

# Delivery Program 2022-26

Half Year Performance Review  
1 July 2023 to 31 December 2023



## 1: DELIVERY PROGRAM 2022-2026

### 1: OUR COMMUNITY

#### 1.1: To live in an inclusive, healthy and tolerant community with a positive attitude toward others

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.1.1	Acknowledge and celebrate our local Wiradjuri culture	Progress the implementation of the Cultural Plan to value our Wiradjuri Culture.	A community that is more aware of its Wiradjuri heritage.	Council continues to hold regular meetings of the Aboriginal Elders Liaison Group. These meetings have included the following agenda items; names for inclusion on the Wiradjuri Wall, introduction of the new Police Liaison Officer, NAIDOC Week celebrations, maintenance issues at Koori's Beach also funding from the Murrumbidgee Local Health District to construct a grieving circle at the Narrandera Hospital. Council also submitted a request to the NSW Geographical Names Board to have the name of Town Beach formally changed to Koori's Beach - this proposal was endorsed by the GNB and is currently on exhibition for community consultation.	Community Support Manager	Ongoing commitment	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.1.2	Support opportunities for community participation in diverse arts and cultural activities	Our Cultural Plan supports opportunities for the community in arts and our community through cultural events, programs and initiatives.	Number of events supported with details on participation and attendance.	The Cultural Plan details goals, actions and outcomes facilitated by Council. The Arts and Cultural Advisory Committee, Parkside Museum S355 Committee, the Bettering Barellan Advisory Committee, the Grong Grong Community Advisory Committee also other community groups, artists, artisans and community members are all active in this space. These groups support the aims and outcomes listed within the Plan. To increase usage of the Arts Centre, the Arts and Cultural Committee proposed a subsidy to reduce hire fees for not for profit Community Groups - Council has approved this and will apply when Visitor Information Services moves to the Destination and Discovery Hub. A policy for eligibility to receive the subsidy is being developed. The Arts Centre recently hosted the 'Shadow Places' exhibition organised by the CAD Factory. The exhibition was in place for September and October and complimented Council hosting a meeting of the Riverina and Murray Joint Organisation of Councils (RAMJO).	Community Development (including Library) Manager	Ongoing commitment	40%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.1.3	Work with event organisers to promote and improve participation in local events and festivals	Community events that are highly publicised and promoted with high levels of community participation and positive feedback.	Event statistics and participant feedback.	Contact with and publicity to assist local community groups initiate and promote community events is ongoing. In the past 6 months a number of community events have been successfully held; some have been assisted at a Council level with the support of the Events and Visitor Services Team Leader (EVSTL) and others on a more informal basis.	Events and Visitor Services Team Leader	Ongoing commitment	100%

## 1.2: Work together to advocate for quality health, education, youth and social services

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.2.1	Continue to work with the Aboriginal community fostering mutual respect and understanding through consultation seeking valuable feedback on important projects and initiatives	Build on the existing relationship and strengthen connections.	Summary of meetings held and the outcomes of consultation on projects and initiatives.	Council continues to hold regular meetings of the Aboriginal Elders Liaison Group. These meetings have included the following agenda items; names for inclusion of the Wiradjuri Wall, introduction of the new Police Liaison Officer, NAIDOC Week celebrations, maintenance of Koori's Beach, funding from the Murrumbidgee Local Health District to construct a grieving circle at the Narrandera Hospital. Council also submitted a request to the NSW Geographical Names Board to have the name of Town Beach formally changed to Koori's Beach. This proposal was endorsed by the GNB and is currently on exhibition as part of the GNB community consultation.	Community Support Manager	Ongoing commitment	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.2.2	Work with the Youth Council to implement the Youth Strategy	A Youth Council that is considered as part of Council.	Update of actions relating to the Youth Strategy also engagement and member recruitment opportunities.	The Narrandera Youth Advisory Council held four Youth Council meetings during the reporting period. The following agenda items were discussed; Election of Youth Mayor and Youth Deputy Mayor, new Youth Advisory Council nominations, resignation of two members, Spring Holiday Break funding, Summer/Autumn Holiday Break funding, request for support at Koala Festival and Australia Day, Blue Tree Project, events for attendance by the food trailer, Youth Council Social Media pages. The food trailer attended two events during the reporting period, the Slime Run and the Christmas Markets. Council held two successful School Holiday programs including Paint with Mates, Sewing Workshops, 3x3 Basketball, Games and Virtual Reality also an excursion to Family Funland, Mario Kart Tournament, Roller Disco and the Slime Run.	Community Support Manager	Ongoing commitment	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.2.3	Integrate the Youth Council into official Council and community events	A Youth Council that is engaged with leadership activities.	Outcomes achieved within the Youth Strategy, particularly the section of 'Voice' where the objective is to involve youth in the decisions that affect them.	The Youth Advisory Council meeting minutes are presented to Council each month at the ordinary Council Meeting, the recommendation contains important items that were discussed at each meeting. The Youth Advisory Council also the Community Support Manager & the Youth Liaison Officer presented the findings of the recent Youth Survey to the Council which provided an opportunity for members to engage with Councillors. The Youth Mayor and Youth Deputy Mayor were invited to the October 2023 Council Briefing Session where they were able to discuss with the Councillors matters of focus for the Youth Advisory Council.	Community Support Manager	Ongoing commitment	100%
1.2.4	Continued advocacy for the delivery of integrated health services and well-being programs.	Continued improvements in the delivery of integrated health services and wellbeing programs.	Improvements resulting from continued advocacy also outcomes from participation in the Narrandera Health Advisory Group.	During the reporting period, meetings have been held with the Parliamentary Secretary for Health with follow up letters and emails issued regarding staffing levels and accommodation for medical personnel in Narrandera.	General Manager	Progressing	50%

