportsground, Marie Bashir Park, Narrandera Golf Club, Grong Grong Earth Park, Barellan Aged Care, Narrandera Bowling Club, Parkside Museum, the Youth Space at the Narrandera Shire Library, community halls across the Shire, new changerooms, clubhouse and fencing surrounding the playing field at Narrandera Sportsground.
- Barellan village will benefit from \$4,870,000 in funding received for the design and construction of the Barellan Sewerage Scheme under the Restart NSW Safe and Secure Water Program. This significant funding means the Barellan urban area will no longer have to use outdated on-site disposal methods such as septic tanks and absorption trenches.
- A scoping study to sewer the area known as south-west Narrandera received \$48,000 under the



Restart NSW Safe and Secure Water Program. The intent of this program is to identify options for the expansion of the existing sewer system within Narrandera town.

- A fully funded 10-year capital works program has been developed and implemented including \$4 million of water main replacements, \$17 million for an upgraded water treatment plant, \$1.4 million for the new Pine Hill water reservoir, \$2.9 million of sewer asset replacements, and \$6.48 million for the Barellan Sewerage Scheme.

Image caption: The Barellan Christmas Tree installed in 2020.

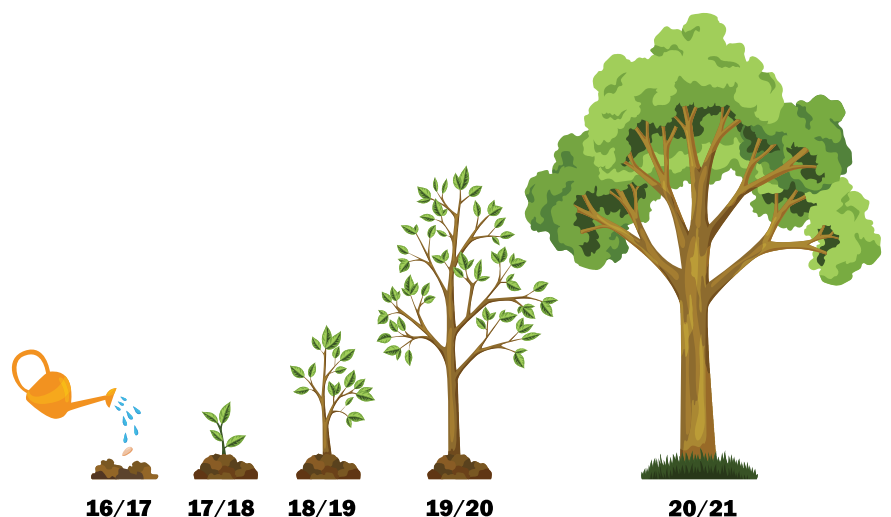


5 Our Environment

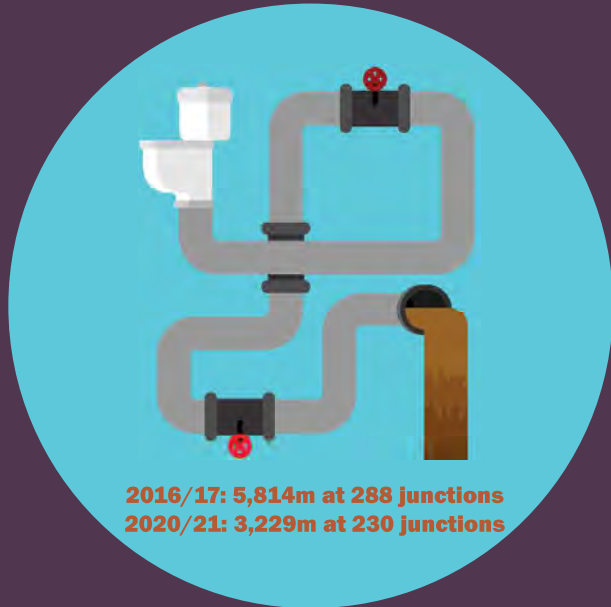
- Weeds identified as a biosecurity risk are managed in accordance with the *Biosecurity Act 2015* with Council carrying out 207 private property inspections and verbal or written notices given where necessary.
- The identification of weeds posing risk has been placed on the website of Council and actively promoted using social media.
- Council staff are environmentally aware and take actions to ensure that minimal harm is caused to the surrounding environment through careful project planning. Plans must include measures such as consulting with NSW Fisheries and the NSW Environment Protection Authority where necessary. Where large scale projects are proposed, independent consultants are engaged for probity purposes.
- Emergency situations are effectively managed based on procedures and the prevailing conditions at the time, followed by remedial actions after the event to lessen the risk of the event reoccurring. An example is a fire at the Narrandera Landfill on 1 October 2019 where the operational cell caught alight. The incident was reported to the Narrandera Fire Brigade and Rural Fire Service Brigade who attended the scene and brought the fire under control. The event was also reported to the NSW Environment Protection Authority. During a debrief, this incident highlighted the need for a permanent water source to be provided to the Narrandera Landfill site with a permanent water supply and standpipe now installed adjacent to the entry compound.
- Koalas at the Narrandera Flora and Fauna Reserve and surrounding reserves are an iconic image for the Shire. Statistical information from annual koala counts shows: 1989 - 7 koalas, 1999 - 30 koalas, 2010 - 39 koalas and 2019 - 46 koalas. In parallel to the steady increase in the number of koalas counted, there has been a steady increase in the number of volunteers from 1989 - 50 people, 1999 - 101 people, 2010 - 175 people and 2019 - 240 people.
- Protection for our koalas is very important with Compliance staff patrolling the Flora and Fauna Reserve and surrounding areas looking for dogs and feral cats that may impact the koala population.
- Trees are another iconic feature of our Shire, from the large river red gums adjacent to the Murrumbidgee River to the many trees in urban streetscapes. During the reporting term, 80 trees were removed due to poor health or major defects that posed a risk to neighbouring properties and members of the community. 200 new trees have been planted across the Shire to offset the removal.

• Council has in excess of 5,000 trees in the town of Narrandera and every few years engages an external consultant to prepare a tree audit identifying the species, approximate tree age and percentage score of dead wood present. The report continues to provide a health status, a structural integrity assessment and lists any

Annual Tree Planting



Sewer Mains Relining



2016/17: 5,814m at 288 junctions
2020/21: 3,229m at 230 junctions

defects identifiable, as well as details of any immediate works to be undertaken and a recommendation on trees needing removal.

- Enhancement of our public spaces is always a consideration when Council proposes works. The Bolton Street redevelopment from East Street to Cadell Street had a masterplan adopted by Council with final designs, procurement and construction to take place when grant funding is available and project scheduling permits. Council has committed funding to this project with the funds to complement any successful grant funding opportunities.

- The Integrated Water Cycle Management Plan (IWCMP) is well advanced and is a 30-year plan that identifies an integrated water, sewerage and stormwater supply scenario providing the best value for money based on social, environmental and economic considerations. With additional funding received, this plan should be adopted by Council later in 2021.

- In response to our awareness of our carbon footprint, three solar arrays were installed over the term of Council to meet most of the energy needs of key facilities. The first system is an 18 KW system able to generate 30.7 MWh per year located at the Council Administration Centre; the second is a 20 KW system able to generate 35.6 MWh per year located at the Narrandera Shire Library; and the third is a 15 KW system able to generate 27.3 MWh per year located at the Narrandera Works Depot.

