



2018-2022 Delivery Program
Quarterly Delivery Program Review
Quarter 1 of the 2018-2019 reporting year as at
30 September 2018

THEME 1 - OUR COMMUNITY

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
<p>ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community attitude</p>	<p>The number of items broadcast for each reporting period with cumulative totals combined along with available web page and Facebook statistics. In 2020 the community survey will measure success since the 2016 survey.</p>	<p>Regular media items broadcast to the community.</p>	<p>As of 30 September 2018 - At the end of the reporting period Council published 25 media releases for public information. For the month of July there were 8 releases, August there were 6 releases and during September there were September 11 releases.</p> <p>Council's website continues to be a growing point of reference with the media releases landing page viewed 215 times with the website having 14,322 page views in total.</p> <p>Social media interaction is increasing with Council's Facebook page publishing 172 items including media releases, general activities, general photos as well as the sharing of information and providing urgent notifications to the community. The 172 Facebook posts have generated 324 comments, 2,281 post likes with posts being shared 625 times.</p>	<p>Communications Officer</p>	<p>Ongoing commitment</p>	<p>100%</p>

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community attitude	Details of engagement opportunities for each reporting period with cumulative totals.	Number of formal Councillor and Senior Staff engagement opportunities.	As of 30 September 2018 - Council has organised and participated in various activities and events during the reporting period to engage with the community. Local Government Week 2018 included a number of functions including a business breakfast, S.355 Committee morning teas and a free animal micro-chipping session which was very successful with 26 appointments attended. The Economic Development Team hosted four drought initiative events for farmers and the general community also a very successful pig forum for potential investors was held. Council also engaged with volunteers and committee members during the Section 355 Committee review resulting in new and energised Committees. Councillor and constituent meetings are held monthly and on a rotational basis, during the quarter 10 one-on-one meetings were held with community members.	Communications Officer	Ongoing commitment	50%
ACTION 1 - Develop relationships with both local and regional communities fostering a healthy and community	Proactive committees with meetings conducted as per terms of reference and held as scheduled.	Proactive S.355 Committees with the monitoring of outcomes achieved and compliance with the Local Government Act,	As of 30 September 2018 - Council had appointed members to new energised Committees as part of the Section 355 Committee review process; the Committees will conduct their first meetings during October 2018 and commence the development	Deputy GM Corporate & Community	Progressing	35%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
attitude	Minutes of Committees made available to Council and the community.	1993.	of operational plans to achieve the outcomes described in the Terms of Reference.			
ACTION 2 - Continue with strategic advocacy for the delivery of integrated health and wellbeing programs	Details of advocacy efforts during the reporting period and outcomes.	Details of the number of meetings held and details of outcomes from these meetings.	As of 30 September 2018 - During the reporting quarter Council has continued to lobby on a number of strategic issues including Police numbers, health services, the Narrandera Tocumwal rail link, general funding opportunities as well as many other local issues. Participants at these meetings include the local Members of Parliament, Transport NSW, Murrumbidgee Local Health District and Roads and Maritime Services.	General Manager	Progressing	25%
ACTION 3 - Continue positive interactions with the Narrandera Interagency also the Aboriginal representative bodies within the community	Number of meetings attended and outcomes from the meetings.	Where possible attend meetings with the outcome being stronger links for inclusiveness in service planning and delivery.	As of 30 September 2018 - All meetings of the Interagency Group are co-ordinated by the Community Development Library Manager (CDLM) with reminders and agendas forwarded to group members. The CDLM has attended 3 informal meetings held so far this reporting period, formal meetings were not able to be held due to lack of attendees; the informal meetings with the Griffith Aboriginal Medical Service and NSW TAFE have been very constructive.	Community Development (including Library) Manager	Ongoing commitment	40%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 4 - Implementation and monitoring of the Positive Aging Strategy & Disability Inclusion Action Plan	Details of progressive achievements measured against the relevant plan.	Documented achievements arising from both the Positive Aging Strategy and the Disability Inclusion Action Plan.	As of 30 September 2018 - Council continues to lobby for increased and improved services for our aged and disabled residents to Murrumbidgee Local Health District through the Narrandera Local Health Advisory Committee. A full program of events for Seniors Week 2018 was co-ordinated and was very well attended and gained positive feedback from participants. As part of the Positive Aging Strategy the Narrandera Shire Library has offered online training to seniors with funding sourced to run the Tech Savvy Seniors Program early 2019.	Community Development (including Library) Manager	Ongoing commitment	50%
ACTION 5 - Transport options are available to identified members of the community	The number of clients provided with community transport during the reporting period.	Details of the number of clients utilising the service and cumulative totals categorised as Aged, Transport Disadvantaged and Aboriginal.	As of 30 September 2018 - Narrandera Leeton Community Transport service provided a total of 3,325 trips to residents of both Narrandera and Leeton Shires, 1,925 of these trips were delivered to residents aged 65 years and over or to residents aged 50 years who identify as Aboriginal and Torres Strait Islanders with 932 trips provided to those members of the community who are transport disadvantaged. The remainder of the trips were delivered to either National Disability Insurance Scheme clients, allied health services, non-emergency health related	Community Transport and Home Support Manager	Progressing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			transport or through taxi vouchers and other brokerage agreements. A total of 641 trips were delivered to clients who are of Aboriginal or Torres Strait Islanders descent.			
ACTION 6 - Information about community services that are accessible within the Shire to be broadcast through various means	The currency and accuracy of information available to the community also the number of website page hits and Facebook page likes.	Current information delivered through traditional print material and also Council social media opportunities.	As of 30 September 2018 - The Community Services page of Council's website received 150 page views during the reporting period, on this page there are 49 service providers listed. There were two Facebook posts containing information about Community Transport and Home Support services, one item was about the extension relief for Community Transport Services in both Narrandera and Leeton Shires and this post reached 904 unique users; another post was about the launch of the Narrandera Leeton Community Transport shuttle service which reached 3920 unique users. The shuttle moves persons from Narrandera to Leeton also Leeton to Narrandera on scheduled days.	Community Transport and Home Support Manager	Progressing	25%
ACTION 7 - Where possible ensure socially disadvantaged members of the community have	The number of persons that have been assisted with social support during the reporting period	Through other activities of Council such as Ageing, Disability and Home Care identify members of the	As of 30 September 2018 - Across the reporting period the Narrandera Leeton Community Transport services provided 205 hours of Social Support to 19 clients under the Commonwealth Home Support Programs (CHSP),	Community Transport and Home Support Manager	Progressing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
access to or are advised of how services can reduce their isolation	who may have been referred through the My Aged Care portal or NDIS planners.	community where social isolation may be an issue.	most referrals were received through the My Aged Care portal with one client being a NDIS client. Social Support on an individual basis is a vital service that is provided to members of the community who are at risk of social isolation.			