**1.3: To feel connected also safe**

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.3.1	Maintain and enhance the connection between Council and the community using available communication channels	A community and Council that is engaged.	Statistical information from the monthly media report submitted to the Executive Leadership Team.	Council is very proactive in engaging with the community utilising various communication channels including social media, website, radio, newspaper, digital newsletters, physical newsletters and television.	Communications Officer	Completed	100%
1.3.2	Continued advocacy for the strengthening of critical emergency services personnel and 'fit for purpose' infrastructure through the Narrandera Community Safety Precinct Committee	Critical emergency services and personnel are readily and consistently available to meet the current and emerging needs of the community.	Details of advocacy opportunities and outcomes relating to personnel numbers and infrastructure improvements.	Quarterly meetings have been held with regional Police to discuss crime activity within the Shire. A letter to the Minister for Police advocating for an upgrade to the Narrandera Police station has been sent and was followed up by phone conversation with the relevant Inspector.	General Manager	Progressing	50%



Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.3.3	Ensure that the CCTV network is functional and there is a program for enhancement	An enhanced CCTV network that captures anti-social behaviour.	A CCTV network that provides NSW Police with information to address anti-social behaviour leading to a reduction in requests to view footage.	Council staff have completed work with contractors to organise CCTV inside and outside the new Narrandera Destination and Discovery Hub. All cameras at the Destination and Discovery Hub, the Tiger Moth building, the Twynam Street amenities and the historic grandstand have now been consolidated into one centrally managed system. Staff are working to complete the financial funding grant to replace and enhance the existing public CCTV systems.	Information Technology Manager	Ongoing commitment	50%
1.3.4	Provide transport opportunities to support independent living at home	A community transport service that supports independent living at home.	The number of trips provided to clients by funding demographic, kilometres travelled cumulative per financial year and comparative to the previous year.	The Narrandera/Leeton Community Transport delivered 656 hours of social support during the reporting period, 172 hours of garden maintenance, 7 hours of flexible respite, 1,697 trips and 4 home modifications to persons aged 65 years and over or 50 years and over for those who identify as Aboriginal or Torres Strait Islander. A total of 2,883 trips were delivered to transport disadvantaged clients, 84 trips to NDIS clients, 40 trips to DVA clients, 1,030 trips at full cost recovery and 496 trips for non-emergency health related transport.	Community Support Manager	Ongoing commitment	100%

## 2: OUR ENVIRONMENT

### 2.1: To value, care for and protect our natural environment

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.1.1	Establish strong partnerships to protect, expand and promote Narrandera's unique koala population with a vision to establish a research centre in Narrandera	Our koala population is protected by the scientific and broader community, and a koala research centre is established in Narrandera.	Progress in establishing a research centre in Narrandera, but also the actions taken to protect our koala population and data on the population when available.	<p>Council continues collaboration with the Narrandera Koala Regeneration Committee to support its ongoing work to protect and grow the region's koala population. This partnership recently facilitated a significant meeting with the Australian Koala Foundation (AKF) to discuss the Key Individuals for Species Success (KISS) program and other potential conservation initiatives for this region's koala population. The KISS program is a targeted community-based approach to koala conservation that has achieved success in other regions.</p> <p>The annual Koala Count was conducted in October 2023, along with the Narrandera Koala Festival. Council's Narrandera Koala Festival is an opportunity to celebrate the region's healthy koala population and raise awareness about the importance of koala conservation. The Festival serves as a platform to engage the local community and visitors in understanding koala behaviour, habitat requirements and the impact of human activities on their populations.</p>	Economic Development Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.1.2	Key environmentally sensitive areas under the control of Council are managed with awareness and sensitivity	Environmentally sensitive areas controlled by Council area managed appropriately.	Details of actions taken to prevent environmental damage; where there is a breach, remedial actions taken and measures to prevent reoccurrence.	The Narrandera Flora and Fauna Reserve, the Narrandera Wetlands, the Lake Talbot and Rocky Water Holes precincts are all managed in accordance with the Crown Land Management Act, 2016. A targeted weed control and inspection program is in place for priority weeds.	Open Space Recreation Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.1.3	Preservation and enhancement of our significant tree assets to maintain our signature streetscapes	The preservation and enhancement of trees within our townscapes is practiced and encouraged by Council.	Continuation of the tree audit to identify risks and potential early issues with specific tree species also details of ongoing maintenance to our tree assets and comparative statistical data on trees removed, plantings and any projects where trees will be a significant feature.	The tree replacement program is continuing. Major tree maintenance packages were temporarily postponed to ensure budget compliance - this was mostly due to storm events and the need to divert resources both personnel and financial. Urgent and high priority works have been completed. It is expected that additional tree maintenance packages will be action in March to June 2024. All trees managed by Council have been assessed through a tree audit and where necessary tree faults or other works have been updated into the tree plotter within Council's tree management system.	Open Space Recreation Manager	Progressing	35%

