

Delivery Program

2022 - 2026



Welcome

Nginyanhi Wiradjuri mayiny gawaymbanha nginyalgir Wiradjuri-gu Ngurambung-gu

We the Narrungdera Wiradjuri people welcome you all to Wiradjuri Country

Acknowledgement


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





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*COVER PHOTO: Lake Talbot Water Park Splash Park.
INSIDE COVER IMAGE: Wiradjuri Elder Michael Lyons
playing the didgeridoo, as part of the Sandhills Artefacts
Tour.*

Introduction to **the Delivery Program**

ABOUT THIS DOCUMENT

The Delivery Program is a statement of commitment to the community from the Council elected in December 2021 and supports the Community Strategic Plan titled 'Our Narrandera Shire 2034'.

Like the Community Strategic Plan, this plan is divided into the 5 strategic themes with each theme further divided into strategies, actions, performance targets, measures, who the responsible officer will be and a timeframe for delivery.

The program has a 4 year horizon that aligns with the Council election cycle which is every 4 years; however, for this plan there will be an overlap in planning as the September 2020 election was delayed until December 2021 due to the COVID 19 pandemic with the next general Council election proposed to be held September 2024.

Development of the Delivery Program followed community consultation that informed the new Community Strategic Plan comprising:

- Priorities identified by community members
- Service levels expected by the community
- Resourcing options considered when preparing the Long Term Financial Plan
- Ongoing environmental, social/cultural or capital works programs
- Opportunities to link with Commonwealth, State and regional programs and projects
- Opportunities to partner with others
- Council's legislative responsibilities and regulatory functions.

Message from The Mayor

This plan forms part of the Integrated Planning and Reporting cycle of Council and has been developed using feedback from our community members, also the new Council elected in December 2021.

The Councillors and I have listened to the community, and we believe that the Community Strategic Plan titled 'Our Narrandera Shire 2034' and this program contain details of what is important to the community and how Council will work toward achieving outcomes – not all the actions can be achieved by Council alone, but Council has identified potential partners who may be able to assist. I encourage all community members to read the Community Strategic Plan when you have the opportunity to do so.

As part of accountability to the community, progress and outcomes are reported to both Council and the community on a six monthly basis. You can view previous Delivery Programs by visiting our website www.narrandera.nsw.gov.au and select 'Council Reporting' under the heading of 'Council'.

