



**Narrandera**  
Shire Council

**Delivery Program 2022-2026**  
**Half Year Performance Review**  
**1 January 2023 to 30 June 2023**

## DELIVERY PROGRAM 2022-2026

### OUR COMMUNITY

#### Action: Acknowledge and celebrate our local Wiradjuri culture

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.1.1	To live in an inclusive, healthy and tolerant community with a positive attitude toward others	Progress the implementation of the Cultural Plan to value our Wiradjuri Culture.	Progress the implementation of the Cultural Plan to value our Wiradjuri Culture.	Council continues to work on the new Wiradjuri Honour Wall located in Marie Bashir Park - this project is a memorial wall to the Wiradjuri people of the Narrungdera nation. The project consists of curved concrete walls with granite etched inlays and a central metal sphere feature. This project is funded by Local Roads & Community Infrastructure Grant and Narrandera Shire Council. Council continues to meet regularly with the Aboriginal Elders Liaison Group to discuss matters impacting the Aboriginal community.	Community Support Manager	Progressing	75%

**Action: Support opportunities for community participation in diverse arts and cultural activities**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.1.2	To live in an inclusive, healthy and tolerant community with a positive attitude toward others	Our Cultural Plan supports opportunities for the community in arts and our community through cultural events, programs and initiatives.	Progress the implementation of the Cultural Plan to value our Wiradjuri Culture.	The Wide Open Narrandera program has run through 2022-2023 with monthly exhibitions. All 12 exhibitions have been held at the Arts Centre which is an accessible venue. Activities for those with special needs are also coordinated and facilitated by the Narrandera Library, with Social Support and transportation provided through HACC and Community Transport. In 2023 a Seniors Expo was run as part of Seniors Festival which connected older people, including those with special needs, with information and service providers who could assist them to learn about available services and to participate more fully in community activities.	Community Development (including Library) Manager	Completed	100%

**Action: Work with event organisers to promote and improve participation in local events and festivals**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.1.3	To live in an inclusive, healthy and tolerant community with a positive attitude toward others	Community events that are highly publicised and promoted with high levels of community participation and positive feedback.	Event statistics and participant feedback.	<p>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.</p> <p>On June 15th a Volunteer Expo was held at the Emergency Operations Centre to recruit new volunteers for all community organisations. A number of these organisations are the hosts of local community events and others are participants. It was identified that more volunteers are needed to assist in the hosting of events with a new concept introduced to these groups of short term volunteer recruitment - the EVSTL will follow up with a workshop to be held in the 2023-2024 to assist in raising the skill levels of groups with regards to Event Management.</p>	Events and Visitor Services Team Leader	Completed	100%

**Action: Continue to work with the Aboriginal community fostering mutual respect and understanding through consultation seeking valuable feedback on important projects and initiatives**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.2.1	Work together to advocate for quality health, education, youth and social services	Build on the existing relationship and strengthen connections.	Build on the existing relationship and strengthen connections.	The Narrandera Shire Council Aboriginal Elders Liaison Group held three meetings during the reporting period. During these meetings the committee discussed various matters of importance including: finalising the wording for the Wiradjuri Honour Wall, NAIDOC Week 2023, maintenance of Koori Beach, a presentation from the administrator looking after the Local Aboriginal Lands Council, meeting with all of the Principals from the local schools to discuss education initiatives offered to Aboriginal students and future projects from Landcare.	Community Support Manager	Ongoing commitment	85%

**Action: Work with the Youth Council to implement the Youth Strategy**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.2.2	Work together to advocate for quality health, education, youth and social services	A Youth Council that is considered as part of Council.	A Youth Council that is considered as part of Council.	The Narrandera Shire Council Youth Advisory Committee currently has 9 active members ranging in age from 12 - 20 years old. The current Council have been members of the committee since February 2022 and have been highly active in their role in the Youth Advisory Council. During this term, the Youth Advisory Council have been successful in receiving funding under the school holiday program for "Summer Breeze" and "Keeping Out of the Cold" which facilitated activities at the Lake Talbot Water Park, Totem Skate School, Roller Disco and Learn to Skate, a movie night, a Paint and Picasso event and craft lessons.	Community Support Manager	Progressing	75%

