

Delivery Program 2022-2026

Half Year Performance Review

1 January 2024 to 30 June 2024



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; completion and opening of the Wiradjuri Wall, formal name change of Town Beach to Koori's Beach also NAIDOC Week celebrations which included a smoking ceremony and Wetlands Walkaround.	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.	<p>The goals, actions and outcomes of the Cultural Plan are facilitated by Council through its S.355 and Advisory Committees, various community groups, artists, artisans and community members. These groups support the aims and outcomes listed for the plan's 6 Goals.</p> <p>To increase usage of the Arts Centre and to promote Arts opportunities the Arts and Cultural Committee proposed a subsidy reducing fees when hiring the Arts Centre to not-for-profit community groups. The subsidy was approved by Council, but later amended through the annual Fees and Charges process to offer specific discounts to approved local community organisations. Eligible community groups, not-for-profit and incorporated associations are eligible (upon prior application) to receive a 50% discount. Service Clubs such as Rotary, Lions, CWA are similarly eligible to apply for a 75% discount. Applications must be made and approved prior to the event and no further discount or waiving of fees will be available.</p>	Community Development (including Library) Manager	Progressing	90%

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; completion and opening of the Wiradjuri Wall, formal name change of Town Beach to Koori's Beach also NAIDOC Week celebrations which included a smoking ceremony and Wetlands Walkaround.	Community Support Manager	Ongoing commitment	100%
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 Shire Youth Advisory Council held four Council meetings during the reporting period. The following agenda items were discussed; the resignation of two members, spring holiday break funding, summer/autumn holiday break funding, Youth Week 2024, completion of Blue Tree Project. The Youth Advisory Council held a number of events which were very well patronised including 'Paint with Mates', sewing workshops, an outdoor movie night, golf lessons and skate workshops.	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 Council Meeting. The recommendation contains important items that were discussed at each meeting. Regular meetings during the reporting period have been challenging due to resignations of current members and availability of remaining members. The Youth Advisory Council were able to complete the Blue Tree Project during the reporting period - the selected tree is located west on the roadside of the Newell Highway as you enter Narrandera from Gillenbah (southern side of the Murrumbidgee River).	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.	The Mayor and General Manager attended three meetings of the Murrumbidgee Local Health District (MLHD) Liaison Committee and presented on the needs of the Narrandera community - issues covered included staffing, locums and accommodation options.	General Manager	Ongoing commitment	100%

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	Ongoing commitment	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.3.2	Continued advocacy for the strengthening of critical emergency services personnel and 'fit for purpose' infrastructure; also commence the Disaster Risk Reduction Fund Project which is 'building knowledge and improving practice in disaster risk reduction within the Riverina and Murray Joint Organisation footprint (RAMJO)'.	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.	The Disaster Risk Reduction Fund (DRRF) project has now been completed with Council receiving a needs analysis, community RediPlan Workshops, a Transport Vulnerability assessment and tools to embed disaster risk strategies into Councils Integrated Planning & Reporting documents.	General Manager	Completed	100%

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 started working with contractors to replace the existing public CCTV cameras and install additional cameras at selected locations around Narrandera as part of a grant funded project - part of the project will include the Narrandera Police given access to live footage from the public cameras.	Information Technology Manager	Progressing	70%
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.	For the reporting period the Narrandera-Leeton Community Transport service delivered 978 hours of social support, 265 hours of garden maintenance, 0 hours of flexible respite, 2,052 trips and 13 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 2,987 trips were delivered to transport disadvantaged clients.	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.	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.	Tourism and Economic Development Coordinator	Ongoing commitment	100%
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. Crown Reserve Funding has been secured to assist with a Prickly pear and Boxthorn control programs.	Open Space Recreation Manager	Completed	100%

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 a continuing cycle. 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. 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. Funding had been secured to reimburse the costs associated with the storm events. The remaining budget has been spent on a final tree maintenance package completed in June 2024.	Open Space Recreation Manager	Completed	100%