- Recycling is also a key issue for Council with the Narrandera Waste Facility - Long Term Plan of Management adopted by Council in March 2021. This plan includes a potential 'buy back centre' providing the community with the opportunity to donate or purchase re-purposed goods and materials, as well as continuing to stockpile and sell discarded metal to a contractor for recycling.

- The installation and commissioning of the Reverse Vending Machine in February 2020 resulted in a staggering 2.15 million containers deposited to the end of March 2021. Not only does this assist in protecting the environment and prolonging the life of the Narrandera Landfill, but financially it means that about \$215,000 in return and earn vouchers could have been presented to the Narrandera Coles supermarket for redemption or to offset purchases.

Water Main Replacements



Irrigation Way 1,682m
Watermain Street 858m
Argyle Street 300m
Riverine Street 345m
Mitchell Street 270m
Bolton Street 220m
Dalgetty Street 597m



Disability Inclusion
Action Plan



Council adopted its first Disability Inclusion Action plan in April 2017 where Council recognised the rights of all individuals to have equal access to services and facilities, making a commitment to both identifying and addressing barriers that exist in the delivery of these services and facilities.

Not all the issues identified can be resolved by Council in the first instance, however Council will attempt to assist where possible. This can include modifications to infrastructure such as footpaths and gutter crossings, provision of some community services, and advocating to a relevant authority on behalf of the community.

Across the term of Council, the community has benefited in many ways through the development and monitoring of actions:

- Information distributed to community and business premises owners regarding assessment of access and egress points to premises to maximum customer trade.
- During the height of the COVID-19 pandemic, community support staff assisted persons deemed as vulnerable with essential tasks such as shopping for food and pharmacy items. In some instances, Council paid for the items then issued an account to the recipient to limit the potential for community transmission through handling of cash.
- Where possible, Council participates in forums such as Murrumbidgee Local Health District and Murrumbidgee Primary Health Network and in 'transfer of care' meetings with service providers, such as those co-ordinated by the Narrandera District Hospital to discuss patient discharge needs.
- The Road Safety Officer delivered the 65Plus workshop which provides advice and safety tips for people in the community aged 65 or over to help make safer choices when driving, riding, walking, using a mobility scooter or catching public transport. The workshop profiles the changes to health that can come with age, and how conditions such as vision impairment and dementia can affect abilities as road users. Checklists are included to help develop safer driving habits and make better choices when walking and crossing the road.
- The Road Safety Officer presented the community safety section of the 'Stepping On' program when requested by Narrandera Health Service. This presentation focused on pedestrian safety for people with reduced mobility and included information for mobility scooter users.
- Council's Building Maintenance Co-Ordinator assessed Council-owned premises and compiled a scope of works to retrofit older structures as funding becomes available. Any new build projects are designed to ensure compliance with the Australian Building Code and relevant Australia/New Zealand Standards.
- Council currently provides volunteer work opportunities for disabled persons through the Community Support team and the Narrandera Shire Library. A section of Council's Administration Centre has recently been remodelled to provide disabled access for current and future members of staff with a disability to access an office space and amenities.
- Council currently provides volunteer work for disabled persons through the Community Services office and the Narrandera Shire Library workforce program.
- The Human Resources team provides commentary at the beginning of every recruitment interview outlining Council's commitment as an Equal Employment Opportunity workplace that does not tolerate discrimination. Similarly, upon appointment, successful applicants undertake a workplace induction where the principles of Equal Employment Opportunity and Council's Code of Conduct are enforced.
- Narrandera Shire Council's new website is complete and has an easy-to-use, engaging layout. Using the 'Wave' Accessibility Check platform <https://wave.webaim.org>, the website currently has zero errors, four contrast issues and 19 alerts. Council is also investigating a site check by the

National Manager Digital Access, Vision Australia pending funding availability.

- A 'liberty swing' was installed at the adventure playground at Marie Bashir Park.
- The Community Transport and Home Support Programs provide NDIS services to those who require them to allow greater community access.
- The recent 2021 Community Survey highlighted that three of the four services/facilities with significant increases in levels of importance across the term of Council related to services provided to the vulnerable within our community.

	2021	2016
Community transport	4.31	3.28
Community Support services	4.20	3.35
Home Modification Service for those with mobility issues	4.15	2.91
Provision of bike paths	3.76	3.44



AUSTRALIA STREET ART AWARD

In November 2019, Narrandera Shire Council won the prestigious Australia Street Art Award for the unique mural painted on the surface of the main reservoir water tower off Watermain Street, Narrandera.

The mural features the iconic Murrumbidgee River meandering around the tower, a Tiger Moth aeroplane and the Oakbank Brewery tower, entwined with our unique flora including the Narrandera lizard and a koala.

The Australian Street Art Awards recognised towns, regions and destinations that are using one or more forms of outdoor, publicly accessible art to promote their destination and engage with their community.

The project was funded through the Federal Government's Drought Communities Program and was a culmination of ideas from engagement workshops with members of the community.

2020 SUSTAINABLE COMMUNITIES TIDY TOWNS AWARD

Narrandera Shire Council was successful at the 2020 Sustainable Communities Tidy Towns Awards Weekend held over 13-14 March, with the Narrandera Reverse Vending Machine taking out the Return and Earn Litter Prevention Award. The Tidy Towns Awards are a successful long-time initiative of the Keep Australia Beautiful Council.

From 2020 to March 2021, 2.15 million containers have been deposited into the Reverse Vending Machine equating to about \$215,000 in redeemable vouchers.





STATEWIDE MUTUAL 2020 DRONE AIRCRAFT AWARD

Presented in 2021, Council was runner-up in the Statewide Mutual 2020 drone aircraft award. The competition sought information from councils on new and innovative ways that a drone aircraft could be used in the workplace to benefit the organisation. The Work Health Safety and Risk Officer's submission that a drone aircraft could assist with work tasks included examples such as: roof inspections ensuring structural stability prior to staff accessing the roof surface; assessment of available supply at gravel quarries; assessment of trees to gauge deterioration and overall condition rating; for use in locations that would otherwise require hire of an elevated work platform; checking for sub-surface fires at landfill sites if equipped with thermal imaging; capture of photography for use in promotional material.

LAKE TALBOT WATER PARK

Lake Talbot Water Park took out the 2021 NSW Local Government Professionals Excellence Award for 'Asset and Project' budget over \$1.5 million and a population under 100,000 in June 2021.

This prestigious award recognised the removal and demolition of previous infrastructure, the construction of a new 50-metre pool with dedicated disability ramp and annexure pool, new toddlers pool, three new water slides and a magnificent splash park all supplied by a state-of-the-art pump house and filtration system. New concourse amenities were also constructed in addition to new shade areas to complement the water park.

This category included 10 finalists presenting impressive and competitive submissions from Albury City, Blayney Shire, Clarence Valley, Forbes Shire, Goulburn Mulwaree, Lane Cove City, Mid-Coast, Norfolk Island Regional and Tamworth Regional Councils.