**Action: Integrate the Youth Council into official Council and community events**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.2.3	Work together to advocate for quality health, education, youth and social services	A Youth Council that is engaged with leadership activities.	A Youth Council that is engaged with leadership activities.	The Youth Advisory Council were present at Council's recent Listening Posts, they provided feedback on the proposed main street upgrade and held their own survey to provide feedback to the Council on important issues facing young people within the community. The information gathered will be presented at the July 2023 Council Meeting. The Youth Council also attended a presentation by the Vape Free Action Group to provide education and awareness of the dangers of vaping. This presentation will be made available to the greater community in July.	Community Support Manager	Progressing	50%

**Action: Continued advocacy for the delivery of integrated health services and well-being programs.**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.2.4	Work together to advocate for quality health, education, youth and social services	Continued improvements in the delivery of integrated health services and wellbeing programs.	Continued improvements in the delivery of integrated health services and wellbeing programs.	Attended two further Council of Australian Governments (GOAG) meetings held by the Murrumbidgee Local Health District (MLHD) and lobbied for the renovation of the former nurses' quarters in Narrandera for onsite accommodation for staff and visiting medical officers. The issue of dialysis services was also raised with the incoming government. Council resolved to continue to fund the Rural Doctors Network Scholarships to the value of \$3,000 and supported the hosting of two trainees in February 2023. Quarterly meetings were also attended, organised by the MLHD.	General Manager	Ongoing commitment	100%



**Action: Maintain and enhance the connection between Council and the community using available communication channels**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.3.1	To feel connected also safe	A community and Council that is engaged.	Statistical information from the monthly media report submitted to the Executive Leadership Team.	Council continues to utilise various channels to communicate Council activity to the community. During the past six months, twenty-six media releases were distributed through regional and local media with the Communications Officer assisting with 50 media enquiries. The website engaged with 1,420 different users through 11,269 sessions over the quarter, the top three engaged pages being the Home page (2,546), Wiradjuri People (655) and the Working at Council page (557).	Communications Officer	Completed	100%

**Action: Continued advocacy for the strengthening of critical emergency services personnel and 'fit for purpose' infrastructure through the Narrandera Community Safety Precinct Committee**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.3.2	To feel connected also safe	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 General Manager attended two further quarterly meetings of NSW Police district commanders accompanied by Leeton Shire Council delegates. A submission was made to the Department of Regional NSW about the condition of Police buildings in our Shire.	General Manager	Ongoing commitment	100%

**Action: Ensure that the CCTV network is functional and there is a program for enhancement**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.3.3	To feel connected also safe	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 Information Technology staff have recently implemented a 'Network Video Recorder' server to start consolidating several existing CCTV systems. Council have continued to work with contractors to organise CCTV for the new Narrandera Destination and Discovery Hub. Staff have successfully applied for a Grant to replace and enhance the existing public CCTV systems.	Information Technology Manager	Ongoing commitment	50%

**Action: Provide transport opportunities to support independent living at home**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.3.4	To feel connected also safe	A community transport service that supports independent living at home.	A community transport service that supports independent living at home.	The Narrandera - Leeton Community Transport service provided 7,122 trips to residents of the Narrandera and Leeton Shires to attend medical appointments, for social outings and for the purpose of shopping. Of these trips 2,411 were delivered to those who are 65 years and older (or 50 years and older and identify as Aboriginal and Torres Strait Islander), 3,399 were delivered to those who are transport disadvantaged, 100 were delivered to National Disability Insurance Scheme (NDIS) participants and the remainder were delivered through brokerage agreements and non-emergency health related transport. Narrandera - Leeton Community Transport travelled a total of 21,3351 kms during the 6 month reporting period.	Community Support Manager	Ongoing commitment	100%