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 (www.training.gov.au) - Conduct operational inspection of park facilities which includes the identification of hazards, existing and potential risks, non-conformities with Australian Standards and WHS requirements. Kid Safe NSW were engaged to undertake an audit of the two new playgrounds at the Narrandera Water Tower and the inclusive play equipment at Marie Bashir Park.	Open Space Recreation Manager	Completed	100%

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.	Council buildings renewal and maintenance program for the 2023-2024 financial year has been completed.	Projects and Assets Manager	Completed	100%

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 at the Narrandera Landfill site is well advanced with the space to be completed and commissioned by end 2024.	Deputy GM Infrastructure	Progressing	80%
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.	Council is participating in a regional Council Power Purchasing Agreement (PPA) with the Hunter and Mid North Coast Joint Organisations for large site and streetlighting. Currently the procurement process is at the Stage 3 Request For Tenders phase. The purpose of the PPA is to secure a six year (up to 100% renewable energy) fixed price agreement for participating Councils.	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 formally considered the draft Narrandera Shire Economic Development Strategy 2024-2028 at the Council meeting on 18 June 2024 with an approved recommendation for public exhibition. The public exhibition phase has closed and pending final minor inclusions, the document will be formally adopted soon.</p> <p>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> <p>Council staff have received a number of enquiries regarding Stage 2 of the Red Hill Estate which will be progressed as appropriate.</p>	Tourism and Economic Development Coordinator	Ongoing commitment	100%

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.	During the reporting period Council continued to support the Narrandera Business Group (NBG) by assisting with the creation of an annual schedule of events for local businesses; by securing funding from the NSW Government Council was able to support the expansion of the annual Spring Fair - it is anticipated that this will become a regular event that can be self-sustaining through fund-raising activities. Council staff are in regular contact with the NBG and provide information for dissemination to members that will assist the development of individual businesses.	Tourism and Economic Development Coordinator	Ongoing commitment	100%

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.	Council continues to actively promote the assets of Narrandera Shire including through the destination marketing material including the print material such as the Heritage Walk brochure, the second edition of Murrumbidgee Trails, Visit Riverina digital campaigns and Narrandera Tourism's social media and website collateral. Council also promotes various assets through paid advertising intermittently with various print medias.	Tourism and Economic Development Coordinator	Progressing	90%
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.	Council continues to seek opportunities to grow the airport, through aviation-related activities and by leasing land for aviation linked purposes. Through the Narrandera Shire Economic Development Strategy 2024-2028 - Project 4.5 identifies the need to develop a Narrandera Airport Master Plan, focusing on commercialisation opportunities and investment priorities to support airport growth.	Tourism and Economic Development Coordinator	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 and is actively in discussions with possible housing developers for such a development.	Tourism and Economic Development Coordinator	Ongoing commitment	100%
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 Narrandera Local Housing & Employment Zone Land Strategy was adopted by Council at the December 2022 Council meeting. The identified actions, with the planning proposals for the two identified Employment Zone Land areas now being undertaken.	Deputy GM Infrastructure	Progressing	90%

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.	Discussions have been held with NSW Crown lands staff questioning the status of the Aboriginal Land Claims (ALC's) in Narrandera Shire - unfortunately there seems to be little progress at the State level to resolve the issues.	General Manager	Ongoing commitment	100%

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.	<p>All funding streams eligible for Council to apply for in 2023-2024 were submitted for consideration with a summary of applications below.</p> <p>Council has applied for and awaiting notification of:</p> <ul style="list-style-type: none"> \$129,693 AGRN 1030 Emergency Works (EW) \$215,797 AGRN 1034 Emergency Works (EW) \$405,063 AGRN 1034 Immediate Reconstruction Works (IRW) \$506,802 AGRN 1034 Essential Public Asset Reconstruction Works (EPA-RW) <p>Council has applied for and was successful in receiving:</p> <ul style="list-style-type: none"> \$3,976,990 Regional Emergency Road Repair Fund (RERRF). 	Works Manager	Completed	100%