STRATEGY 2 - TO ADVOCATE FOR QUALITY EDUCATIONAL AND CULTURAL OPPORTUNITIES

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Continued strategic advocacy for strengthening of the Narrandera centres of learning	When required details of advocacy efforts.	Outcomes of advocacy efforts for Narrandera TAFE as well as early childhood centres to secondary schools.	As of 30 September 2018 - Council continued to build its relationship with local schools also the Narrandera TAFE campus with attendance at the opening of the new connected learning centre which can only be described as an absolute asset to the Narrandera campus and the wider community.	General Manager	Progressing	30%
ACTION 2 - Develop a Narrandera Shire Cultural Plan to increase community participation in the Arts and cultural activities	Details of events held at the centre including type of event and attendance statistics.	Increased usage and patronage of the Narrandera Arts and Community Centre.	As of 30 September 2018 - Action on the Narrandera Shire Cultural Plan has begun with the initial steps being a literature search to establish the type and scale of plan envisaged also the examination of Cultural Plans produced by other organisations. Once a basic framework has been established a consultation plan will be developed and community consultation will begin.	Community Development (including Library) Manager	Progressing	20%
ACTION 2 - Develop a Narrandera Shire Cultural Plan to increase community participation in the Arts and cultural activities	Regular review of strategies and target groups in response to event statistics.	Events that cater for a wide spectrum of the community, making the Arts accessible and increasing community involvement.	As of 30 September 2018 - The Cultural Plan is under development however actions to increase community participation in the Arts have already commenced. Funding through the Western Riverina Arts also the Activating Narrandera Arts Centre program has seen a range of exhibitions, performances and projections curated and delivered at the	Community Development (including Library) Manager	Progressing	20%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>Narrandera Arts Centre over the past 2 years. These events have provided the community with the opportunity to participate in a wide range of arts and cultural activities. Future plans include increased involvement with The Parkside Cottage Museum, at the moment a joint venture is being planned with the Australian National University and the Museum of the Riverina called 'Stones in Your Shed' whereby community members can bring in any Aboriginal artifacts for identification and commentary.</p>			

STRATEGY 3 - TO FEEL CONNECTED AND SAFE

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Strategic advocacy for an enhanced Police presence, at the very least the maintenance of current levels	Number of advocacy interactions and outcomes.	Details on the number of advocacy meetings held with decision makers.	As of 30 September 2018 - The Mayor and the General Manager have held meetings with the local Member for Cootamundra, the local Narrandera Police and senior officers within the Southern Region Area Command with a view to strengthening the force personnel stationed locally.	General Manager	Progressing	25%
ACTION 2 - Maintain and enhance the current network of CCTV cameras in key locations	Number of cameras within current network and a timeline for upgrade and/or the installation of new cameras; also ongoing statistical information on how many times the footage has been requested for viewing by NSW Police.	Maintain current CCTV cameras in working order and plan for enhancements so to assist the Police and the local community to discourage crime and anti-social behaviour.	As of 30 September 2018 - Each CCTV system has been identified with the Manager of Information Technology currently working on prioritising the replacement schedule. There were no formal requests for the release of footage to the NSW Police during the reporting period.	Information Technology Manager	Ongoing commitment	30%