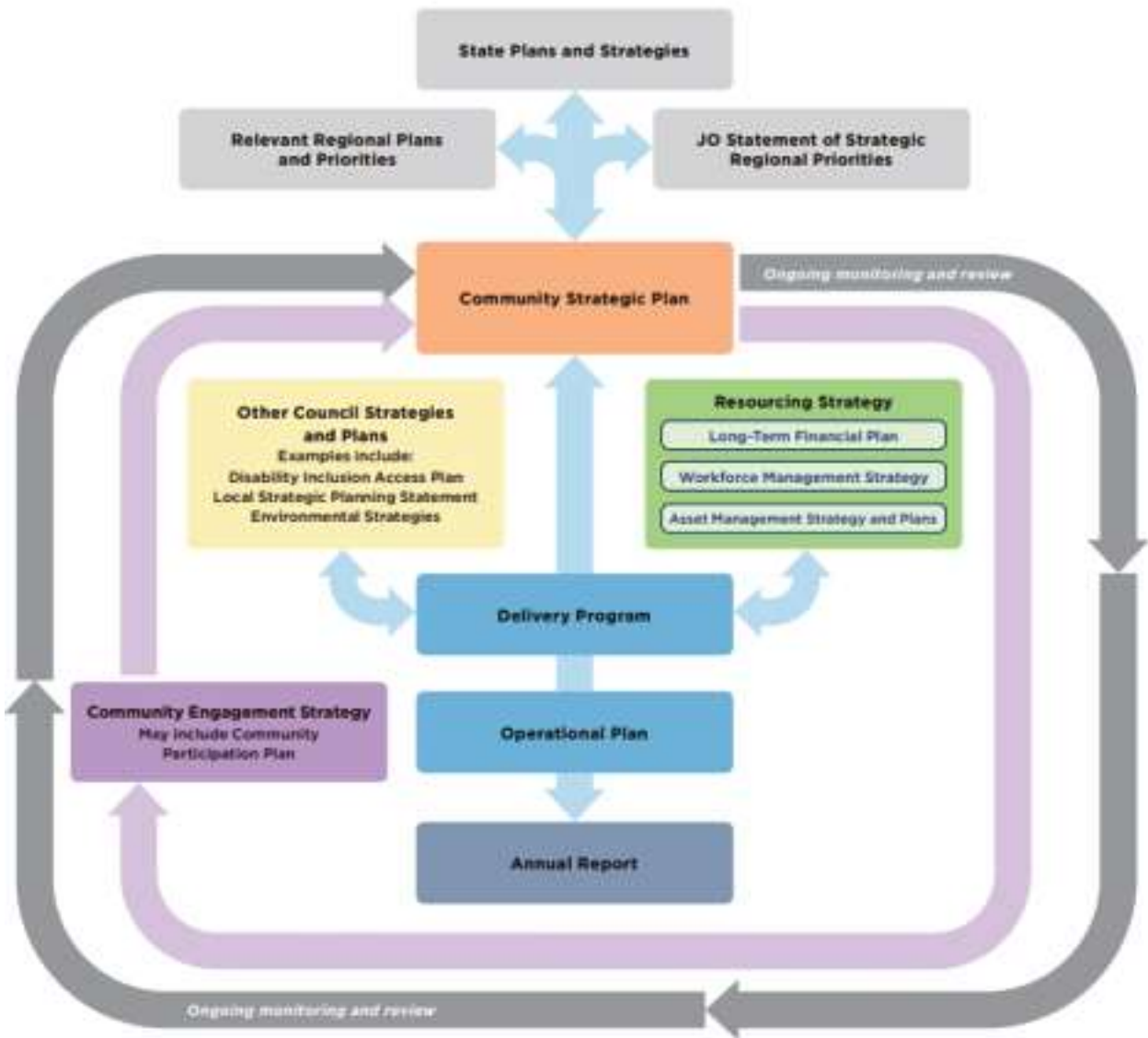
On behalf of Council, I thank you for your participation in developing the Community Strategic Plan called 'Our Narrandera Shire 2034' and its supporting documents.

Councillor Neville Kschenka, Mayor



WHAT IS INTEGRATED PLANNING AND REPORTING?

In September 2021 the NSW Office of Local Government released new Integrated Planning and Reporting guidelines, the framework for which is provided below. The Delivery Program supports the Community Strategic Plan and has direct linkage to the Resourcing Strategy of Council also other Council strategies and plans.



Source: NSW OLG IP&R Handbook – viewed 24 January 2022.

How to read This Plan

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Details of the Delivery Program

THEME 1: OUR COMMUNITY

STRATEGY 1: TO LIVE IN AN INCLUSIVE, HEALTHY AND TOLERANT COMMUNITY WITH A POSITIVE ATTITUDE TOWARD OTHERS

REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
1.1.1	Acknowledge and celebrate our local Wiradjuri culture	Progress the implementation of the Cultural Plan to value our Wiradjuri Culture	A community that is more aware of its Wiradjuri heritage	Community Services Manager	*	*	*	*
1.1.2	Support opportunities for community participation in local events and festivals	Our Cultural Plan supports opportunities for the community in arts and our community through cultural events, programs and initiatives	Number of events supported with details on participation and attendance	Community Development Manager	*	*	*	*
1.1.3	Work with event organisers to promote and improve participation in local events and festivals	Community events that are highly publicised and promoted with high levels of community participation and positive feedback	Event statistics and participant feedback	Events and Visitor Services Team Leader	*	*	*	*

What the community would like to see achieved

The area of focus

The year or years the action is proposed to occur

A unique reference for each action

The outcome proposed to be achieved

Identifies those who will work toward achieving the strategy or aspiration

Actions are the way that as a community we can work together to achieve the aspirations

How we will measure progress of the action

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RESOURCING THE DELIVERY PROGRAM 2022-2026

Council's Financial Sustainability

Creating a more financially sustainable future for Council is necessary to ensure we can provide a safe and growing community, which provides all the services that our residents, businesses and farmers come to expect and enjoy. Councils are required to follow principles of sound financial management. Council must ensure its spending is responsible and sustainable, undertake responsible and sustainable investments in infrastructure for the benefit of the local community, implement effective financial and asset management, and have regard to achieving intergenerational equity.