## OUR ENVIRONMENT

**Action: Establish strong partnerships to protect, expand and promote Narrandera’s unique koala population with a vision to establish a research centre in Narrandera**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.1.1	To value, care for and protect our natural environment	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.	The Economic Development team works closely with the Koala Regeneration Committee and have a strong relationship. This partnership then works with Charles Sturt University (CSU), Murrumbidgee Landcare and National Parks and Wildlife Service (NPWS) to ensure that our Koala population remains protected and healthy. A collaborative working relationship with CSU and National Parks and Wildlife is essential as CSU's expertise in ecological research and wildlife conservation is renowned, combined with that of the National Parks and Wildlife's resources and experience in managing protected areas - all contributes to the success of this endeavour. Understanding Koala behaviour, habitat requirements also the impacts of human activities will ultimately lead to effective strategies for their conservation and the protection of	Economic Development Manager	Progressing	50%

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
				their natural habitat here in Narrandera.			

**Action: Key environmentally sensitive areas under the control of Council are managed with awareness and sensitivity**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.1.2	To value, care for and protect our natural environment	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. Targeted weed control program is currently in place for Blackberry and African Boxthorn.	Open Space Recreation Manager	Completed	100%

**Action: Preservation and enhancement of our significant tree assets to maintain our signature streetscapes**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.1.3	To value, care for and protect our natural environment	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 unique treescape of Narrandera is proactively managed with significant trees preserved to ensure the aesthetic value of Narrandera and to remain healthy and unique. Recent significant storm events have resulted in the removal of 130 trees; however, the tree replacement program is progressing.	Open Space Recreation Manager	Completed	100%

**Action: 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**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.2.1	Enhance our public spaces to enrich our community	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 bi-weekly, 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 risk management system "Vault". Any remedial actions are assigned as tasks to staff and completed once repairs or replacements have taken place.	Open Space Recreation Manager	Completed	100%



**Action: Implement a renewal and maintenance schedule to support a diverse range of building facilities for the community**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.2.2	Enhance our public spaces to enrich our 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 2022-2023 financial year is being finalised. Scheduled air-conditioning servicing, spider spraying, and gutter cleaning have been completed. Renewal activities included an air conditioner replacement, identified fixture and fittings replacements, lighting upgrade, upgrade of some female toilet facilities, roof and gutter works, plumbing renewals, boundary fence replacement and internal /external painting.	Projects and Assets Manager	Completed	100%

**Action: Implementation of the Narrandera Shire Waste Management Plan and identify realistic opportunities for re-use of waste streams**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.3.1	Maximise greater re-use of resources to increase sustainability within our community	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 commencing shortly. Site preparation of the new area has been undertaken with internal roadway to commence in August.	Deputy GM Infrastructure	Progressing	50%

**Action: Source funding and implement short to medium term actions from the Narrandera Shire Council Climate Action Strategy**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.3.2	Maximise greater re-use of resources to increase sustainability within our community	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 the Narrandera Shire Council, Climate Action Strategy (Efficiency, renewable energy & emissions reduction short to medium action plan), Council has engaged Energus to design and construct, behind the meter photovoltaic (PV), solar systems at a number of key sites that will be 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-October 2023.	Projects and Assets Manager	Progressing	20%

## OUR ECONOMY

**Action: Identify and develop targeted campaigns to attract industry/business also building on our distinctive strengths in agriculture and its related supply chains**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.1.1	Create strong conditions for investment and job creation through quality infrastructure and proactive business support	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.	Council has begun preparing the 2023-2026 Economic Development Strategy (EDS), focussing on achieving positive economic outcomes and long-term economic growth to support businesses and residents of Narrandera Shire. Council has engaged Urban Enterprise (a tourism, planning and economics consultancy) to assist in the preparation of the EDS. The development of our 2023-2026 EDS will assist in providing a framework to help identify and develop targeted campaigns to attract industry and business, therefore enabling Council to leverage our strengths in agriculture and highlighting the competitive advantages of Narrandera Shire. Through the strategy Council and the community can effectively showcase the opportunities	Economic Development Manager	Progressing	30%

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
				available to potential investors and businesses.			