THEME 2 - OUR ENVIRONMENT

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Encourage and promote environmental awareness	Project delivery and works programs result in minimal environmental harm.	Council's key environmentally sensitive areas are managed to ensure those areas are protected and enhanced.	As of 30 September 2018 - Narrandera Shire Council was successful in obtaining a grant under the Roadside Reserves Environment grant program enabling a wide cross section of staff to be trained in roadside environment awareness in particular environment risk, the development of strategic plans, how to carry out on-ground assessment of reserves and the implementation of management actions.	Deputy GM Infrastructure	Progressing	30%
ACTION 1 - Encourage and promote environmental awareness	Statistical information on the number of inspections performed also a summary of the inspections results – are we being effective, are we achieving control.	Update on targeted 300 property inspections across the Shire for noxious weeds.	As of 30 September 2018 - During the reporting period 56 property inspections were completed with no general biosecurity directions issued.	Open Space Recreation Manager	Progressing	20%
ACTION 1 - Encourage and promote environmental	Works finalised against the schedule of works, progressive and	Update on programs for works originating from the 2nd generation Tree	As of 30 September 2018 - the following works have occurred within the Open Space and Recreation Team:	Open Space Recreation Manager	Progressing	40%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
awareness	comparative statistical data on trees removed, trees replaced and new plantings.	Audit with the aim to do the utmost to preserve and maintain our signature treescape.	<p>44 trees were removed due to significant factors such as deterioration and potential for harm;</p> <p>2 tree work packages complete - 46 trees were managed within Marie Bashir Park and a further 59 trees were managed in William Street (combination of medium and routine priorities);</p> <p>10 trees had to be removed due to vandalism;</p> <p>91 trees replanted as part of the 2018 replacement program</p>			
ACTION 1 - Encourage and promote environmental awareness	Strategies and plans to preserve a unique feature of our native fauna.	Update on preservation measures to protect our unique koala population.	As of 30 September 2018 - The requirements contained within State Environmental Planning Policy No. 44 - Koala Habitat Protection requires an assessment for the presence of Koala vegetation prior to development approval. Council continues to support the Koala Regeneration Committee.	Open Space Recreation Manager	Progressing	25%

STRATEGY 2 - TO EFFECTIVELY MANAGE AND BEAUTIFY OUR PUBLIC SPACES

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Focus on the Narrandera CBD Masterplan	Achieving project milestones.	Finalise design concepts, costings and identify funding opportunities for the Narrandera CBD upgrade.	As of 30 September 2018 - Council was unsuccessful with its application under the Building Better Regions Fund Round 2 for Narrandera CBD works however Council is currently awaiting the results for grant funding under the Stronger Country Communities Fund Round 2 to commence Stage 1 activities to reconstruct Bolton Street, Narrandera as per the adopted Master plan Design.	Manager of Projects and Assets	Progressing	70%
ACTION 1 - Focus on the Narrandera CBD Masterplan	Spaces where the needs of the community as a whole are considered.	The needs of all members of the community are considered within designs such as pedestrian access, disabled parking and loading zones.	<p>As of 30 September 2018 - A Liberty Swing for children and young adults confined to a wheelchair was recently installed at Marie Bashir Park, also installed was a wheelchair accessible BBQ area close by the swing. Additional barbeques were also installed adjacent to the recently constructed amenities facing Twynam Street at Marie Bashir Park.</p> <p>Extensive consultation took place with the design of the Barellan changeroom facilities at the Barellan Sportsground with the building designed to meet the AFL preferred facility guidelines for unisex use.</p>	Open Space Recreation Manager	Progressing	25%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 2 - Develop a small parks strategy	Accessible parks that provide for local play, passive recreation, general open space and urban beautification within easy access of residents and visitors.	The needs of the community for parks and recreation opportunities are met through a hierarchy of parks.	<p>As of 30 September 2018:</p> <p>Construction of a walking/jogging track at Marie Bashir park is nearing completion;</p> <p>Skate park extension is nearing completion;</p> <p>Work is scheduled to commence for a basketball pit at Marie Bashir Park in November 2018;</p> <p>The colourful Liberty swing has been installed at the Adventure Playground at Marie Bashir Park along with the inclusion of a wheelchair accessible BBQ area close by;</p> <p>A new large BBQ area has also been installed at Marie Bashir Park facing Twynam Street within close proximity to more recent Marie Bashir amenities;</p> <p>The Barellan changeroom building has been designed to meet the AFL preferred facility guidelines for unisex use to benefit a wider range of users.</p>	Open Space Recreation Manager	Progressing	40%