As a community leader and employer, Council is committed to improving and promoting innovation in the services that we provide to our community as well as for our staff, volunteers and visitors. Some of the improvements and innovations across the reporting period include:

COMMUNITY

- An enhanced website
- Increased engagement on community issues such as media releases and community consultation using social media platforms such as Facebook, Instagram and YouTube
- Distribution of a monthly newsletter to approximately 3,000 residences across the Shire
- Adoption of the refreshed Customer Service Charter

OUR PEOPLE

- Adoption of our corporate values – ECLAIRS
Ethical • Caring • Loyalty • Accountability • Integrity • Respect • Safety
- Enhanced performance appraisal and management system

INFRASTRUCTURE

- Improvements to the Council Administration Centre, including installation of a new sliding front door providing easier access for persons with a disability
- Remodelling of the front counter area to provide bench space for persons with a disability to access services
- Provision of a disability access ramp within the administration centre and an inclusive amenities area
- Installation of solar arrays at three key sites and installation of LED lighting through most Council properties to reduce energy usage and the environmental footprint of Council

INFORMATION TECHNOLOGY

- Webcasting of Council meetings
- Introduction of video conferencing technology
- Updated technology for use by Councillors and staff
- Free and reliable public wi-fi at the Narrandera-Leeton airport
- Reliable and affordable IT Help desk solution called SpiceWorks
- Implementation of Office 365 across the organisation
- Planning for a new purpose-built disaster recovery room within the new Narrandera Destination and Discovery Hub
- Use of a drone aircraft to both reduce the potential for workplace incidents as well as to reduce expenditure for high level inspections

COMMUNITY GROUPS ASSISTED BY COUNCIL'S FINANCIAL ASSISTANCE PROGRAM

Council recognises that community groups are often key partners in improving the quality of life for residents, workers, and visitors. To support these groups, Council provides limited financial assistance each year through its Financial Assistance Program.

Applications are sought at the beginning of each calendar year, with the applicant required to complete and submit to Council an application for a nominated project that aligns with the Community Strategic Plan.

Applications are assessed on how the project will encourage participation in activities benefitting the community as a whole and the inclusiveness of the project by community members from minority groups. Projects must have established clear goals and objectives and have leaders of the project that belong to, or able to demonstrate a strong connection with the community members they seek to assist.

Across the term of Council, almost \$78,000 was provided in financial assistance to community groups in the Shire including:

- Barellan & District Progress Association
- Binya Hall Committee
- Earlies Street Rod & Custom Club
- Grong Grong Earth Park
- Gundyarri Narrandera Aboriginal Corporation
- Lions Club of Narrandera
- Narrandera Amateur Swimming
- Narrandera Community Radio
- Narrandera Show Society
- Rockin' on East
- Rotary Club of Narrandera
- Southern Sports Academy
- Western Riverina Arts

Council also provides financial sponsorship for annual academic achievement awards to the schools across the Shire being:

- Barellan Central School
- Binya Public School
- Narrandera East Infants School
- Narrandera High School
- Narrandera Public School
- St Joseph's Primary School
- TAFE NSW Narrandera Campus
- TAFE NSW Riverina

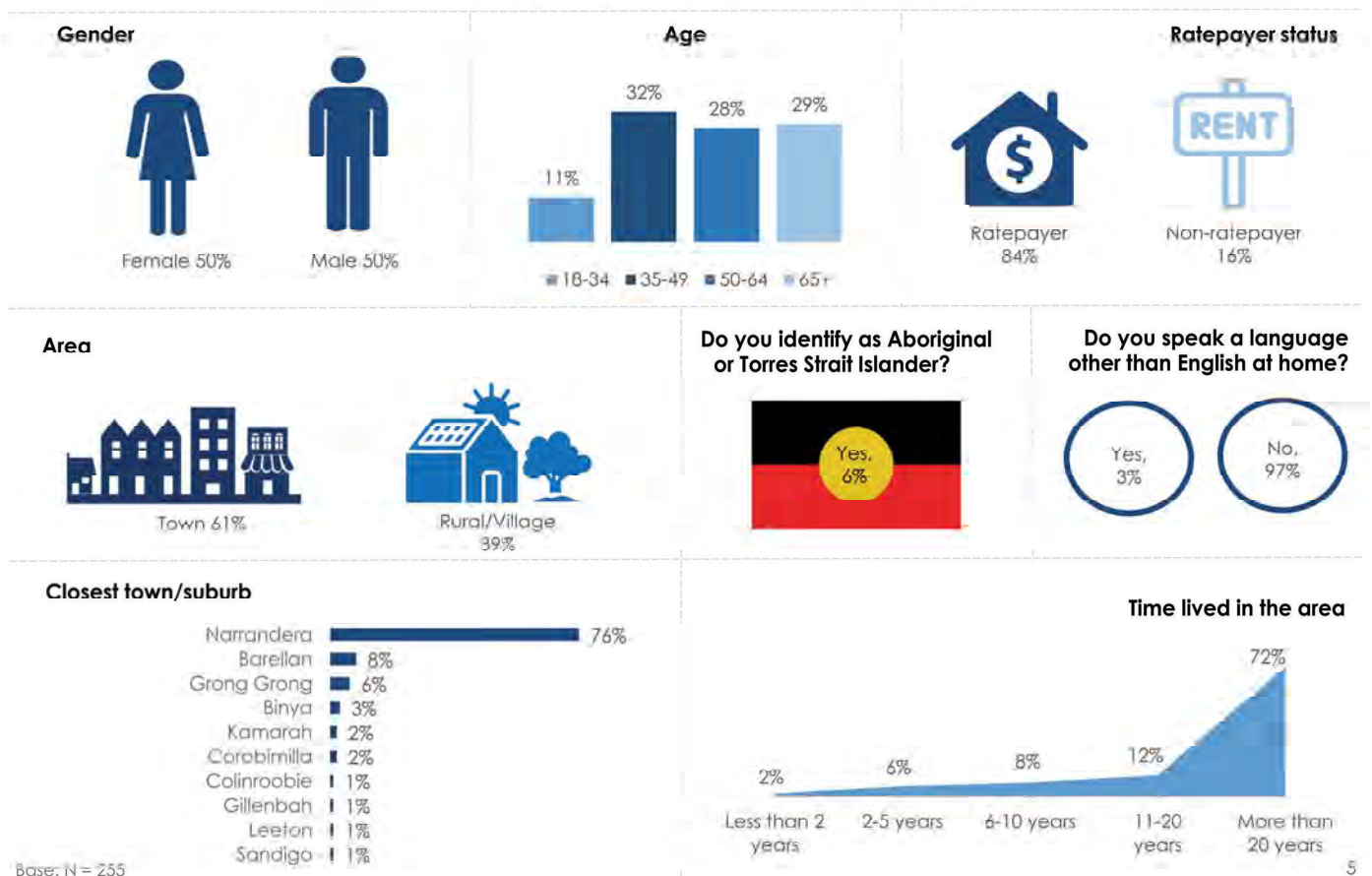
Council conducted its initial Community Survey in 2016, with the findings providing valuable information for development of the current Community Strategic Plan and its supporting documents. The 2021 Community Survey, conducted during February 2021, will provide similar guidance when developing the third-generation Community Strategic Plan and supporting documents.

The 2021 Community Survey gave the community of Narrandera Shire an opportunity to provide Council with individual views and perceptions across a wide range of Council services and facilities. The survey also gave Council valuable insights into factors that drive satisfaction within the community.

The 2016 Community Survey provided a benchmark for future surveys, with the mean rating for overall satisfaction in the 2021 Community Survey of 3.24 / 5 showing improvement when compared to the 2016 rating of 3.19 / 5. Although the 2021 result is a small increase, it is a positive indication that Council maintained its level of satisfaction during years of financial constraints and the effects of the COVID-19 pandemic.