## 2.2: Enhance our public spaces to enrich our community

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.2.1	Continually assess playgrounds to determine if fit for purpose, ensure compliance with the relevant standards and they meet community needs relevant to the level of use of the area	All playgrounds are considered fit for purpose to applicable service standards and by the community.	Compliance with relevant playground standards and Council's insurer StateWide Mutual best practice manual titled 'Playgrounds'. Details of grant funding applications to maximise opportunities also details of planned improvement works.	Community playgrounds are inspected weekly or monthly depending on their location and the level of use of the playground. The inspection process and findings are documented and saved into Council's risk management system "Vault". Any remedial actions are assigned as tasks to staff with the task only completed once repairs or replacements have taken place. A new playground has been installed at the Narrandera Water Tower area and a preoperational inspection was completed prior to opening. Two staff have recently completed essential training provided by the Australian Government ( <a href="http://www.training.gov.au">www.training.gov.au</a> ) - Conduct operational inspection of park facilities which includes the identification of hazards, existing and potential risks, non-conformities with Australian Standards and WHS requirements.	Open Space Recreation Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.2.2	Implement a renewal and maintenance schedule to support a diverse range of building facilities for the community	Facilities are maintained so that they are fit for purpose and continue to support both organisational and community activities and that there is a strategic plan in place for their replacement or renewal.	Details of actual and proposed renewal and maintenance activities achieved in the financial year in accordance with the schedule and allocated budgets.	<p>Council buildings renewal and maintenance program for the 2023-2024 financial year is underway. Scheduled air-conditioning servicing, test and tag services, spider spraying and gutter cleaning have been completed or have been scheduled.</p> <p>Renewal activities include air conditioner replacement, identified fixture and fittings replacements, roof and gutter works, plumbing renewals, installation of security mesh and internal /external painting.</p> <p>Renewal and upgrade activities are being undertaken at the Brewery Flat amenities, the Narrandera Playgroup building at the rear of the Emergency Services Building, the Senior Citizens building, the Air League building also the Lake Talbot Rotary BBQ shelter and the Barellan Museum building as part of the Local Roads and Community Infrastructure grant funding.</p>	Projects and Assets Manager	Progressing	50%

### 2.3: Maximise greater re-use of resources to increase sustainability within our community

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.3.1	Implementation of the Narrandera Shire Waste Management Plan and identify realistic opportunities for re-use of waste streams	Options to minimise waste streams to landfill to promote reuse and recycling are identified and progressed.	Statistical information for waste diverted from landfill obtained from the current EPA reporting regime.	The new waste transfer area has designed with construction of the transfer station nearly completed. Site preparation of the new area has been undertaken with internal roadway to commence in March. Community education program for waste separation to be undertaken over the next 6 months.	Deputy GM Infrastructure	Progressing	50%
2.3.2	Source funding and implement short to medium term actions from the Narrandera Shire Council Climate Action Strategy	Council progresses the 24 short term to medium actions identified under its November 2020 Climate Action Strategy as funding opportunities arise.	Progress on the 24 short term to medium term actions.	In line with Council's Climate Action Strategy (Efficiency, Renewable Energy & Emissions Reduction short to medium Action Plan) Council has engaged Energen to design and construct 'behind the meter' photovoltaic (PV) solar systems at a number of key sites allowing for either carport, ground and/or roof mounted systems. It is predicted that this will provide for a total of 230KW of energy generation and the capacity to store energy at two sites with the installation of 35kWh of battery storage. This project is scheduled to be completed by mid-February 2024.	Projects and Assets Manager	Progressing	40%

### 3: OUR ECONOMY

#### 3.1: Create strong conditions for investment and job creation through quality infrastructure and proactive business support

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.1.1	Identify and develop targeted campaigns to attract industry/business also building on our distinctive strengths in agriculture and its related supply chains	New industries/businesses that situate their operation in the Shire as a result of targeted campaigns.	Outcomes of targeted campaigns that align with the Economic Development Strategy.	<p>Council continued its work with an economics consultancy to prepare the Narrandera Shire Economic Development Strategy 2024-2028. Consultation was undertaken with key stakeholder groups with the objective of preparing a Strategy that focuses on achieving positive economic outcomes and long-term growth to support the businesses and residents of Narrandera Shire. This Strategy will guide Council's efforts to achieve the next stage of the development of Narrandera Shire in being a destination of choice for living, working, visiting and investing. Key outcomes will include initiatives to attract industry and business investment, mechanisms to support employment growth and ongoing advocacy to attract external funding for Council development projects. Council also continued efforts to seek grant funding to expand the Red Hill Industrial Estate. This underpins Council's commitment to enhancing the region's infrastructure to facilitate the growth of established and emerging businesses.</p>	Economic Development Manager	Progressing	50%



Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.1.2	Promote collaborative marketing initiatives through regular meetings between businesses and Council on both a formal and informal basis	The business group and Council view their working relationship as constructive and progressive.	Details of meetings held, such as attendance also the outcomes achieved or proposed to be achieved.	<p>During the reporting period, Council's support for community events contributed significantly to the success of the Narrandera Business Group's Spring Fair. This event created a vibrant and engaging environment for local businesses to showcase their offerings and connect with the community. Additionally, the Small Business Month event hosted by Council at the TAFE Connected Learning Centre was a valuable opportunity for small business owners to gain insights into establishing and enhancing their online presence. Presentations were delivered by industry experts on how small businesses can best utilise their online presence to optimise sales and business outcomes. Council maintained its collaborative work with adjoining Councils on the continuation of the highly successful Murrumbidgee Trails initiative and on a range of tourism development matters through the Visit Riverina group.</p>	Economic Development Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.1.3	Promotion of Narrandera Shire using our heritage buildings, culture, location, waterways, ecotourism also business and sporting facilities	Promotion of the natural, cultural and built environments of our Shire results in increased tourism, business and sporting activity.	Details of promotional campaigns also the measuring of value-adding effects such as maximising visitor stays.	The unique natural environment and the built environment of our Shire is promoted in almost all of Council's destination marketing material, ranging from printed brochures, website content, hard copy advertising campaigns, street banners, billboards, and social media posts (32). Narrandera Shire's assets are also promoted through joint ventures including Murrumbidgee Trails and Visit Riverina to increase overnight stays, increase local destination visitation, and offer day trips to bordering local government areas.	Communications Officer	Progressing	80%

3.1.4	Advocate and support the expansion of the Narrandera-Leeton Airport and increased business opportunities	The Narrandera-Leeton operations are strengthened by infrastructure upgrades including the parallel taxiway.	Outcomes measured by usage of the airport also advocacy for the enhancement of the Narrandera-Leeton Airport.	<p>Council has actively supported plans of the Australian Airline Pilot Academy (AAPA) to construct a satellite campus at the Narrandera - Leeton Airport, linked to its Wagga Wagga campus, to help increase AAPA's capacity to train commercial airline pilots. It was expected that this initiative would significantly benefit Narrandera Shire and its residents through increased demand for services and goods to be supplied to the new campus. In late 2023, Council was advised that AAPA no longer had plans in the short term to develop academy facilities at the airport.</p> <p>Council also resolved to not proceed with the construction of a parallel taxiway due to the higher than expected construction costs. Council will continue to investigate other opportunities to grow the airport precinct - with the objective of generating employment and improved infrastructure to support broader regional economic development outcomes that are consistent with the activities of a regional airport facility.</p>	Economic Development Manager	Progressing	50%
-------	--	--	---	---	------------------------------	-------------	-----

### 3.2: Encourage new housing supply to meet the needs of the community

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.2.1	Actively seek and where possible, assist prospective developers to facilitate a mixed housing development that includes an independent living complex and affordable housing in Narrandera	A mixed housing development that includes independent living and affordable housing opportunities is built in Narrandera.	Advocacy actions to promote such a development within Narrandera.	Council maintains open channels of communication with prospective developers and local real estate agents to help facilitate potential housing developments in Narrandera, including an independent living complex and affordable housing. Council has also identified Council-owned land suitable for such a development. Council actively supports this initiative as the benefits include: individuals of all ages and income levels having access to suitable affordable housing options; support for our elderly residents who prefer independent living with appropriate facilities; improved social cohesion; and enhanced diversity of our local community.	Economic Development Manager	Progressing	50%
3.2.2	Strategic land use planning for future housing, recreational, commercial and industrial needs	A housing and industrial land strategy is developed and implemented.	Land is identified within the new Local Environment Plan for future housing, recreational, commercial and industrial needs.	The planning proposals for the 'Red Hill' expansion as identified in the Employment Zone Land being undertaken.	Deputy GM Infrastructure	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.2.3	Continue to lobby NSW Government to resolve Aboriginal Land Claims on lands suitable for potential development	Aboriginal Land Claims relevant to the Shire's desired housing and industrial development strategies are heard and resolved.	Progress of any land claims proposed for settlement.	Verbal submissions have been made to Minister urging action on outstanding Aboriginal Land Claims.	General Manager	Progressing	50%

## 4: OUR INFRASTRUCTURE

### 4.1: To have an improved and appropriately maintained road network

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.1.1	Submit funding applications to maximise opportunities to upgrade the local and regional road network	Commonwealth and State funding is sourced to upgrade the local and regional road network.	Details of financial applications submitted for road related funding also the details of successful applications.	Council has applied for and is awaiting notification of the following financial grant applications: \$129,766.76 AGRN 1030 Emergency Works (EW) \$204,364.34 AGRN 1034 Emergency Works (EW) \$272,573.56 AGRN 1034 Immediate Reconstruction Works (IRW) \$506,802 AGRN 1034 Essential Public Assets Reconstruction Works (EPA-RW) Council has applied for and was successful in receiving: \$3,976,990 Regional Emergency Road Repair Fund (RERRF).	Works Manager	Progressing	60%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.1.2	Plan and undertake road maintenance and upgrades based on available funding	Local roads are maintained within budget with reference to the strategic 3 year works plan for upgrades and maintenance.	Details of works undertaken also statistical data such as kilometres and costing.	At end of December 2023, Council completed 25.7 Kilometres of scheduled Gravel Resheet works (approx. 73% of the years regular scheduled works), 237 Kilometres of maintenance grading (approx. 57% of the years regular scheduled works). Included in these figures, Council has undertaken Essential Public Asset Reconstruction Works (EPA-RW) Gravel Resheet works of 1.8 Kilometres of road network as part of Natural Disaster AGRN1001 (January 2022).	Works Manager	Progressing	60%
4.1.3	Strategic lobbying for the replacement or upgrade of the bridge across the main irrigation canal on Irrigation Way	The bridge across the main canal along Irrigation Way is upgraded or replaced.	Lobbying outcomes until a successful outcome is achieved.	Council has ongoing communication with Transport for NSW and the Local Member, but there is no commitment to improve the bridge at this stage. Confirmation has been received that there are no funds allocated or planned at this stage for any of the required works.	Deputy GM Infrastructure	Ongoing commitment	20%