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Consider and where possible implement sustainable environmental practices	Progress of the Masterplan also statistical data on the tonnage of waste diverted from landfill by recycling and other waste diversion methods. Lobbying efforts for and promotion of a container deposit scheme facility for Narrandera.	Develop a Waste Management Masterplan to minimise waste to landfill and promoting recycling and resource recovery.	As of 30 September 2018 - The landfill audit is scheduled for October 2018, audit outcomes will help to determine priority actions identified within the Masterplan. The community use of the community recycling centre at the entrance to the facility continued to increase during the reporting period. The Economic Development Team continues to investigate potential locations and operators to progress a container deposit scheme (CDS) facility within the Shire.	Manager Development and Environment	Progressing	10%
ACTION 1 - Consider and where possible implement sustainable environmental practices	Actions taken by Council to reduce its environmental footprint such as quantifiable billing trends.	Council continues to implement energy saving infrastructure at its facilities to reduce costs and CO2 emissions where economically viable.	As of 30 September 2018 - Council continues to track power usage using energy tracking software called E21 which records carbon dioxide and power usage. Electricity accounts are reviewed and analysed to ensure Council is on the best tariff and to check accounts for discrepancies and to identify usage trends.	Executive Engineer	Progressing	20%
ACTION 1 - Consider and where possible implement sustainable environmental practices	Council managed parks and reserves to be watered with re-use or untreated water rather than potable water.	Initiate projects to water community parks and reserves with re-use or untreated water rather than potable	As of 30 September 2018 - Narrandera Cemetery (the Western lawns), Henry Mathieson Oval, Marie Bashir Park Oval have all been connected to the Narrandera water reuse system.	Open Space Recreation Manager	Progressing	80%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
		water.	<p>Narrandera Sportsground has also been connected but had to be swapped back to potable water due to the lack of consistent water supply in the month of September 2018, however this will be swapped back once the consistent supply and pressure can be guaranteed. Dry watering patterns have been an issue when other users have been using the reuse system at the same time.</p> <p>Two new areas have been quoted to be connected including Hankinson Park and a lawned area located in front of the Sportsground of Victoria Avenue.</p>			

THEME 3 - OUR ECONOMY

STRATEGY 1 - TO ENCOURAGE NEW BUSINESS AND INDUSTRY THAT CAN BE SUSTAINED ALSO SUPPORT LOCAL BUSINESS AND INDUSTRY TO GROW AND PROSPER

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Information to Council and the community on efforts to encourage new business and industry but also support existing enterprises.	Report on actions and outcomes contained within the Economic Development Strategy (EDS).	As of 30 September 2018 - Monthly reports to the Economic Development Taskforce Committee are completed, submitted and measured against the template of Council's Economic Development Strategy.	Economic Development Manager	Progressing	30%
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Attend Narrandera Business Group Meetings; facilitate guest speakers at Business Group functions; provide information, advice and leverage opportunities for information sharing.	Support and nurture existing businesses – EDS 3.2	As of 30 September 2018 - The following comments are made by the Economic Development team: Regular monthly attendance at Narrandera Business Group Meetings and the organising of a rolling program of informative speakers such as Anton Barton the Executive Chairman of Bio Ag and Carmel Meznaric the Manager Council Engagement of Service NSW; Arranged breakfast for Local Government Week and invite Narrandera Business Community;	Economic Development Manager	Progressing	30%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>Arranged two major events for October being the Small Business Month with support from the NSW Department of Industry;</p> <p>Arranged speakers for these events to include Marguerite Bell of Business Consultant the proprietor of Retail Life, Carmel Meznaric the Manager of Council Engagement from Service NSW, Heidi Hutchins one of the Proprietors of Hutchins Bros Steel; also Senior TAFE personnel for briefing on new digital learning pathways;</p> <p>Regular media releases to inform the community as a whole of activities.</p>			
ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy	Facilitate an industry specific forum to inform landholders and investors of opportunities in the Shire for the pig and chicken industry.	Strengthen and grow key sectors; explore new development opportunities for processing and value-adding opportunities also use of waste products – EDS 3.3.	As of 30 September 2018 - The Economic Development Team arranged a very successful Pig Industry Forum with assistance from Mr David Farley, Elders, Landmark also QPL. A total of 45 interested people attended the 30 August 2018 forum with excellent industry speakers including Professor Robert van Barneveld MD; CEO of Sunpork; Jayce Morgan from Department of Primary Industry and Narrandera Shire Council Manager of	Economic Development Manager	Progressing	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			<p>Development and Environment, Helen Ryan.</p> <p>Contact has been made with the production manager at Baiada and Manager of Proten to discuss possible conduct of a Poultry Forum along the same lines as the pig forum, November 2018 is being targeted as the preferred month depending upon the availability of suitable presenters.</p>			
<p>ACTION 1 - Continued delivery of actions contained within the Economic Development Strategy</p>	<p>Review sales policy for Council owned land in the Industrial Estate to address incentives for developers; enhance appearance of the Estate with signage, flags and landscaping including 'gateway' treatment.</p>	<p>Facilitate further development of the Red Hill Industrial Estate – EDS 4.2.</p>	<p>As of 30 September 2018 - During the reporting period there has been a partial review of Policy ES270 (Sale of Industrial Land Policy) to ensure competitive arrangements are put in place for licensed agents wishing to represent Council through open listing agreements for the sale of industrial land at the Red Hill Estate.</p> <p>Appearance of the estate has been enhanced through placement of a large sale board with a locality plan and legend placed at the entrance to the estate as well as individual for sale signs on available blocks; new tree plantings and verge mowing has also been undertaken. Entrance flag poles will also be installed as a gateway treatment. Incentives for</p>	<p>Economic Development Manager</p>	<p>Progressing</p>	<p>70%</p>