Sample Profile

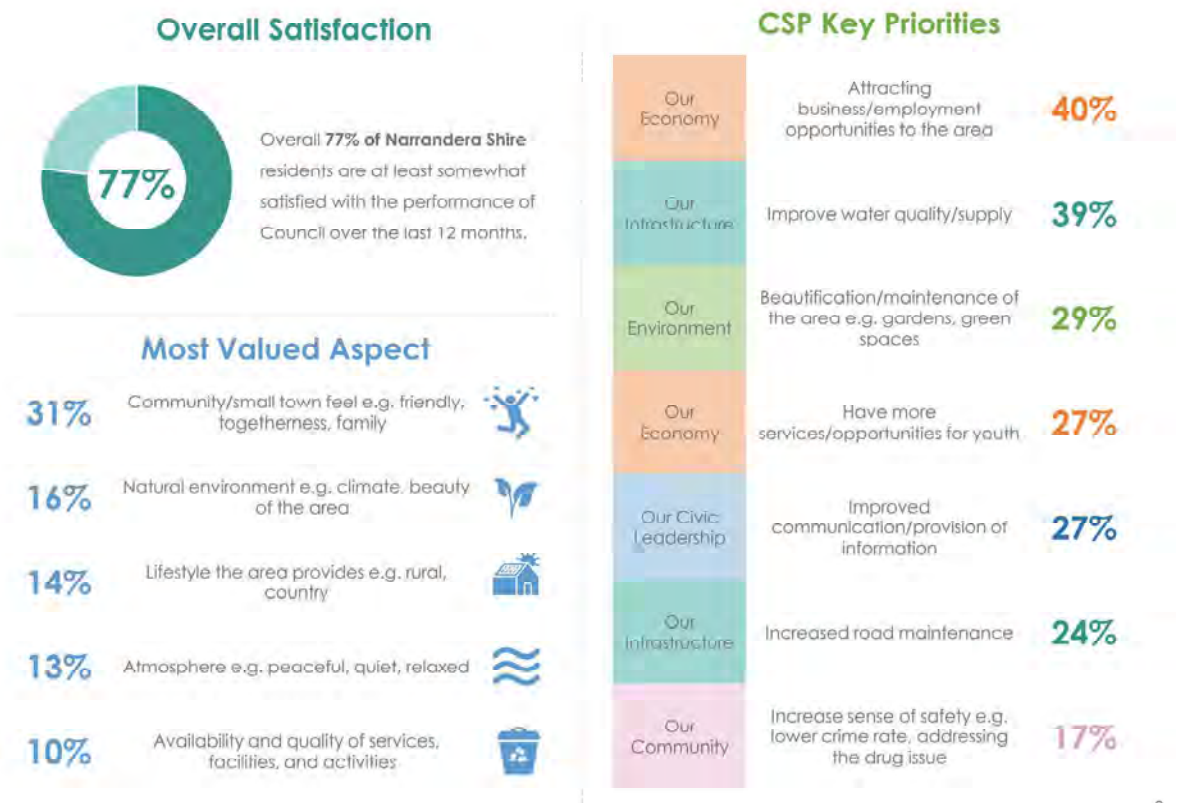
The sample was weighted by age and gender to reflect the 2016 ABS community profile of Narrandera Shire Council.



Key Findings – Summary

KEY FINDINGS ONE

77% of residents across the Shire are at least somewhat satisfied, satisfied or very satisfied with the performance of Council.

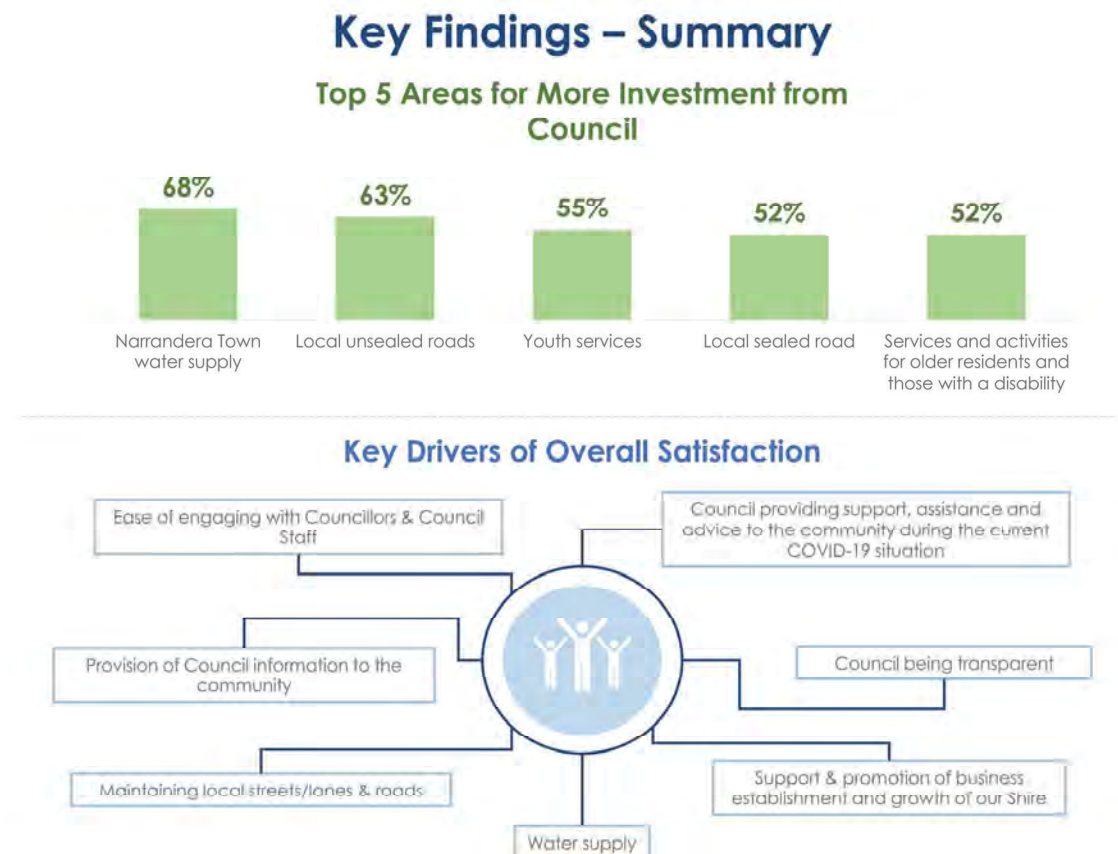


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KEY FINDINGS TWO

Five areas where Council is encouraged to consider more investment include: the Narrandera Town water supply, local unsealed roads, youth services, local sealed roads and services, and activities for older residents and those with a disability.

Areas where Council could improve levels of satisfaction include: Council transparency, support and promotion of business establishment and growth, water supply, provision of information to the community, and ease of engaging with Councillors and Council staff.



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OVERALL SATISFACTION

The 'mean' rating of overall satisfaction in 2016 was 3.19 out of 5, with the 2021 rating of overall satisfaction increasing to 3.24 out of 5. Although the increase in overall satisfaction is small, this represents a positive outcome.