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.	Council has completed 1.5 kilometres of sealed road rehabilitation (100% of scheduled works), 40.9 kilometres of scheduled gravel re-sheet works (115% of the years regular scheduled works), 495 kilometres of maintenance grading (119% of the years regular scheduled works), 15.4 kilometres of resealing (100% of the years regular scheduled works), 11.7 kilometres of shoulder widening (100% of the years regular scheduled works), replaced 2 bridges and constructed over 2 kilometres of new footpath. Included in these figures, Council has undertaken Essential Public Asset Reconstruction Works (EPA-RW) gravel re-sheet works of 9.9 kilometres of road network as part of Natural Disaster AGRN1001 (January 2022).	Works Manager	Completed	100%
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 soon. 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.	Household water filters continue to be installed at the request of property owners. Replacement of water mains and hydrants to improve water quality and reliability has continued throughout the year. Funding for a new Water Treatment Plant was again sought under the National Water Grid Fund round 2, however Council was unsuccessful.	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 Environment Protection Authority return for 2023-2024 was submitted and approved in April 2024. Treated effluent discharge to the environment during the reporting year had 2 incidents of exceeding the permissible levels.	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. There are regular posts using social media about emergency water and sewer works or planned works where there may be disruption to service availability or traffic impediments.	Communications Officer	Ongoing commitment	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	Ongoing commitment	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.	The updated Marie Bashir Park Masterplan has been developed to incorporate the previous Narrandera Park Masterplan also the inclusion of new facilities like the Destination & Discovery Hub and rejuvenated playground. Extensive consultation was undertaken for the new facilities within the park such as the pump track and inclusive play equipment.	Open Space Recreation Manager	Completed	100%

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 - 3 new netball courts have been constructed in Barellan, spectator shelter areas constructed at both the Barellan and the Narrandera Sportsground precincts, 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 soon).	Open Space Recreation Manager	Completed	100%
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 been completed - enhancements to the area will be undertaken when funds become available including shelters, tree plantings and dog related activity devices.	Deputy GM Infrastructure	Completed	100%

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	Ongoing commitment	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 continued in its capacity of Internal Auditor finalising 2 audits being Personnel Succession Planning/Attraction also Corporate Governance Framework - the other 2 internal audits for Community Transport and Treasury Functions - Investments are progressing.	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 January 2024 to 30 June 2024 will be presented to Council in August 2024 and published to the community using the website of Council.	Governance & Engagement Manager	Ongoing commitment	100%

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 4th largest performance gap analysis (importance v satisfaction) was 'Council being transparent' - importance was scored at 87% & 61% satisfaction - the performance gap being 26%. The 2016 Community Survey also identified this as an issue and following the 2016 survey the position of Communications Officer was established. Since 2016 the Communications Officer actively promotes media releases, community events, the works and activities of Council also emergency information such as water main breaks or other information that needs to be disseminated quickly. Traditional print media is also used in conjunction with social media platforms with Council maintaining its monthly newsletter sent through Australia Post to all residents of the Shire. Face-to-face events are also held such as the recent Special Variation consultation and the Listening Posts whereby the community meet with Councillors and staff about matters for consideration for the next budget.	Governance & Engagement Manager	Progressing	75%
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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.	The Auditor General NSW contractors RSD Audit are currently working with staff to finalise the 2023-2024 Financial Statements - the draft statements will be first presented to the Audit, Risk and Improvement Committee on Monday 19 August 2024 with a recommendation that Council refer the accounts for formal audit.	Deputy GM Corporate & Community	Completed	100%
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.	Council provides funding for the annual academic and citizenship awards at all schools within the Shire and continues to advocate for improved education systems for residents. Opportunities are provided for school students to undertake work experience and training at the Council.	General Manager	Ongoing commitment	100%
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'.	Council staff liaise closely with both Telstra and Field Solutions Holdings Ltd (FSG) to have new communication towers installed at the villages of Grong Grong and Kamarah.	General Manager	Ongoing commitment	100%