**Action: Promote collaborative marketing initiatives through regular meetings between businesses and Council on both a formal and informal basis**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.1.2	Create strong conditions for investment and job creation through quality infrastructure and proactive business support	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.	Through regular meetings with local industries, businesses and attending business group meetings we can gain valuable insights into the needs and aspirations of local businesses. These interactions enable council to develop targeted marketing initiatives, nurture potential collaborations and create a supportive environment for business growth. Engaging with government agencies also assists in providing upskilling services, business health checks and gaps identifying gaps in industry e.g., Service NSW, Enterprise Plus, Digital connectivity workshops and Connectivity planning. Collaborative marketing initiatives also include our Tourism campaigns including Murrumbidgee Trails and Visit Riverina.	Economic Development Manager	Progressing	40%

**Action: Promotion of Narrandera Shire using our heritage buildings, culture, location, waterways, ecotourism also business and sporting facilities**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.1.3	Create strong conditions for investment and job creation through quality infrastructure and proactive business support	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 promotional material ranging from printed brochures to banners used on the website of Council and in social media posts.	Tourism and Economic Development Coordinator	Ongoing commitment	100%

**Action: Advocate and support the expansion of the Narrandera-Leeton Airport and increased business opportunities**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.1.4	Create strong conditions for investment and job creation through quality infrastructure and proactive business support	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.	During the reporting time frame Council supported the Regional NSW Jobs Creation Funding application for the Australian Airline Pilot Academy (AAPA). We recognise the importance of AAPA's plan 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. We believe it is important to support the growth and aid in facilitating the development of pilots in the aviation industry. We believe that the increased use and capacity at the Narrandera - Leeton Airport will significantly benefit Narrandera Shire and its residents both socially and economically. AAPA will be looking to engage local businesses that may be able to supply numerous services to the new campus, creating positive impacts on the tourism and local economy.	Economic Development Manager	Progressing	25%



**Action: 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**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.2.1	Encourage new housing supply to meet the needs of the community	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.	We have open channels of communication with prospective developers and local real estate agents to help facilitate potential housing developments in Narrandera, which includes an independent living complex and affordable housing. By promoting such a development, we can ensure that individuals of all ages and income levels have access to suitable and affordable housing options. This will not only enhance the diversity of our community but also promote social cohesion and provide necessary support to our elderly residents who prefer independent living with appropriate facilities.	Economic Development Manager	Progressing	50%

**Action: Strategic land use planning for future housing, recreational, commercial and industrial needs**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.2.2	Encourage new housing supply to meet the needs of the community	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 are now being considered, with the planning proposals for the identified Employment Zone Land now being undertaken.	Deputy GM Infrastructure	Progressing	85%

**Action: Continue to lobby NSW Government to resolve Aboriginal Land Claims on lands suitable for potential development**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.2.3	Encourage new housing supply to meet the needs of the community	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.	The General Manager met with Minister and relevant staff twice during the reporting year to lobby for the claims to be resolved.	General Manager	Ongoing commitment	100%

## OUR INFRASTRUCTURE

### Action: Submit funding applications to maximise opportunities to upgrade the local and regional road network

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.1.1	To have an improved and appropriately maintained 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>Council has applied for and is awaiting notification of \$102,500 Regional Roads Repair Program 2023-2024</p> <p>Council has applied for and was successful in receiving:</p> <ul style="list-style-type: none"> <li>\$815,539 Fixing Local Roads Round 4 for Old Wagga Road widening and safety improvements;</li> <li>\$534,331 Fixing Local Roads Pothole Repair Round;</li> <li>\$2,836,998 Regional and Local Roads Repair Program;</li> <li>\$1,923,604 Essential Public Asset Reconstruction Works for Natural Disaster January 2022;</li> <li>\$102,470 Regional Roads Repair Program 2022-2023 for Barellan Road rehabilitation;</li> </ul> <p>Additional funding applications will be submitted in 2023-2024 for damage caused by Natural Disaster August to October 2022 also Natural Disaster 2022 Buckingbong Road and Federal Park Road.</p>	Works Manager	Completed	100%