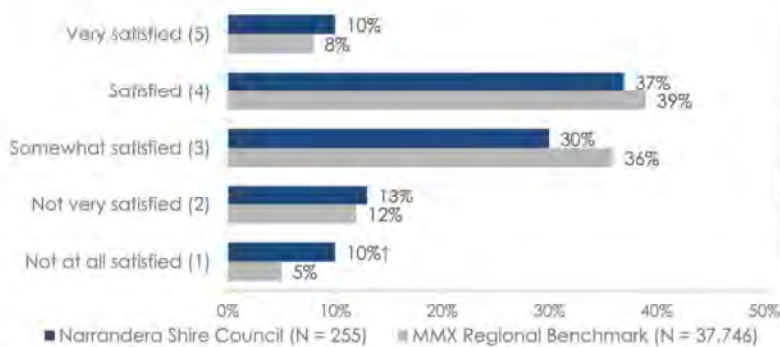
NOTE: The term 'mean' or 'average' in this satisfaction calculation is the total of all ratings divided by the number of ratings received.

Overall Satisfaction

Q2a. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

	Overall 2021	Overall 2016	Gender		Age				Time lived in area	
			Male	Female	18 – 34	35 – 49	50 – 64	65+	20 years or less	More than 20 years
Mean rating	3.24	3.19	3.16	3.31	2.79▼	3.08	3.17	3.65▲	3.25	3.23
Base	255	304	127	128	28	83	71	73	73	182

	Ratepayer status		Area	
	Ratepayer	Non-Ratepayer	Town	Rural/Village
Mean rating	3.27	3.06	3.16	3.36
Base	214	41	156	99



	Narrandera Shire Council	Micromex LGA Benchmark – Regional
Mean rating	3.24	3.35
T3 Box	77%	83%
Base	255	37,746

Scale: 1 = not at all satisfied, 5 = very satisfied

▲▼ = A significantly higher/lower level of satisfaction (by group)

† = A significantly higher/lower level of satisfaction (compared to the Benchmark)

Overall 77% of residents are at least somewhat satisfied with the performance of Council over the last 12 months, this is on par with our Regional Benchmark.

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As the outgoing Councillors, we thank the community for taking the time to participate in the recent survey. The complete 2021 Community Survey can be viewed by selection the following link <https://www.narrandera.nsw.gov.au/council/2021-community-survey>

OPPORTUNITIES FOR THE INCOMING COUNCIL

Being a Councillor is a rewarding opportunity: as a member of Council, you become a part of the decision-making processes that assist the communities within our Shire. As a member of Council, you have an opportunity to influence the strategic vision and opportunities for the Shire as a whole.

Our message to the new Council is to adopt a Community Strategic Plan in 2022 that encompasses the views and aspirations best representing our communities; and, where possible, continue to seek grant funding opportunities to bring to fruition projects and enhancements that might otherwise take a long time to achieve.

We ask that new Councillors listen to each other and work as a team to continue to progress our Shire. In some instances, legislation and finances dictate what a Council can achieve, but overall, as the outgoing Council, we believe we have achieved a lot in a short space of time: we believe we are leaving Narrandera Shire with improved facilities and in a sound financial position.

Appendix A

Document

The following document contains details of the themes, strategies, actions and measures contained within the Community Strategic Plan 2017-2030. The document also contains a summary of achievements from responsible officers tasked with delivering the actions and projects.



Delivery Program 2018-2022
Annual Report
Reporting Year 2020-2021

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	For the 2020-2021 reporting year Council has engaged with the community through many broadcasting channels. The Mayor and General Manager conducted monthly radio interviews with Narrandera Community Radio, Triple M Griffith and ABC Riverina. Council published a total of 772 posts on Facebook, 77 to Instagram and 9 to LinkedIn. The top Facebook post engaged with was a request about the television program 'The Living Room' Narrandera segment with a reach of 18,400 users, 2,200 link clicks, 312 likes and reactions and 22 shares. Pages on Council's website have had 82,424 unique pageviews with news and media collectively viewed 960 unique views for the news page and 82 media releases. Council released 10 newsletters and 56 print advertisements.	Ongoing commitment
1.1.1.2	MEASURE (2) - Details of engagement opportunities for each reporting period with cumulative totals.	Communications Officer	For the 2020-2021 reporting year Council produced 10 newsletters for printing, digital use and for the Narrandera Argus. Many community engagement sessions were conducted, some were hosted online due to the COVID-19	Ongoing commitment

Action Code	Action	Responsible Position	Comment	Action Status
			<p>pandemic and lockdown. Sessions included public and live streamed budget information sessions, in-person and live stream Listening Posts, in-person and zoom meetings for the Cultural Plan. Community feedback was sort on 14 major projects. Strategic documents were also placed on exhibition. Four tenders, 1 request for quotation and 3 expressions of interest were publicly advertised. A total of 21 policy documents were placed on public exhibition, as were a large number of Development Applications. Council conducted the second Community Survey in February 2021 which saw 255 Narrandera Shire Council residents answer a series of questions regarding the satisfaction of Council services, the statistical mean rating has increased from 3.19 out of 5 in 2016 to 3.24 in 2021.</p>	
1.1.1.3	<p>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.</p>	Deputy GM Corporate & Community	<p>For the 2020-2021 reporting year the emergence of the COVID-19 virus impacted Committees with many facilities closing for a period and committees not meeting. Facilities have now reopened with the exception of the Museums however the Committees are again active. The current Council completes it's term early December 2021. The new Council when formed will in the first year review the functions to be delegated to Committees and update each Committee's Terms of Reference. The committees managing local facilities provide a valuable link between council and the volunteer base that support the activities benefiting local residents.</p>	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	For the 2021-2021 reporting year both the Mayor and the General Manager continued to present strong arguments to Murrumbidgee Local Health District executives relative to the needs of Shire residents using various channels of communication.	Completed

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 Support Manager	For the 2020-2021 reporting year the Narrandera Interagency held regular meetings, with attendance numbers remaining steady. The Aboriginal Elders Liaison Committee held four formal meetings and several informal meetings to discuss matters of importance including the Wiradjuri Wall, NAIDOC Celebrations, the Water Tower Artwork and several other Council projects. The Narrandera NAIDOC Committee was formed and will be responsible for planning NAIDOC Events.	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 Support Manager	For the 2020-2021 reporting year the Narrandera Shire Library welcomed back the Knattering Knitters and Kurrajong Waratah - both groups use the Library spaces to socialise and provide support to each other. Council offers various volunteer opportunities including at the Visitors Information Centre, the Library and through the provision of the Community Transport services. Narrandera Bidgee Boxing and Trinity Yoga had strong attendance numbers at their Low Impact and Third Year Yoga classes. 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.	Ongoing commitment

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 Support Manager	For the 2020-2021 reporting year the Narrandera-Leeton Community Transport provided 10,432 trips to residents of both Narrandera and Leeton Shires - of these trips 4,834 trips were delivered to clients aged 65 years or older, or 50 years for Aboriginal and Torres Strait Islander, a total of 3,944 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 1,749 trips were provided to those 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 likes.	Community Support Manager	For the 2020-2021 reporting year Council engaged with the many sectors of our Community through it's social media platforms and the Council website - many of these posts included updates and information from the Murrumbidgee Local Health District, service disruptions, various works projects, grant funding opportunities, tender opportunities and upcoming events. Also included in these posts was information about the Christmas Koala and Christmas Light	Ongoing commitment

Action Code	Action	Responsible Position	Comment	Action Status
			competitions, as well as several posts from the Youth Advisory Council about the reopening of the Youth Space, posts about the 2021 Easter 'Show and Shine', Australia Day Awards, NAIDOC celebrations and Conversations on the Couch (hosted by the Primary Health Network) also NSW Local Government Week.	