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			developers will be considered as the next step to developing the Estate.			

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Strategic advocacy to support population retention with particular focus on the youth of our Shire	Youth projects and engagement opportunities.	Report on the outcomes achieved by the Youth Development Officer.	As of 30 September 2018 - Youth Week 2018 was very successful with a large range of activities enjoyed by young people within the Shire. As well as activities co-ordinated through the Narrandera Shire Library and Fusion, the highlight of the week was undoubtedly the Totem Skate School. Totem returned to help celebrate the launch of the newly expanded and improved Skate Park at Marie Bashir Park and will be back for Youth Week 2019. The search for a part time Youth Development Officer has been unsuccessful so far however a new and broader position description has been developed with increased hours available and will be advertised in the very near future.	Community Development (including Library) Manager	Progressing	35%
ACTION 2 - Strategic advocacy for diverse housing options	Enhanced accommodation options that may be made available to members of the community.	When opportunities arise advocate for accommodation options that align with our population demographics.	As of 30 September 2018 - Discussion has taken place over the provision of emergency housing within Narrandera, in particular a Women's Refuge. Following consultation with service providers and an examination of funding, advice is that services are currently in place but a Narrandera based refuge would not be feasible.	Community Development (including Library) Manager	Ongoing commitment	10%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			Flexible housing solutions are also under discussion with the consideration of a possible influx of labour during the pending construction phase of proposed Solar Farms within the Shire.			

THEME 4 - OUR INFRASTRUCTURE

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
<p>ACTION 1 - Through advocacy seek funding commitments for identified roadway projects and strategies</p>	<p>Advocacy efforts and the reporting of successful outcomes using a timeline.</p>	<p>Secure funding from each of the transport strategy funding streams.</p>	<p>As of 30 September 2018 - Strategic assessment of the Shire road network has been completed, this assessment will be the driver to prioritise projects for funding opportunities. This assessment report is now with the Executive Leadership Team for consideration and endorsement, once approved a series of shovel ready projects will be prepared so to increase our funding success rate.</p> <p>A further attempt will be made in the near future to secure funding for the Cowabbie Creek crossing causeway along Canola Way located east of Grong Grong.</p> <p>Council was successful in receiving road improvement grant from the Heavy Vehicle Safety and Productivity Program to upgrade a section of the Kamarah Road, there was further success from Fixing Country Roads Grant for upgrade of a section of the Colinroobie Road.</p>	<p>Works Manager</p>	<p>Progressing</p>	<p>60%</p>

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 2 - Road assets are managed in accordance with the road service review and asset management plans	Strategic mapping of reseal, re-sheeting or grading works made available to the community also details of works undertaken during the reporting period.	The road service review and asset management plans are to be consulted when planning for works.	<p>As of 30 September 2018 - Detailed mapping of planned capital road works and the projected maintenance program have been developed and made available to the community through Councils website.</p> <p>Future reseal, re-sheeting programs are in the planning phase at the moment.</p>	Works Manager	Progressing	55%
ACTION 3 - Maintain the condition rating of the road network across the Shire in accordance with agreed service levels	A complete and reliable asset management plan.	Maintain the road network in accordance with adopted levels of service.	As at 30 September 2018 - Council's Works Manager and Asset Manager are currently working on a reliable asset management plan and evolving from this will be agreed service levels based on available resourcing. Condition assessment of the entire Shire network is planned for the 2018-2019 financial year which will assist in developing a robust asset management plan.	Works Manager	Progressing	10%