**Action: Plan and undertake road maintenance and upgrades based on available funding**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.1.2	To have an improved and appropriately maintained road network	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 54.5 Kilometres of scheduled Gravel Resheet works (approx. 218% of regular scheduled works), 452 Kilometres of maintenance grading (approx. 112% of regular scheduled works), 1.7km of sealed road rehabilitation (approx. 70% of scheduled works) and 550 metres of new industrial road construction (100% of scheduled works). Included in these figures, Council has undertaken Emergency Works (EW) and Immediate Reconstruction Works (IRW) to 41.6 Kilometres of road network as part of Natural Disaster AGRN1034 (September 2022 onwards) and Essential Public Asset Reconstruction Works (EPA-RW) Gravel Resheet works of 21.5 Kilometres of road network as part of Natural Disaster AGRN1001 (January 2022).	Works Manager	Completed	100%

**Action: Strategic lobbying for the replacement or upgrade of the bridge across the main irrigation canal on Irrigation Way**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.1.3	To have an improved and appropriately maintained road network	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.	Deputy GM Infrastructure	Ongoing commitment	15%

**Action: Implement the adopted Integrated Water Cycle Management Plan (IWCM)**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.2.1	Actively investigate opportunities to enhance our potable water quality	Implementation of the IWCM.	Actions taken to implement the IWCM.	Funding for the Integrated Water Cycle Management Plan (IWCM) additional works has been received with works currently underway - completion of the additional works and the IWCM strategy is expected by the end of September 2023.	Water Sewer Manager	Progressing	50%

**Action: Continue to address water quality issues within the potable water supply network**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.2.2	Actively investigate opportunities to enhance our potable water quality	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.	Funding for the Narrandera Water Treatment Plant Scoping Study was approved, and the project began in May 2023. Potable water testing and initial studies are underway. Household filter installation program is still progressing slowly due to contractor availability. The water mains replacement program is slightly behind schedule due to wet weather, other works being prioritised also staff availability. The hydrant flushing program has been completed.	Water Sewer Manager	Progressing	50%

**Action: Ensure that wastewater returned to the environment is in line with guidelines from relevant authorities**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.2.3	Actively investigate opportunities to enhance our potable water quality	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.	There have been issues at the Narrandera Sewer Treatment Plant (STP) with 2 recorded non-conformances for the reporting year - these non-conformance reports can be explained by high levels of rainfall and flooding events, also the delay in upgrading the STP filtration system.	Water Sewer Manager	Progressing	90%

**Action: Keep the community informed of water supply matters and proposed infrastructure upgrades, encourage water customers to register and use the new water billing portal**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.2.4	Actively investigate opportunities to enhance our potable water quality	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 water billing portal went live in February 2023 which allows property owners to log into the 'water billing portal' from the website of Council to monitor their water usage and as a tool to identify any possible water leaks - information has and will continue to be issued with rate instalment notices and annual rate notices promoting the portal. A Council staff member monitors the portal for high water consumption which could indicate a water leak, with an alert issued to the property owner by email or SMS text message. Council continues to notify the community of planned and ad-hoc water outages for both planned and unplanned upgrades and repair works using social media resources and the website of Council - where there is a planned major outage a letter box drop is organised for affected properties.	Communications Officer	Progressing	80%