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 Support Manager	For the 2020-2021 reporting year the Narrandera-Leeton Social Support program provided 1,508 hours of Social Support and 141 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 96 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.	Completed

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	For the 2020-2021 reporting year the General Manager and manager of Human Resources commenced the year with meetings with representatives of the Narrandera High School and the Clontarf Academy. These very productive discussions culminated in active participation of students in work experience and traineeship opportunities.	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	For the 2020-2021 reporting year, the second half of 2020 saw the Arts and Community Centre used for regional meetings, community consultation and Council Committee meetings and an exhibition. The 2020 calendar year finished on a high note with the very successful LCAIN - Walk in Art Exhibition garnered a record number of visitors. The exhibition was extended through to December 2020 and January 2021. In 2021 NACNET with the Arts and Cultural Committee co-ordinated a range of grant funded workshops and Arts Fairs. All of the classes and events	Completed

Action Code	Action	Responsible Position	Comment	Action Status
			were very well supported and have been delivered through a substantial volunteer commitment from the Narrandera Arts and Creative Network and the local community. The Create Narrandera program included 11 different projects and events delivered over 9 weekends . It has been estimated that including the LCAIN exhibition well in excess of 1,100 volunteer hours went in to delivering these programs for over 1,576 attendees.	
1.2.2.2	MEASURE (2) - Regular review of strategies and target groups in response to event statistics.	Community Development (including Library) Manager	For the 2020-2021 reporting year the Draft Cultural Plan has been completed. It was presented to Council then endorsed and placed on exhibition for a period of 28 days. Following exhibition and the inclusion of feedback from the community the plan was adopted at Council's May 2021 meeting. Copies of the Narrandera Shire Cultural Plan 2021-2031 also the Executive Summary are available for viewing on the website of Council.	Completed

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	For the 2020-2021 reporting year the 4 quarterly meetings were held with area commanders, with matters discussed include staffing levels, working conditions of Police both in Narrandera and Barellan, crime statistics, driver behaviour. Regular telephone contact has been maintained to report and follow up on specific issues.	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 requested for viewing by NSW Police.	Information Technology Manager	For the 2020-2021 reporting year Council continued to maintain the existing cameras in the CCTV system. Council staff are also currently organising a review of the public facing CCTV equipment to enable long term plans to be created. During the reporting period Council received several request from the NSW Police to view specific footage.	Ongoing commitment

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	For the 2020-2021 reporting year Council staff undertook 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. This has resulted in no reports of environmental harm or damage from that many Council projects.	Ongoing commitment
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	For the 2020-2021 reporting year a total of 339 high risk inspections were completed including 36 water way inspections, 104 high risk site inspections and 199 high risk pathway inspections. A total of 299 private property inspection have also been completed. Other activities include 62 Biosecurity Directions issued and 1 priority plant removed from a high risk site.	Completed
2.1.1.3	MEASURE (3) - Works finalised against the schedule of works, progressive and comparative statistical data on trees removed,	Open Space Recreation Manager	For the 2020-2021 reporting year there were numerous activities undertaken such as 4 tree maintenance packages completed and 223 trees planted. Species used during the reporting year include Zelkova Serrata, Chinese Elm, Sydney Red Gum, Acacia Limelight, Acer Palmatum, Magnolia, London Plane, Pyrus Snow Pears, Prunus Serrulate 'cheales', Pin Oak, Fraxinus Pennsylvanica	Completed

Action Code	Action	Responsible Position	Comment	Action Status
	trees replaced and new plantings.		'Cimmaron' and Melaleuca Styphelioides. Unfortunately there were 45 removals including emergency removals. A total of 5 tree irrigations systems have been installed.	
2.1.1.4	MEASURE (4) - Strategies and plans to preserve a unique feature of our native fauna.	Open Space Recreation Manager	For the 2020-2021 reporting year Council staff commenced a partnership with an external consultant to update the 2013 Plans of Management for Crown Reserves for which Council is the land manager. The updated Plans of Management will build on the 2013 documents which already identify significant areas of flora and fauna assets. The Plans of Management will provide a individual plans for the Lake Talbot Tourist Park also the Narrandera Flora and Fauna Reserve. Other plans will encompass a number of similar reserves with part of the Narrandera Cemetery having an individualised plan.	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.	Projects and Assets Manager	For the 2020-2021 reporting year Council staff have concentrated on the delivery of time dependent grant funded projects including the very successful 'Playground on the Murrumbidgee' projects.	Progressing
2.2.1.2	MEASURE (2) - Spaces where the needs of the community as a whole are considered.	Deputy GM Infrastructure	For the 2020-2021 reporting year, although the upgrade of the Narrandera CBD remains a high priority, it has been necessary to delay this project given the many time dependent grant funded projects. The project is being scheduled for the 2021-2022 financial year.	Ongoing commitment

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, general open space and urban beautification within easy access of residents and visitors.	Open Space Recreation Manager	For the 2020-2021 reporting year parklands across the Shire were maintained to a high standard. Shade sails and fencing were installed at two new playgrounds being the Narrandera Sportsground and the Barellan Sportsground. Soft fall has also been replenished at other playgrounds within the Shire. The Brewery Flat Reserve in Narrandera has had 2 new shade shelters and seating installed with a further shade shelter and seating installed adjacent to the	Completed

Action Code	Action	Responsible Position	Comment	Action Status
			Narrandera High Level water tower which has been complimented with landscaping.	

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.	Administration Assistant - Development and Environment	For the 2020-2021 reporting year, one of the major projects was the Organics Option Study that was placed on public exhibition in October/November 2020. The study sought community comment for the introduction of a 3rd waste bin for kerbside organics collection. The overwhelming response from the community was not in favor of a new kerbside collection. March 2021 saw Council adopt the Narrandera Waste Facility Long Term Plan of Management.	Progressing
2.3.1.2	MEASURE (2) - Actions taken by Council to reduce its environmental footprint such as quantifiable billing trends.	Executive Engineer	For the 2020-2021 reporting year the development and adoption of Council's Climate Action Strategy was a major achievement and leads the way to a significant reduction on Narrandera Shire Council's environment footprint. Strategic plans resulting from this strategy have been developed and will be implemented subject to a successful grant funding application.	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	For the 2020-2021 reporting year Council continues to utilise reuse water at 3 sporting fields, 3 recreational parks, 2 lawn sections at the Narrandera Lawn Cemetery and also the lawned areas along Victoria Avenue, Narrandera.	Completed

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	For the 2020-2021 reporting year, the impact of the COVID-19 pandemic has been significant - despite this there has been considerable business activity in the first half 2021 with a number of businesses changing hands and several new businesses commencing. Business confidence is considered reasonably high given the circumstances. An independent survey conducted in October 2020 revealed that a sector of businesses had traded very well during the year, however sectors such as accommodation and hospitality have been impacted. At the end of the year a Draft Business Incentive Policy has been presented to ELT and subject to a number of amendments, the draft policy will be submitted to Council for consideration.	Completed
3.1.1.2	MEASURE (2) - Attend Narrandera Business Group Meetings; facilitate guest speakers at Business Group functions; provide information,	Economic Development Manager	For the 2020-2021 reporting year, 2 new business activities will soon be developed at the Red Hill Industrial Estate following pending sales of two allotments. Continuing membership of the Narrandera Business Group and attendance at meetings by the Economic Development Manager ensures that information sharing is maximized.	Completed