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

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure	Availability of accurate and relevant data for all classes of assets.	Implementation of an asset management system.	As of 30 September 2018 - All building and other structural assets have been fully installed into the new asset management system. Transport asset data migration is 95% complete with the service provider scheduled to fix errors by December 2018. Water and sewer asset data is scheduled to be migrated by the service provider during the 2018-2019 financial year. Condition rating of the transport assets is also scheduled to be conducted during 2018-2019 for the preparation of the asset revaluation set for the 2019-2020 financial year.	Manager of Projects and Assets	Ongoing commitment	60%
ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure	Completion of projects identified within projected timeframe and budget.	Preparation of future plans for the renewal or replacement of assets.	As of 30 September 2018 - All funded infrastructure projects have been programmed for scheduling and resourcing. Stakeholders meet fortnightly to review and update all project action plans which is chaired by the Deputy General Manager Infrastructure. The quarterly budget review and monthly capital works program updates are actioned to inform	Manager of Projects and Assets	Ongoing commitment	40%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			everyone on the progress of all projects. The Project Management control software is updated regularly to provide all stakeholders with high level progress of each activity.			
ACTION 1 - Plan and source funding for redevelopment of or the construction of key facilities and infrastructure	Details of applications submitted and the outcome.	Funding opportunities to replace key facilities and infrastructure.	As of 30 September 2018 - Grant funding applications for the Narrandera Town Water Treatment Plant, the west Narrandera Sewer Extension and the Barellan Sewer project are being developed and are planned to be submitted prior to December 2019.	Water Sewer Engineering Officer	Progressing	15%
ACTION 2 - Continuation and monitoring of the Integrated Water Cycle Management Plan (IWCMP).	Reporting of milestones achieved within the IWCMP.	Implement IWCMP; report on direct actions derived from the IWCMP with relevant timeline and Key Performance Indicators.	As of 30 September 2018 - The project reference group for the Integrated Water Cycle Management Plan has been formed and an issues paper has been compiled.	Water Sewer Engineering Officer	Progressing	40%
ACTION 3 - An ongoing program of capital works for both water and sewer operations of Council	Progress of proposed works followed by the completion of projects within budget and effectiveness measured by a timeline.	Ongoing 10 year Capital Works Program within funding.	As of 30 September 2018 - A 10 year capital works program is on target.	Water Sewer Engineering Officer	Progressing	40%

THEME 5 - OUR CIVIC LEADERSHIP

STRATEGY 1 - TO HAVE A COUNCIL THAT DEMONSTRATES EFFECTIVE MANAGEMENT CONSISTENTLY, ALSO A COUNCIL THAT COMMUNICATES AND ENGAGES WELL WITH THE COMMUNITY AND WORKS COLLABORATIVELY