**Action: 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**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.1	To improve, maintain and value-add to our essential public and recreational infrastructure	Stages 1 and 1A of the Narrandera Business Centre upgrade and improved stormwater drainage are implemented.	Milestones achieved as the project progresses.	Redesign of stage 1B being East Street between Bolton & Twynam Streets was completed and placed on public exhibition, with strong community objection to the proposal. Report presented to the June 2023 Council meeting resulted in the deferring this this project. The detailed design of the drainage scheme is underway, with funding to be confirmed for these works.	Deputy GM Infrastructure	Progressing	20%

**Action: Through stakeholder consultation, in any project consider the diverse mobility needs of our community, consistent with the Disability Inclusion Action Plan**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.2	To improve, maintain and value-add to our essential public and recreational infrastructure	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%

**Action: Through community consultation develop a new masterplan for Marie Bashir Park**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.3	To improve, maintain and value-add to our essential public and recreational infrastructure	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 including revitalisation of the 'Adventure Playground' - at the time of completing this comment the plan will be displayed to the community using the Council website and social media resources.	Open Space Recreation Manager	Progressing	80%

**Action: Through consultation with all user groups of Narrandera Shire sporting facilities, prioritise improvements for venues and seek funding to implement the improvements**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.4	To improve, maintain and value-add to our essential public and recreational infrastructure	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 sporting facilities - some of the latest projects include a new BBQ and undercover spectator area for the Barellan Sportsground, a covered spectator area at the Narrandera Sportsground, internal thermal and soundproof cladding for the interior of the Narrandera Sports Stadium also new stadium score boards.	Open Space Recreation Manager	Completed	100%

**Action: Establish an off-leash companion animal area adjacent to Henry Mathieson Oval**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.5	To improve, maintain and value-add to our essential public and recreational infrastructure	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 HRM has commenced with works to be completed by September 2023.	Deputy GM Infrastructure	Progressing	75%

**Action: Source funding to improve vehicle parking at the Lake Talbot Water Park**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.6	To improve, maintain and value-add to our essential public and recreational infrastructure	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.	Council staff are still searching for suitable grant funding opportunities for this project.	Projects and Assets Manager	Progressing	10%

## OUR CIVIC LEADERSHIP

Action: Manage the functions of ARIC also the schedule of Internal Audits and Service Reviews.

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.1	Have a Council that provides leadership through actions and effective communication	An active Audit, Risk and Improvement program in place and operating effectively; action a yearly service review where required within service areas such as roads and other areas of Council operations such as visitor services.	An active Audit, Risk and Improvement program in place and operating effectively; action a yearly service review where required within service areas such as roads and other areas of Council operations such as visitor services.	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 recently advertised for a 3rd independent person to be appointed to the Committee. During the past 6 months, 2 further internal audits have been completed being Work Health and Safety Framework also Events Management. The term of the current internal auditor (National Audits Group) will end 30 September 2023; however, the ARIC have sought Request for Quotation using VendorPanel with a recommendation to be submitted to the August 2023 Council meeting.	Governance & Engagement Manager	Progressing	50%

**Action: Support ethical, transparent and accountable corporate governance**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.2	Have a Council that provides leadership through actions and effective communication	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.	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.	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 2023 to 30 June 2023 will be presented to Council in September 2023 and	Governance & Engagement Manager	Progressing	50%

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
				published to the community using the website of Council.			

**Action: Gauge customer and resident satisfaction with services and operations**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.3	Have a Council that provides leadership through actions and effective communication	A community survey that is undertaken in 2024 and the findings are reported to Council and the community.	A community survey that is undertaken in 2024 and the findings are reported to Council and the community.	From the 2021 Community Survey the second largest performance gap analysis (importance v satisfaction) was 'Support for Existing Industry and Business' - support was scored at 89% importance and 62% satisfaction - the performance gap being 27%. 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. Service NSW also have a business specialist who has been consulting one-on-one within the business community to assist in their business development, the reports are shared with Council.	Governance & Engagement Manager	Progressing	50%



Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
				The EDM recently assisted a local business with REMPLAN data to support their submission.			