Action Code	Action	Responsible Position	Comment	Action Status
	advice and leverage opportunities for information sharing.		There is also the bi-monthly preparation and publication of the Narrandera Shire Connected business newsletter to members of the business database.	
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	For the 2020-2021 reporting year, there is continued research to identify possible opportunities within the chicken industry with the Barellan area identified as a potential location.	Completed
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	For the 2020-2021 reporting year 2 industrial blocks were subject to Contract of Sale as at 30 June 2021 with further incentives being considered. The future of the the Estate is very positive and it is anticipated that there will be increasing activity within the Red Hill Industrial Estate moving forward.	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 Support Manager	For the 2020-2021 reporting year the Narrandera Youth Advisory Council held regular monthly meetings to discuss important matters relating to the Narrandera Youth - including access to mental health services, the Food Trailer Project as well as planning for youth lead, youth focused activities. The Community Liaison Officer made several successful grant submissions to facilitate these activities which included Youth Week Activities, Cinema Under the Stars, Mind Alignment workshops, Resume and Cover Letter Creation Workshops, Pilates in the Park, Boxercise for Youth, the Flick Fit Naturally Chill program and the Creating Future Farmers program. The Community Liaison Officer met with the Narrandera High School on a weekly basis to help facilitate wellbeing programs for girls in years 7-10.	Ongoing commitment

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 Support Manager	For the 2020-2021 reporting year Council formed a new Domestic Violence Awareness Committee to assist Council advocate for increased services to support residents across the Narrandera Shire and to continue its efforts to provide information and support to the local community about housing and refuge services. The 2 residential aged care facilities continue to provide both long term and short term care for those living with a disability and the frail aged who can no longer safely live at home. Narrandera Home Modifications and Maintenance alongside other services including Meals on Wheels continues to provide help to residents to remain living in their own homes for longer. Council, along with key stakeholders, proposed a location that would be suitable for a retirement village within Narrandera town.	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	<p>For the 2020-2021 reporting year Council submitted 3 applications for bridge replacements under the Fixing Country Bridges program and was successful in obtaining funding for 2 of the bridges.</p> <p>Council also received \$497,363 of additional works under the Local Roads and Community Infrastructure funding and received an additional \$472,000 in Roads to Recovery funding for the year for works to be completed before 31 December 2020.</p> <p>Council submitted 5 applications for roads upgrades on school buses routes under the Fixing Local Roads Program Round 2 - the total of grant funding applied for is \$4,354,649, however only 1 application was successful being the Sandigo-Kywong route valued at \$454,440.</p> <p>Council also applied for \$1,110,157 funding under the Regional Airports Program Round 2 for the construction of a new taxiway at the airport, although an announcement has not been made there is optimism that the grant will be successful.</p>	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 undertaken during the reporting period.	Works Manager	For the 2020-2021 reporting year Council resealed a total of 37.2 kilometers of bitumen road, maintenance graded 385.3 kilometers of gravel roads, gravel re-sheeted 22.35 kilometers of gravel roads and upgraded 19.5 kilometers of road to sealed.	Completed

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	For the 2020-2021 reporting period, the footpath hazard inspection was completed across the entire network, also the roughness data was obtained for the remainder of the sealed roadway network.	Completed

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.	Projects and Assets Manager	For the 2020-2021 reporting year Council staff were active on no less than 17 different grant funded programs, many of these included multiple project activities. Major grant programs included the Drought Stimulus NSW (Playground on the Murrumbidgee), Stronger Country Communities Round 3 & Round 4, Drought Communities Program, Fixing Local Roads Round 2 & Round 3 also Local Roads & Community Infrastructure Program Round 1.	Progressing
4.2.1.2	MEASURE (2) - Completion of projects identified within projected timeframe and budget.	Projects and Assets Manager	For the 2020-2021 reporting year Council has been successful in significant grant funding from both the Federal and State Governments - major projects include the magnificent redevelopment of the Lake Talbot Water Park, design & construction of the proposed Narrandera Destination & Discovery Hub, sealing of the Narrandera-Leeton Airport runway, replacement of airside fencing at the airport, Community Hall Projects also the design & construction of the Clubrooms and Changerooms at the Narrandera Sportsground.	Completed
4.2.1.3	MEASURE (3) - Details of applications submitted and the outcome.	Water Sewer Manager	For the 2020-2021 reporting year there were no new funding streams available for the submission of applications with future applications predicated on completion of the Integrated Water Cycle Management Plan. Despite no new funding applications submitted work is progressing on other	Ongoing commitment

Action Code	Action	Responsible Position	Comment	Action Status
			projects that we success such as the South West Narrandera Sewer Extension Study worth \$48,000 and the Barellan Sewer Scheme worth \$4.87 million dollars.	

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 Manager	For the 2020-2021 reporting year the completion of the Integrated Water Cycle Management Plan was delayed until the 2021-2022 financial year due to changes to the scope of an essential Groundwater Study which has been requested by the NSW Department of Planning, Industry and Environment.	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	Water Sewer Manager	For the 2020-2021 reporting year significant progress has been made of capital works such as the Adams Street and King Street watermain replacement, essential sewer mains replacement program, preparatory works for the Pine Hill water reservoir construction project such as acquisition of	Progressing

Action Code	Action	Responsible Position	Comment	Action Status
	effectiveness measured by a timeline.		land for the new infrastructure then planning and design for the exciting Barellan sewer scheme.	

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	For the 2020-2021 reporting year, comment of measurables within in the adopted Delivery Program by responsible officers continues on a three monthly basis with reports presented to Council for the quarters ending September 2020, December 2020, March 2021 and June 2021. These updates are then posted to the website of Council for public viewing.	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	For the 2020-2021 reporting year Micromex Research completed the 2021 Community Survey with Mark Mitchell of Micromex Research presenting the report to Council and the community at the 20 April 2021 Council meeting. Key findings include: the 'mean' rating of overall satisfaction in 2016 was 3.19 out of 5 with the 2021 survey showing a slight increase of 3.24 which is comparable to the regional benchmark of 3.35. On a percentage basis the 2021 survey shows that 10% of persons surveyed are very satisfied with the performance of Council compared to a regional benchmark of 8%. The top 5 areas for more investment by Council include: Narrandera Town Water Supply, both Unsealed and Sealed Roads, Youth Services and Services and	Completed

Action Code	Action	Responsible Position	Comment	Action Status
			Activities for older residents and persons with a disability. The 2021 Community Survey is now on the website of Council for community viewing.	
5.1.1.3	MEASURE (3) - Outcomes committed to by Council in its Fit for the Future Improvement Plan.	Deputy GM Corporate & Community	For the 2020-2021 reporting year Council continued to meet the majority of the fit for the future ratios. The Own Source Revenue ratio has been below the benchmark 60% for a number of years and will remain so while council continues to be successful in obtaining grant funding which is recorded as revenue but not considered own source thus distorting the ration. Council at 30 June 2020 exceed the infrastructure backlog ratio. The works scheduled for 2020-21 and revision of the road network service level should substantially improve the ration at 30 June 2021. It is anticipated that council will retain a positive performance result in the coming year. However this positive operating result is unlikely to be retained in future years as increased depreciation costs from the large capital works program that council has undertaken in recent years and infrastructure upward revaluations flow to the operating statement.	Completed
5.1.1.4	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.	Governance & Engagement Manager	For the 2020-2021 reporting year the Customer Service Charter was extensively reviewed with Council endorsing the Charter for the purpose of community consultation. The refreshed Charter did not receive any submissions during the community consultation phase so the Charter is now in force. The document 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 refreshed Charter.	Completed