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Delivery Program update report submitted to Council and community during September, December, March and June annually on outcomes achieved.	Continued three monthly reporting on measureables contained within the Delivery Program.	As of 30 September 2018 - Three monthly reporting on measurables continues, at a future Senior Management Team meeting however the need for better reporting on what has actually been achieved and current performance compared to say the same reporting period 12 months ago will be explained as a prelude to better performance reporting.	Governance & Engagement Manager	Progressing	90%
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Scheduled for early 2020 and will inform Council of the views of the community against industry benchmarks.	Undertake a second Community Survey early 2020.	As of 30 September 2018 - Preliminary 2020 Community Survey tasks have commenced by looking at other community surveys to ascertain what new questions can be introduced into the survey.	Governance & Engagement Manager	Progressing	5%
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Outcomes promised by Council in its Fit for the Future Improvement Plan.	Report on Fit for the Future strategies.	As of 30 September 2018 - Council's draft general purpose financial statements at 30 June 2018 indicates that Council has surpassed the NSW Local Government industry indicators for all financial benchmarks in both the Consolidated and General Fund with the exception of the Own Source	Deputy GM Corporate & Community	Progressing	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
Council			<p>Operating Revenue Ratio. The consolidated ratio of 55% is below the benchmark of 60%, however the ratio was impacted by Council achieving addition State Government Grants during the year reducing the ratio of own source funds to total operating revenue.</p> <p>Council in adopting its budget for the 2018-2019 financial year incorporates a financial plan to achieve Fit for the Future benchmarks.</p>			
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Amendments to the Customer Service Charter to be made by 31 December 2018 also review the Customer Request System reporting to ensure requests are being dealt with as per the Charter and determine ways to gauge if the customer is happy with the outcome.	Update the Customer Service Charter to include reference to AS/NZS 1002:2014 'Guidelines for complaint management in organisations'.	As of 30 September 2018 - Originating from the Executive Leadership Team, the Customer Service Think Tank group was created to resolve a number of issues such as the responsibility for closing the customer service loop, that is from the service request initiation to the action then to gauging customer satisfaction. The outcomes of this Think Tank will be incorporated into the Draft Customer Service Charter to be presented to both the Executive Leadership Team then Council in coming months.	Governance & Engagement Manager	Progressing	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Council to consider any requests in accordance with the Community Strategic Plan 2017-2030.	Where possible support community projects where groups or organisations have clear goals and outcomes.	As of 30 September 2018 - Any requests for support shall be considered in accordance with strategic documents and budgetary constraints.	Governance & Engagement Manager	Ongoing commitment	100%
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Compliance with Australian Government Digital Service Standard also details of website content review and where possible details of website visits and pages most frequently visited.	Ensure that the Council website is compliant with current industry standards.	<p>As of 30 September 2018 - Narrandera Shire Council is in the process of developing a new website due for completion by the end of March 2019.</p> <p>The Federal Digital Service Standard requires that all websites designed or re-designed after 6 May 2016 must be assessed against the Standard. Council's current website was created about 2005 and is therefore not required to be assessed against the Standard.</p> <p>At present the current website contains 108 online pages; for this reporting quarter the website has been viewed 14,322 times with the top five pages being the Home Page (2,641 views), Positions Vacant (1,426 views), Contact Information (1,252 views), Business Papers/Minutes (483 views) and the</p>	Communications Officer	Progressing	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
			Waste Depot (470 views).			
ACTION 1 - Accountable, transparent and ensure open communication between the community and Council	Revise Council's Procurement Policy by 31 December 2018.	Council's procurement provides best value and protects against fraud and corruption.	As of 30 September 2018 - The review of the Procurement Policy has commenced by looking at the policies of other Councils to gauge the scope of the review.	Governance & Engagement Manager	Progressing	10%
ACTION 2 - A highly skilled and motivated workforce	Reviewed at least every 2 years or when there is legislative or award changes.	Ensure workforce policies remain current in a changing work environment.	As of 30 September 2018 - The Human Resources team has experienced staffing issues with the Workplace Health and Safety Reporting Officers role becoming vacant in February 2017; this has significantly impacted on the policy review process however during this period ten policies have been reviewed and two new policies have been developed.	Human Resources Manager	Progressing	20%
ACTION 2 - A highly skilled and motivated workforce	Action recommendations within the Workforce Strategic Plan 2017-2021; report September annually on staff demographics in comparison to previous 3 years.	Develop and implement succession planning.	As of 30 September 2018 - All actions listed within the Workforce Strategic Plan 2017-2021 are reported with comparative data monthly to both the Executive Leadership Team and to the Senior Management Team.	Human Resources Manager	Progressing	90%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 2 - A highly skilled and motivated workforce	Amendments are made as soon as possible; report September annually performance appraisal outcomes.	Implement approved revisions of the salary administration and Employee Performance Management System.	As of 30 September 2018 - Some performance appraisals for the 2018 process have not yet been finalised and this has delayed the revision of salary steps for staff and also delayed the approval of some training requests. The majority of salary increases have now been processed and training requests are being evaluated on an individual basis.	Human Resources Manager	Progressing	55%
ACTION 2 - A highly skilled and motivated workforce	Information presented is accurate, relevant and easy to read.	Identified Council staff to undertake training for excellent written communication and presentation skills.	As of 30 September 2018 - Training in report writing was provided to a number of staff during the 2017-2018 financial year; Managers participated in targeted high level report writing skill development while other staff were provided with a less comprehensive skill set. It is anticipated that additional skill development will be conducted in the 2018-2019 financial year should the budget allow.	Human Resources Manager	Progressing	75%