#### 4.2: Actively investigate opportunities to enhance our potable water quality

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.2.1	Implement the adopted Integrated Water Cycle Management Plan (IWCM)	Implementation of the IWCM.	Actions taken to implement the IWCM.	Amendments to the Integrated Water Cycle Management Strategy IWCM are progressing. The scoping study of a new Water Treatment Plant is expected to be completed during February 2024. Taste testing study was completed in December 2023, this involved pouring a different type of water into a cup with the participant rating the taste of each sample.	Water Sewer Manager	Progressing	50%
4.2.2	Continue to address water quality issues within the potable water supply network	Continued improvements to the Narrandera potable water supply as outlined in 2020 Clean Water Strategy.	Implementation of the action plan and statistical analysis of water quality monitoring reports.	Water mains cleaning, household water filtration installation program and water mains replacement programs are progressing.	Water Sewer Manager	Progressing	50%



Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.2.3	Ensure that wastewater returned to the environment is in line with guidelines from relevant authorities	Wastewater is appropriately treated and returned to the environment.	Reporting on the wastewater testing regime and any variations outside of parameters of acceptable load limits of pollutant discharge.	The most recent annual NSW Environment Protection Authority return for 2022-2023 was submitted and approved in April 2023 - the current year 2023-2024 wastewater discharges are of acceptable quality.	Water Sewer Manager	Progressing	50%
4.2.4	Keep the community informed of water supply matters and proposed infrastructure upgrades, encourage water customers to register and use the new water billing portal	An informed community about improvements to the Narrandera potable water supply.	The number of media items issued to the community relating to the potable water supply.	The timeline has progressed with the scoping study moving to the next phase, where water taste testing events were held on Friday 15 December 2023. As part of this process content was created and distributed using social media, the website of Council, the Narrandera Argus - at the event there were many face to face discussions held with consumers and key staff.	Communications Officer	Completed	100%

#### 4.3: To improve, maintain and value-add to our essential public and recreational infrastructure

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.1	Undertake stages 1 & 1A of the Narrandera Business Centre Upgrade, including the implementation of improved stormwater drainage and seek funding for the additional stages of the project	Stages 1 and 1A of the Narrandera Business Centre upgrade and improved stormwater drainage are implemented.	Milestones achieved as the project progresses.	Report presented to the June 2023 Council meeting resulted in the deferring this project, due to strong community objection. The detailed design of the drainage scheme is complete, with grant funding to be secured for these works.	Deputy GM Infrastructure	Progressing	80%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.2	Through stakeholder consultation, in any project consider the diverse mobility needs of our community, consistent with the Disability Inclusion Action Plan	That the Disability Inclusion Action Plan is considered in any project.	Consideration of the Disability Inclusion Action Plan in any project and what elements of the Plan have been included in the project.	Council staff are and will continue to undertake stakeholder consultation to determine the mobility needs of our community in accordance with the Disability Inclusion Action Plan.	Projects and Assets Manager	Progressing	30%
4.3.3	Through community consultation develop a new masterplan for Marie Bashir Park	A masterplan for Marie Bashir Park is developed.	Details of actions taken to deliver a new masterplan, including a timeline and budget predictions.	A consultant has been engaged to develop a masterplan for Marie Bashir Park - at the time of writing this report the adventure playground master plan has been completed and will be displayed to the community using the website of Council and social media.	Open Space Recreation Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.4	Through consultation with all user groups of Narrandera Shire sporting facilities, prioritise improvements for venues and seek funding to implement the improvements	Sporting facilities are improved through works agreed with key stakeholders, users and the community.	Feedback from advisory groups and user groups also details of grant submissions.	Council staff are continuing to work with user groups to improve our sporting facilities. Three new netball courts have been constructed in Barellan along with spectator shelter areas constructed at both the Barellan and the Narrandera Sportsground. An off-leash dog area has been built at the western boundary of Henry Mathieson Oval which is a fully fenced and gated area of land for the recreation needs of dogs - it is planned to install dog friendly play infrastructure.	Open Space Recreation Manager	Progressing	80%
4.3.5	Establish an off-leash companion animal area adjacent to Henry Mathieson Oval	A purpose built off-leash companion animal park at Henry Mathieson Oval is available to the community.	Development of a new off-leash for companion animals.	Construction of the off-leash area adjacent to the Henry Mathieson Oval has commenced with works soon to be completed, with shelters, water and other features to be installed.	Deputy GM Infrastructure	Progressing	85%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.6	Source funding to improve vehicle parking at the Lake Talbot Water Park	Parking at the Lake Talbot Water park is maximised for all users.	Investigation and presentation to Council on available parking options and how the project is intended to be funded.	A detailed line marking layout has been completed with comments from the Lessee of the Lake Talbot Swimming Pool considered. Council staff are currently searching for suitable financial grant funding opportunities for this project.	Projects and Assets Manager	Progressing	15%