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	For the 2020-2021 reporting year, requests for financial support were considered in accordance with strategic documents and budgetary constraints. Through the reporting year Council provided the following financial assistance amounts to local organisations, some of which include: - Narrandera Imperial Football & Netball Club \$2,000, South Wagga Rotary Club \$300, Southern Sports Academy \$450, Barellan War Memorial Club \$4,478.90, Narrandera Scout Association \$1,342.36, Western Riverina Arts \$500, rental subsidisation for the 2 Council properties 1 being the Narrandera-Leeton Airport Cottage for use by the Australian Airline Pilot Academy and the other a property leased by a practicing local doctor, Narrandera Bidgee Boxing \$600.	Completed
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	For the 2020-2021 reporting year the new website of Council remained 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 the reporting period the website was uniquely viewed 82,424 times by 26,616 unique users. The top 10 viewed pages included the home page, Working at Council, Contact Us, Waste and Recycling, Council Meetings, Waste Depot Hours, Casual Positions, Projects and Community Consultation, Lake Talbot Water Park and News and Media.	Ongoing commitment
5.1.1.7	MEASURE (7) - Revise Council's Procurement Policy by 31 December 2018.	Governance & Engagement Manager	For the 2020-2021 reporting period, the Procurement Policy was adopted by Council with the accompanying Procurement Manual to be presented to the Executive Leadership Team in coming weeks for review and endorsement. A staff education program for project managers and authorised officers who have delegation to purchase services, good and works will follow.	Completed

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	For the 2020-2021 reporting year the Human Resources and Work Health and Safety team continue to review policies as time permits. The process follows a well documented consultation processes including endorsement by the Executive Leadership Team then inclusion on the Consultative Committee agenda for discussion and if endorsed the policy is placed on display for twenty eight days for staff consultation. At the end of this process, staff are informed that the policy has been adopted and the reviewed policy is placed on toolbox meeting agendas and other staff agendas for communication to staff.	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	For the 2020-2021 reporting year, like many organisations Council has an aging workforce - one of the requirements of the Workforce Strategic Plan is to develop a succession plan to minimise risks associated with the ageing demographic. The Human Resources Manager has provided a document to the Executive Leadership Team outlining a proposed succession plan for all critical positions within the organisation. This document has now been reviewed by the General Manager and the Deputy General Managers and has been adopted. To formalise this process a Succession Planning Policy has been developed and is to be discussed at the next Consultative Committee meeting.	Completed
5.1.2.3	MEASURE (3) - Amendments are made as soon as possible; report	Human Resources Manager	For the 2020-2021 reporting year the staff performance appraisal process saw a number of improvements when compared to previous years - improvements include a	Progressing

Action Code	Action	Responsible Position	Comment	Action Status
	September annually performance appraisal outcomes.		comprehensive checklist developed to assist managers and supervisors to understand and undertake face to face meetings and resultant documentation requirements such as providing a copy of current drivers licence. Feedback is that the checklist streamlined the process and ensured that all relevant steps were completed in order.	
5.1.2.4	MEASURE (4) - Information presented is accurate, relevant and easy to read.	Human Resources Manager	For the 2020-2021 reporting year Council provided report writing training to managers and supervisors. This training has seen an improvement in written documentation. Existing and new staff are provided training when a need is identified. The 2020-2021 Performance Appraisal process has so far not identified any training requirements for written communication skills.	Progressing

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	For the 2020-2021 reporting year 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.	Progressing

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.	Finance Manager	<p>For the 2020-2021 reporting year the financial situation of Council is positive with an operating surplus reported for financial year ending 30 June 2021. Financial performance measures remain strong for operating performance, unrestricted current ratio, debt service cover ratio, overdue rates & charges percentage also cash expense cover ratio. Council has received increased grant funding during the reporting year that has inadvertently reduced the own source operating revenue ratio.</p> <p>The Revenue Officer continues to monitor land that becomes rateable along with the Finance Manager placing investments in accordance with the Investment Policy. The adopted budget is measured against actual performance on a quarterly basis and reported to Council with any required variations during the reporting period.</p>	Completed
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.	Finance Manager	<p>For the 2020-2021 reporting year Council developed a Grant Funding Register requiring details of the date of the application, the funding body and a reference number, the amount sought and details of the responsible officer. Should grant funding be successful then the amount received and acquittal details are recorded.</p>	Progressing

Action Code	Action	Responsible Position	Comment	Action Status
5.1.4.3	MEASURE (3) - Reported monthly to Council against a timeline.	Finance Manager	For the 2020-2021 reporting year the financial investment portfolio is reported to Council on a monthly basis including details of transactions for the preceding month and investments held with each banking institution in accordance with the prescribed credit limits in Council's investment policy. Council has continued to maintain a strong rate of return ranging from 0.30%-1.36% above the published 30-day Reserve Bank Bill Rate Return.	Completed

ACTION 5 - The community displays a high level of understanding and compliance with legislative requirements regarding 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.	Administration Assistant - Development and Environment	For the 2020-2021 reporting year 50 dogs were registered as companion animals.	Completed
5.1.5.2	MEASURE (2) - Updated statistics for each reporting period with cumulative totals also to be reported.	Administration Assistant - Development and Environment	For the 2020-2021 reporting year 9 cats were registered as companion animals.	Completed

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	For the 2020-2021 reporting year Council prepared and adopted the Local Strategic Planning Statements (LSPS), which details the timeline in which Department of Planning, Industry and Environment require the delivery of the Local Environmental Plan update and associated studies. These works will continue in accordance with the adopted LSPS.	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	For the 2020-2021 reporting year the Local Strategic Planning Statement was adopted by Council in August 2020 in which there were a number of studies required to be undertaken, including a local housing strategy, house keeping review of the Narrandera Shire Council Local Environmental Plan and Development Control Plan over the next 2 years. Work will continue to be undertaken in accordance with the Local Strategic Planning Statement and milestones reported as they progress.	Ongoing commitment

ACTION 8 - Development Applications received and assessed within statutory timeframes

Action Code	Action	Responsible Position	Comment	Action Status
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.	Administration Assistant - Development and Environment	For the 2020-2021 reporting year a total of 86 Development Applications were received, this compares extremely favourably when compared to 2019-2020 where there were 42 Development Applications lodged and in 2018-2019 there were 6 Development Applications lodged.	Completed
5.1.8.2	MEASURE (2) - Comparison of assessment timeframe against Department of Planning & Environment averages.	Administration Assistant - Development and Environment	For the 2020-2021 reporting year the average Development Application assessment timeframe was 28 days compared to the statutory 40 day timeframe.	Completed

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

Action Code	Action	Responsible Position	Comment	Action Status
5.1.9.1	MEASURE (1) - Details of engagement opportunities.	General Manager	For the 2020-2021 reporting year the Riverina and Murray Joint Organisation (RAMJO) remained very active within the region and working on issues relevant to Narrandera Shire and its residents - significant issues include water resources, energy, and health issues. RAMJO co-ordinated information on regional projects, completed the	Completed

Action Code	Action	Responsible Position	Comment	Action Status
			Energy Audit for our Shire and also developed the Adverse Event Management Plan. The reporting year concluded with the announcement of Federal Government grant funding to extend broadband capabilities across the Shire.	



EVONNE GOOLAGONG

Dunlop



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