**Action: Report on compliance with the financial performance measures within the annual financial statements**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.4	Have a Council that provides leadership through actions and effective communication	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.	Financial reports for the year ending 30 June 2022 have been completed and audited by the NSW Audit Office. The Auditor General expressed an unmodified opinion on Council's General Purpose and Special Purpose Financial Statements. Benchmark ratios for financial performance were exceeded except for the "Own Source Operating Ratio". Council has not achieved this ratio in recent years due to its success in obtaining significant levels of grant funding which has a detrimental impact to this ratio.	Deputy GM Corporate & Community	Completed	100%

**Action: Continue strategic advocacy for the strengthening of the Shire centres of learning**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.5	Have a Council that provides leadership through actions and effective communication	Improvements to our centres of learning.	Learning centre outcomes such as improved course availability and advancements in technology to assist in remote learning.	Held a meeting with each of the school Principals to discuss learning outcomes for students within the Shire, Council has also provided opportunities for work experience and school-based traineeships to work within the organisation. Council supports the Clontarf Academy for male students at the Narrandera High School but has also raised an issue with the Minister for Education that opportunities for female students must also be given priority. Council continues with its financial contribution to local schools and TAFE for their annual academic award ceremonies.	General Manager	Ongoing commitment	100%

**Action: Continue strategic advocacy for the improvement of telecommunication networks across the Shire**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.6	Have a Council that provides leadership through actions and effective communication	Improved telecommunications network in the Shire.	Outcomes of advocacy, improved infrastructure and reduction in the number of 'black spots'.	Held a single meeting in the chambers with Telstra to discuss telecommunications in the Shire, held four community workshops with NBN and Telstra to allow businesses and residents to meet with technicians and raise issues. Followed up with the Field Solutions Group in relation to the proposed telecommunications site at Grong Grong and raised the issue of a tower for the Sandigo area.	General Manager	Ongoing commitment	100%

**Action: Make representations to both Federal and State Government agencies to determine the feasibility of the Lake Mejum and Lake Coolah concept**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.7	Have a Council that provides leadership through actions and effective communication	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 submission has been made to Government in relation to the Murrumbidgee Regional Plan also the Water sharing plan raising the issues of water availability to both the residential and farmer communities of the region.	General Manager	Ongoing commitment	100%

**Action: Ensure that workforce policies remain current in a changing environment**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.8	Have a Council that provides leadership through actions and effective communication	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 notify when policies are due for review. Policies are reviewed as time permits, recently this has proven difficult due the higher than usual recruitment processes and extra duties in relation to the implementation of outcomes from the working party reference group.	Human Resources Manager	Progressing	40%

**Action: Maintain the connection with Price Waterhouse Cooper to complete the LG Performance Excellence Program on an annual basis**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.9	Have a Council that provides leadership through actions and effective communication	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. The extensive reporting seeks information for a very wide source of data relating to the functions of Council. 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. The next Price Waterhouse Cooper reporting cycle commences 24 July 2023 with the interim sign off due 29 September 2023.	Human Resources Manager	Completed	100%

**Action: 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**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.10	Have a Council that provides leadership through actions and effective communication	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 advise of legislative changes or to refresh and build on skills already acquired. At the present time, 20 employees are undertaking external training at Certificate II level or higher. Succession planning is a requirement of the Workforce Strategic Plan, opportunities for secondment and short-term higher duties are also provided to employees where the opportunity arises.	Human Resources Manager	Progressing	90%

**Action: Recognise the achievements of the Council workforce**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.11	Have a Council that provides leadership through actions and effective communication	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 a staff breakfast event each October, this function provides the ideal opportunity to inform employees of issues affecting their employment and for employees to mingle also for new employees to be introduced to the organisation. This event also provides the perfect occasion to recognise the achievements of employees who may have completed external studies and to recognise those employees who have achieved milestone years of service to the organisation. The next breakfast function is scheduled for October 2023.	Human Resources Manager	Completed	100%