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.	A further submission has been made to the Murrumbidgee River Strategy urging the State Government to again include the Lake Coolah project in the list of actions to be investigated. Successfully liaised with the consultants preparing the Drought Resilience Study for the western Murrumbidgee region to include the project in their strategy.	General Manager	Ongoing commitment	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
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.	<p>The high workload in the Human Resources team has delayed the review of policies and procedures, The team has recently been able to review the following:</p> <ul style="list-style-type: none"> • POL132 Alcohol and Other Drugs Policy and Procedure • POL074 First Aid Policy & Procedure • POL089 Recruitment of Employees Policy • POL095 Corporate Uniform and Appropriate Dress Policy • POL093 Study Assistance Policy • New Policy - Mental Health Policy <p>These policies are now on 28-day display to employees for comment and/or suggestions.</p> <p>Other policies reviewed waiting formatting and placement on the ELT agenda are:</p> <ul style="list-style-type: none"> . Leave Policy and procedure . Recruitment procedure . EEO Procedure. 	Human Resources Manager	Progressing	80%

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. The LG Performance Excellence Program was last completed in 2023. Unfortunately, Price Waterhouse Cooper have advised that they have discontinued this reporting.	Human Resources Manager	Completed	100%
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.	The National Audit Group have recently undertaken a review of Councils extensive documentation in relation to succession planning. Council was able to provide all information required and is now waiting for the report and resulting action plan. Council continues to provide employees with training as required and encourage employees to undertake external study to aid with career progression	Human Resources Manager	Ongoing commitment	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.	The 2023 event recognising employee achievements was held on the 12 October 2024. The MC for the function was Stacie Mohr and was held over the lunch period and provided information on Psychosocial presented by a representative from Altius, Council's Governance and Engagement Manager, Craig Taylor, presented information regarding changes to protected interest disclosures and the General Manager, George Cowan, provided information on the special variation process and requirements. Mayor Neville Kschenka presented the service awards to employees which included 7 x 10 year awards, 5 x15 year, 1 x25 year and 2 x35 year awards. The General Manager also presented the Academic Achievements which consisted of 2 Degrees, 3 Diplomas and 2 Certificate IV's.	Human Resources Manager	Completed	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.	Information Technology Manager	Progressing	40%

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.	All staff and Councillors have completed mandatory cyber security training in the last 6 months. Staff and councilors are informed weekly of any threats discovered by the Information Technology (IT) section or alerted to Council by Cyber Security NSW. IT are providing 6 monthly reports to the Executive Leadership Team of recorded Cyber Incidents at Council. IT staff have created a Mandatory Data Breach Policy and Response Plan as required by recent changes to the Privacy and Personal Information Protection Act, 1998.	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 campaigns were promoted during the year.	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.	Following extensive community consultation an application for a special variation was made to the Independent Pricing and Regulatory Tribunal NSW (IPART). That application made by Council was approved with Council granted a 48% general rate increase to be phased in over two years. The first year of that increase has been levied as part of the 2024-2025 rate levy.	General Manager	Progressing	100%

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.	The Parkside Museum S.355 Committee has made great strides in improving and reinvigorating the Museum through hard work and some strategic grant funding. Over the last 6 months the final works in the 'Old is New-New is Old' program have been completed with the installation of screens allowing visitors to view the various aspects of the project. Funding under the 'Lights on Doors Open program' has been received which, along with volunteer committee labour, will facilitate a clean-up and revamp of the front yard of the Museum increasing visibility and improving street appeal. 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 work in a volunteer capacity to keep the station building operating for passengers, prior to new arrangements with NSW Trains being put in place.	Community Development (including Library) Manager	Progressing	80%

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.	Volunteer numbers and hours remain high at the Narrandera Shire Library, Parkside Museum and Community Transport. A dedicated group of volunteers also remain involved in Council S.355 and Advisory committees. Narrandera is also fortunate to have a number of active and involved Service organisation and community groups who support a range of community activities and causes. Traditional Service organisations such as Rotary, the CWA and Lions are joined by Arts focused organisations such as NACNET and the With One Voice Community Choir to provide the Community with options to come together. Nominated Community volunteers have again been honoured with inclusion on the NSW Hidden Treasures Honour Roll.	Community Development (including Library) Manager	Progressing	80%