ACTION 3 - As an organisation the information management capability meets the needs of the users and the community	Implement actions within the Information Management Strategy 2014-2019 also review and update the Information Strategy 2014-2019 during 2020.	Maintain an Information Management Strategy providing best value contemporary services.	As of 30 September 2018 - The Information Management Strategy 2014-2019 is assessed each year for relevant items to be included in the Capital Works Budget. The Information Management Strategy is scheduled for review and update in 2020.	Information Technology Manager	Ongoing commitment	50%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
ACTION 4 - Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised	Recommendations to maximise Council's financial position.	Monitor Council's financial situation and progress against Fit for the Future benchmarks.	<p>As of 30 September 2018 - Council's Revenue Officer closely monitors property assessments which may become rateable during the current or the next financial year; this includes monitoring the sale of vacant Department of Housing properties or the sale of properties owned by religious institutions or changes to lands owned by Crown authorities.</p> <p>The Finance Manger regularly reviews investments in accordance with the Investment Policy and reports the details of investments to Council on a monthly basis.</p> <p>The budget is reviewed on a quarterly basis and is reported to Council with any variations that have been made by Managers.</p>	Senior Finance Officer	Progressing	50%
ACTION 4 - Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised	Have systems in place that details grants applied for, and where successful that monies have been received, expended and acquitted in accordance with the funding body	Monitor the level of State and Federal Government grants payable to Council.	As of 30 September 2018 - Council has developed a register where the responsible officer is required to enter details such as what the funding is for, the value of the funding and who the funding body is; eventually further details are required if the grant was successful and the date that the acquittal needs to be finalised.	Senior Finance Officer	Completed	100%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	requirements.					
ACTION 4 - Financial sustainability is critical with maximum rate revenue to be achieved and other income sources maximised	Reported monthly to Council against a timeline.	Ensure that Council funds are invested in accordance with legislative provisions and income yield is maintained within Council's risk profile.	As of 30 September 2018 - A report detailing all invested monies is presented to Council each month; this report details all transactions that have taken place within the previous month and provides a snapshot of the portfolio credit limits to make sure that Council remains within the prescribed amount allowed for each institution.	Senior Finance Officer	Completed	100%
ACTION 5 - The community displays a high level of understanding and compliance with legislative in regard to the keeping of and control of companion animals and other animals	Updated statistics for each reporting period with cumulative totals also to be reported.	Number of dogs registered under the Companion Animals Act.	As of 30 September 2018 - Data is entered into the NSW Companion Animals Register at the time of registration of each dog or cat. Monthly data (including numbers impounded, released, rehomed) are also recorded in the NSW Companion Animals Register. This Register includes cumulative also annual totals.	Manager Development and Environment	Ongoing commitment	10%
ACTION 5 - The community displays a high level of understanding and compliance with legislative in regard to the keeping of and control of companion animals	Updated statistics for each reporting period with cumulative totals also to be reported.	Number of cats registered under the Companion Animals Act.	As of 30 September 2018 - Data is entered into the NSW Companion Animals Register at the time of registration of each dog or cat. Monthly data (including numbers impounded, released, rehomed) are also recorded in the NSW Companion Animals Register. This Register includes cumulative also	Manager Development and Environment	Ongoing commitment	10%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
and other animals			annual totals.			
ACTION 6 - The Narrandera Shire Local Environmental Plan 2013 (LEP) is reviewed within a 5 year cycle	Review the current LEP within the timeframe established by the Department of Planning and Environment.	Maintain the LEP to meet community aspirations, land needs and environmental outcomes.	As of 30 September 2018 - Council has advertised for the recruitment of a permanent part-time Planning Officer that will assist to undertake strategic planning work including any Local Environment Plan (LEP) reviews. During this reporting quarter the focus has been on development assessment and solar farm developments that have drawn resources away from commencing the LEP Review.	Deputy GM Infrastructure	Progressing	5%
ACTION 7 - Planning instruments reflect the intent and direction of land use strategies and facilitate development and growth of the Shire	Compliance with guidelines from the Department of Planning and Environment.	Documents are reviewed against intended outcomes.	As of 30 September 2018 - Council has various planning documents that will be reviewed over a period of time. The priority at the present is to review the Local Environment Plan and make minor housekeeping amendments; leading into a more substantive review in the future. Council's Development Control Plan is also scheduled for review when resources allow.	Deputy GM Infrastructure	Progressing	10%
ACTION 8 - Development Applications received and assessed within statutory timeframes	The number of Development Applications received during the reporting period also financial year cumulative totals	Statistical data on Development Applications received, also comparing to previous years.	As of 30 September 2018 - The Development Services report to Council provides lists all development applications (DA's) lodged and determined each calendar month; cumulative totals are included for the	Manager Development and Environment	Ongoing commitment	10%

ACTION	Measured By	Performance Target	Comments	Responsible Officer Position	Status	Progress
	also provide comparative yearly data to paste 2 year's data.		current financial year. Comparative data is graphed and indicates the previous two years' data in both numbers of DA's and the value of development.			
ACTION 8 - Development Applications received and assessed within statutory timeframes	Comparison of assessment timeframe against Department of Planning & Environment averages.	Compliance with statutory timeframes for assessment.	As of 30 September 2018 - Comparative assessment timeframes for the previous financial year are included in monthly Development Services reports submitted to Council with the information made available to and re-presented by the Department of Planning & Environment.	Manager Development and Environment	Progressing	5%
ACTION 9 - Maintain a strong voice in regional groups such as RAMROC, the proposed RAMJO also Destination NSW	Details of engagement opportunities.	Proactive engagement at appropriate forums and continued political lobbying with our partners.	As of 30 September 2019 - The Mayor, the Deputy mayor and General manager have maintained an active role in the new regional Council alliance known as the Riverina and Murray Joint Organisation (RAMJO) following a recent resolution of Council to join.	General Manager	Progressing	25%