## 5: OUR CIVIC LEADERSHIP

### 5.1: Have a Council that provides leadership through actions and effective communication

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.1	Manage the functions of ARIC also the schedule of Internal Audits and Service Reviews.	Internal audits completed in accordance with the adopted program also service reviews carried out on identified areas of operation.	ARIC at its July 2022 meeting affirmed its commitment to 4 Internal Audits per financial year.	The Audit, Risk and Improvement Committee (ARIC) continues to progress to conformance with the guidelines for the management of ARIC released by the Office of Local Government mid December 2022. The ARIC have adopted the Terms of Reference and Internal Audit Charter and have appointed Mr. Stuart Todd as the 3rd independent member. Since the last update, the National Audits Group, was appointed to continue as Council's Internal Auditor for a further 3 years. At the present time 2 internal audits are under way being Personnel Succession Planning/Attraction also Corporate Governance Framework, a further 2 internal audits are planned to be finalised before 30 June 2024 being Community Transport and Treasury Functions - Investments.	Governance & Engagement Manager	Progressing	40%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.2	Support ethical, transparent and accountable corporate governance	A Council that supports ethical, transparent and corporate governance such as reporting on the Delivery Program every 6 months which is presented to Council and published to the community.	Presentation of information to Council and the community such as 6 monthly reporting of the actions contained within the Delivery Program being 31 December and 30 June.	Good governance promotes public confidence and is paramount to service delivery and the economic and efficient use of public money. Governance is the high-level processes and behaviours that ensure an organisation performs by achieving its intended purpose, complies with relevant laws, codes and directions while meeting community expectations of probity, accountability and transparency. Council achieves this in many ways - the most visible is the Council business paper also live streaming of non-confidential Council meetings to the community. The overarching document of Council is the Community Strategic Plan which is supported by key documents like the Delivery Program containing the strategies, actions and targets of Council which is reported to both Council and the community every 6 months - the report for 1 July 2023 to 31 December 2023 will be presented to Council in March 2024 and published to the community using the website of Council.	Governance & Engagement Manager	Ongoing commitment	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.3	Gauge customer and resident satisfaction with services and operations	Identify trends within the areas of importance identified from the 2021 community survey and in 2024 action a new community survey and report on variation to important issues.	From the 2021 Community Survey identify areas of importance and identify trends. In the 2023-2024 budget ensure there are financial resources to conduct a third Community Survey to be used to develop the new Community Strategic Plan and other supporting documents for adoption prior to 30 June 2025.	From the 2021 Community Survey the third largest performance gap analysis (importance v satisfaction) was 'Promotion of business establishment and growth of our Shire' - importance was scored at 85% and 59% satisfaction - the performance gap being 26%. The Economic Development Manager reports that Council has been very proactive with the business community through its consultation to develop the 2023 Economic Development Strategy. The Strategy provides for an increase in business investment and attraction, improve social and economic outcomes for residents, greater consumption of local goods and services, enhancement of workforce skills and training and grow the value of the visitor economy. Preparations are also underway for the 2024 Community Survey with a 'Request for Quotation' now active using VendorPanel with 4 potential service providers asked to supply a quotation by close of business 7 February 2024.	Governance & Engagement Manager	Progressing	50%



Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.4	Report on compliance with the financial performance measures within the annual financial statements	Financial reporting is compliant with measures set by the Office of Local Government also the NSW Audit Office.	Attaining or exceeding the benchmark ratios for the financial performance measures.	<p>The Auditor General NSW conducted the audit of Council's Annual Financial Statements expressing an unmodified opinion on the General Purpose Financial Statements on 18th September 2023.</p> <p>Audit also provides an overview of Council's performance against the performance measures and performance benchmarks set by the Office of Local Government. Council met the benchmarks except for the Own Source Operating Revenue Ratio. The benchmark is 60% while Council's ratio is 45%. Council's ratio is consistent with that achieved in previous years. Over recent years council has received increasing amount of operating grants. This continued in 2022-23 with substantial road funding and the prepayment of the Financial Assistance grant. These grant receipts act to reduce the ratio of Councils own source funds to operating revenue.</p>	Deputy GM Corporate & Community	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.5	Continue strategic advocacy for the strengthening of the Shire centres of learning	Improvements to our centres of learning.	Learning centre outcomes such as improved course availability and advancements in technology to assist in remote learning.	Financial Assistance from Council remains in place to fund both academic and other achievement awards with the Mayor, Deputy Mayor, Councillors and senior staff available to attend ceremonies when invited. The General Manager recently wrote to all Principals within the Shire inviting participation in emergency safety policy development which is part of the Riverina & Murray Joint Organisation of Councils project to assist communities to prepare for, understand and take action to reduce multi-hazard disaster risks - this will be facilitated through workshops organised by the Australian Red Cross and is jointly funded by the Australian and NSW Governments.	General Manager	Progressing	50%
5.1.6	Continue strategic advocacy for the improvement of telecommunication networks across the Shire	Improved telecommunications network in the Shire.	Outcomes of advocacy, improved infrastructure and reduction in the number of 'black spots'.	One meeting held with Telstra staff to discuss introduction of 5G across the Shire, this meeting has been followed up with emails and telephone conversations.	General Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.7	Make representations to both Federal and State Government agencies to determine the feasibility of the Lake Mejum and Lake Coolah concept	An informed decision of the feasibility of the Lake Mejum and Lake Coolah water storage concept is made and relayed to all stakeholders.	Progress of representations and outcomes of any study.	Water storage at both Lake Coolah and Lake Mejum have been included in the long list of storage options listed in the draft Murrumbidgee and Murray River strategies.	General Manager	Progressing	50%
5.1.8	Ensure that workforce policies remain current in a changing environment	An organisation where workforce policies suit a changing work environment and succession planning is in place for key roles.	Compliance to the policy review schedule also details of organisational training and successes in attaining qualifications. Succession planning for key roles is in place.	The Human Resources team use task notifications in MAGIQ to advise when policies are due for review. Policies are reviewed as time permits, recently this proven difficult due to the implementation of outcomes from the working party reference group and higher than normal performance management issues.	Human Resources Manager	Progressing	40%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.9	Maintain the connection with Price Waterhouse Cooper to complete the LG Performance Excellence Program on an annual basis	Participation in the annual Price Waterhouse Cooper survey titled LG Performance Excellence Program.	Completion of the survey on time, reporting the findings to the Executive Leadership Team.	Council has participated in the Price Waterhouse Cooper survey each year since 2017. This is a very extensive survey and the information sought is from across most of the operations of Council including financial, operational and strategic aspects. When finalised a full report is provided to the Executive Leadership Team for information, the information is then used to develop strategic plans such as the Workforce Strategic Plan also the overarching organisational document referred to as the Community Strategic Plan.	Human Resources Manager	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.10	Ensure our workforce is well trained and meets the needs of the organisation now and into the future with succession planning for key roles within the organisation	A workforce that is well skilled and succession planning for key roles in place.	Details of organisational training and successes in attaining qualifications also details of successional appointments where appropriate.	Council continues to actively encourage employees to undertake external training or embark on tertiary studies to gain accredited qualifications. Council also looks to provide either internally or externally relevant training or short courses to employees as necessary to comply with legislative changes or to refresh and build on skills already acquired. At the present time, 15 employees continue with external study at Certificate II level or higher - during the reporting period 4 employees gained their qualification. Succession planning is a requirement of the Workforce Strategic Plan, opportunities for secondment and short-term higher duties are also provided to employees where and when possible. Council currently has 2 employees who are undertaking secondments to further their knowledge and career prospects.	Human Resources Manager	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.11	Recognise the achievements of the Council workforce	A workforce that is recognised for performance, qualifications and service.	Continue the practice of hosting breakfasts with recognition of improved work outcomes as well as qualifications attained and service awards, also use the internal Communique to recognise individual and team efforts.	Council continues to host an employee function each October, this function provides the ideal opportunity to inform employees of issues affecting their employment. This event also provides the perfect occasion to recognise the achievements of employees who have completed external studies and to also recognise those employees who have achieved a significant milestone in their years of service to the organisation. The next function is scheduled for October 2024.	Human Resources Manager	Ongoing commitment	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.12	Maintain an Information Technology Strategy that meets the needs of the organisation, is fit for purpose and provides best value for money	An appropriate Information Technology Strategy is in place and operating.	System availability (or uptime) indicating whether critical business operating systems are fully functioning during the standard business hours of operation but excluding scheduled maintenance or scheduled downtime.	The current Information Management Strategy is referenced each year for the budget preparation process. Information Technology staff have completed staff consultation for the next strategy update which will be completed as time permits.	Information Technology Manager	Progressing	25%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.13	Actively protect the organisation from cyber threats such as spear phishing emails and unauthorised access to the network	Cyber threats to the organisation are reduced.	Addressing issues detected from periodic auditing or penetration testing.	Information Technology (IT) staff organise periodic penetration testing with the Executive Leadership Team informed of the results. IT staff organise compulsory cyber security training for all staff that use a computer as part of their work. Staff are regularly informed of any threats discovered by the IT section or alerted to Council by Cyber Security NSW. IT staff action any issues identified by regular Australian Cyber Security Centre testing and reported to Council. IT staff have recently developed a Cyber Security Strategy for the next 3 years.	Information Technology Manager	Ongoing commitment	50%



Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.14	Monitor the availability of Federal and State funding grants payable to Council	Income from funding sources is accounted for and acquitted.	Maintenance of documents that detail grant funding opportunities applied for and if the application was successful and the acquittal of funds.	Council has developed a centralised register that records grant applications and from where the funding is being sourced. Should the funding be successful then other information is required such as the date and the amount of the funding received, the proposed date of acquittal as well as the actual date of acquittal. The centralised register also provides other essential financial information including the amount received, amount expended and remaining funds of the grant as well as if a contract liability or contract asset exists.	Finance Manager	Progressing	75%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.15	Maximise the revenue streams of Council	Revenue for Council is maximised.	Arrears collection statistics comparative to previous years, investment return against investment benchmark.	Council's Revenue Officer closely monitors property arrears and manages these cases in accordance with established policies and procedures. Arrears statistics are reported to Council monthly along with details on the number of assessments being managed by Council's debt recovery agency. Throughout the year assessments are monitored for rateability i.e., rateable to non-rateable and non-rateable to rateable. The Finance Manager regularly reviews financial investments in accordance with the Investment Policy and a report detailing the invested monies of Council is presented to each Council meeting - this report details all transactions that have taken place within the preceding month and gives a snapshot of the portfolio and credit limits to make sure that Council remains within the prescribed amount allowed for each financial institution.	Finance Manager	Progressing	90%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.16	Provide a summary of ranger activities, including the number of dogs and cats registered in accordance with the Companion Animals Act 1998	Monitoring of Companion Animal statistics and compliance statistics.	Community awareness activities and information on companion animal registration, impounding, release, re-homing and euthanasia.	Companion Animal statistics reported to each Council meeting. Community awareness campaign for a number of related activities to be undertaken in early 2024.	Deputy GM Infrastructure	Ongoing commitment	80%
5.1.17	Provide a summary of Development Applications received and assessed	Development applications received and assessed within established timeframes also statistical information on development applications received cumulative annually and comparatively to the previous year.	Development application activity statistics based on annual cumulative and previous year comparative information.	Development activity report and statical data provided to each Council meeting.	Deputy GM Infrastructure	Ongoing commitment	80%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.18	Maintain an up to date Asset Management Strategy and supporting Asset Management Plans which are reflected within the 10 year capital works program.	Measurement will be the completion of projects identified in the Long Term Financial Plan or other supporting plans.	The performance target will be to have contemporary Asset Management Plans that have a 10 year rolling forecast, a 4 year timeline to guide asset decision making with detailed actions to be included or referenced within the annual Operational Plan.	Updated Asset Management Strategy and supporting management plans have been adopted by Council. Staff are working on finalising long term renewal plans to be included into the relevant asset plans.	Projects and Assets Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.19	Investigate solutions that will assist in the financial stability of Narrandera Shire Council to undertake major capital expenditure such as a Special Rate Variation (SRV). A SRV would enable the commencement of the major capital works project - Narrandera CBD stormwater infrastructure duplication project.	Measurement will be the listing of outcomes and where successful the resulting benefits to the community.	The performance target would be to list the solutions being considered with commentary on the progress of assessing, planning, consultation and implementation.	General rates increase annually with a percentage set by the Independent Pricing & Regulatory Tribunal (IPART) - this is calculated annually based on methodology including a local government cost index and is known as the 'rate peg'. For the 2023-24 financial year, the rate peg for NSW Councils was 3.7%. If a Council's rate revenue is not sufficient to maintain service levels or undertake capital renewals and ensure sustainability, it can apply to IPART to increase general rate revenue by more than the rate peg - this is a Special Variation (SV). In November 2023 Council resolved to secure the financial future of the Shire by deciding to apply to (IPART) seeking increases to the general rate income by implementing an (SV) over two years. The increase means 25.5% in 2024-25 and 18% in 2025/26 - this increase, including the rate peg, will be a permanent adjustment retained within the rate base. Council will make relevant applications to IPART in February 2024.	General Manager	Progressing	30%

## 5.2: Promote a community spirit that encourages volunteerism and values effective partnerships

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.2.1	Through energised Advisory Committees seek input for the improvement of facilities and services under their management	Advisory Committees that are proactive and provide input for improvements to amenities as outlined in their Terms of Reference.	Outcomes achieved for improvements.	There are 6 active Advisory and S355 Committees coordinated through Corporate Services. The Parkside Museum S355 Committee have made great strides in improving and reinvigorating the Museum through hard work and some strategic grant funding. This culminated in November 2023 with the Old is New New is Old launch. 100 attendees experienced the Museum enjoying both freshly activated and new exhibits. The Arts and Cultural Committee is working to promote the Arts Centre while the Bettering Barellan and Grong Grong Community Committees are committed to their respective villages. Representatives of the Railway Facility Management Committee worked in a volunteer capacity for 6 months to keep the station building operating for passengers following the caretaker's resignation and prior to new arrangements being put in place.	Community Development (including Library) Manager	Ongoing commitment	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.2.2	Encourage volunteerism within Council operations and across the Shire where possible with recognition of volunteers at key times such as 'National Volunteer Week'	Identify opportunities where additional volunteers may be able to become involved in the operations of Council and strategies to retain the volunteers.	Statistical information on the number of volunteers within the organisation and the tasks performed, also details of recognition events.	Tec Exec mentor training sessions have been run at the Library to train volunteers to assist other community members experiencing difficulties with technology. Volunteer numbers and hours remain high at the Narrandera Shire Library also Community Transport. Community volunteers are participating in a number of local initiatives such as the 'With Once Voice Community Choir' who have performed at local events along with a Narrandera / Leeton Community Orchestra. Volunteer thank you events were held in December 2023 at both the Library and Community Transport with volunteers being acknowledged for their efforts.	Community Development (including Library) Manager	Ongoing commitment	40%