**Action: Maintain an Information Technology Strategy that meets the needs of the organisation, is fit for purpose and provides best value for money**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.12	Have a Council that provides leadership through actions and effective communication	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 allows.	Information Technology Manager	Progressing	90%



**Action: Actively protect the organisation from cyber threats such as spear phishing emails and unauthorised access to the network**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.13	Have a Council that provides leadership through actions and effective communication	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 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 implemented a Security Event Manager application to monitor user accounts on the Council network.	Information Technology Manager	Progressing	90%

**Action: Monitor the availability of Federal and State funding grants payable to Council**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.14	Have a Council that provides leadership through actions and effective communication	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 register that details the name of the Council officer who has applied for grant funding and from where the funding is being sourced. Should the funding be successful then the date and the amount of the funding received, the proposed date of acquittal is recorded as well as the actual date of acquittal. At present the Finance Manager and Information Technology officer are undertaking a review of the register - also an internal audit is being conducted by the National Audits Group (on behalf of the Audit Risk and Improvement Committee) on financial grant management which assesses the processes and procedures of the organisation.	Finance Manager	Progressing	75%

**Action: Maximise the revenue streams of Council**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.15	Have a Council that provides leadership through actions and effective communication	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 monthly 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: Provide a summary of ranger activities, including the number of dogs and cats registered in accordance with the Companion Animals Act 1998**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.16	Have a Council that provides leadership through actions and effective communication	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.	Deputy GM Infrastructure	Progressing	90%

**Action: Provide a summary of Development Applications received and assessed**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.17	Have a Council that provides leadership through actions and effective communication	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	Progressing	80%

**Action: Through energised Advisory Committees seek input for the improvement of facilities and services under their management**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.2.1	Promote a community spirit that encourages volunteerism and values effective partnerships	Advisory Committees that are proactive and provide input for improvements to amenities as outlined in their Terms of Reference.	Advisory Committees that are proactive and provide input for improvements to amenities as outlined in their Terms of Reference.	Corporate Services Advisory and S355 Committees are operating to maintain and improve Council facilities within their Terms of Reference. Financial grants have been applied for where available and programs delivered to activate venues - examples are improved signage and displays at the Shire museums also the highly successful Narrandera Wide Open arts program being delivered at the Arts & Community Centre through the work of the Arts and Cultural Advisory Committee. A range of events have also been run under the Bettering Barellan and Grong Grong Community Advisory Committees utilising their local halls. Additionally, with great dedication, a volunteer from the Railway Facility Advisory Committee has worked tirelessly, in an interim capacity, to ensure that that venue continues to operate effectively for the community.	Community Development (including Library) Manager	Progressing	75%

**Action: Encourage volunteerism within Council operations and across the Shire where possible with recognition of volunteers at key times such as 'National Volunteer Week'**

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.2.2	Promote a community spirit that encourages volunteerism and values effective partnerships	Identify opportunities where additional volunteers may be able to become involved in the operations of Council and strategies to retain the volunteers.	Identify opportunities where additional volunteers may be able to become involved in the operations of Council and strategies to retain the volunteers.	Volunteer numbers for both community and cultural services remains steady, however availability can be an issue with a recruitment campaign in place. Volunteer work varied such as driving for Community Transport, data entry for Community Services, helping with Library and Visitor Centre tasks, opening and closing of Museums, oversee exhibitions and events at the Arts & Community Centre, also assist with the management of Community Halls at Grong Grong and Barellan. Volunteer hours for Narrandera Shire during 2022-2023 remain high with Community Services at 8,800 hours, Cultural Services at 4,077 hours and Visitor Services recording 132 hours. Council is now required to provide a monetary figure in its annual financial statements for volunteer hours, for 2022-2023 a conservative calculation of \$529,486 has been included. In	Community Development (including Library) Manager	Progressing	75%

Action Code	ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
				recognition of their valuable contribution to the Shire community, all volunteers are acknowledged and celebrated with both thank you functions and small gifts.			