Simply put, if our finances are not in order, we will find it difficult to offer all of our current services and we will put our Council at a significant operational risk. Council undertook a financial sustainability review in 2023 and identified a significant residual funding gap that places Council's financial sustainability at risk unless additional action is taken. Given Council's obligations to employ sound financial management principles and ensure that it generates sufficient revenue to provide the level and scope of services and infrastructure agreed with its community, it is critical that Council acts urgently to ensure its ongoing financial sustainability.

Considering the residual funding gap of both operational and capital requirements, Council undertook a service sustainability review that identified some cost containment actions, productivity and efficiency improvements but these alone are inadequate to address the general fund ongoing operating deficits and funding gap. Council has reviewed its options and plans to submit a special rate variation (SRV) to the Independent Pricing and Regulatory Tribunal (IPART) that will establish a sustainable future.

Proposed Special Rate Variation

To achieve financial sustainability and maintain fit for purpose infrastructure, Council requires a permanent cumulative rate increase from 1 July 2024. This includes the expected rate peg increases that Council would have otherwise increased rates by. Council has an obligation to ensure that it manages its financial resources sustainably, including that it has adequate revenue to cover expenditure. The revised Long Term Financial Plan (LTFP) looks at how Council's finances will shape up if it continues as it currently is (the base case) as well as modelling two different scenarios for a special rate variation to increase rates.

All three options were designed to:

- generate an operating surplus, before capital income
- ensure Council is able to fully fund its required renewal and maintenance and stormwater project

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- ensure Council is able to maintain a positive unrestricted cash position
- ensure Council delivers all its improvement program initiatives.

The two options were for relatively similar increases overall, the difference between them was the number of years it would take to implement the full extent of the rate rise. These two options are outlined in the following table.

Table 1 Proposed SV increases

SRV Options	2024-25	2025-26	Cumulative increase over SV period
Base Case – Rate Peg only	3.5%	2.5%	
Option 1: One-year SV including rate peg	41.5%		41.5%
Option2: Two-year SV including rate peg	25.5%	18.0%	48.1%

Based on the analysis within the revised LTFP, including the capacity to pay analysis, Council is proposing to take the two SRV options to community engagement, with Council's preferred option being Option 1.

The special rate variations shown in these two options arrest the ongoing deficits seen in the base case and allow Council to maintain surpluses, that is revenues will fully cover expected operating expenditure. The base case scenario is not sustainable as it is, significant cost reductions of approximately \$2.0 million per year would be required for this to be financially viable. Achieving such cost reductions would result in significant reductions to Council services.

Councils revised LTFP details all the analysis, proposed changes in rates, the impact on ratepayers and the financial forecast for a sustainable Council.

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THEME 1: OUR COMMUNITY

STRATEGY 1: TO LIVE IN AN INCLUSIVE, HEALTHY AND TOLERANT COMMUNITY WITH A POSITIVE ATTITUDE TOWARD OTHERS

REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
1.1.1	Acknowledge and celebrate our local Wiradjuri culture	Progress the implementation of the Cultural Plan to value our Wiradjuri Culture	Outcomes aligned with the adopted Cultural Plan	Community Services Manager	*	*	*	*
1.1.2	Support opportunities for the community to participate in diverse arts and cultural activities	Outcomes aligned with the adopted Cultural Plan	Number of events supported with details on participation and attendance	Community Development Manager	*	*	*	*
1.1.3	Work with event organisers to improve the quality of	Events that are exciting and that have strong community participation	Event statistics and participant feedback along with	Events and Visitor Services Team Leader	*	*	*	*

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	and participation in local events and festivals		comparative statistics for a previous event					
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STRATEGY 2: WORK TOGETHER TO ADVOCATE FOR QUALITY HEALTH, EDUCATION, YOUTH AND SOCIAL SERVICES									
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26	
1.2.1	Continue to work with the Aboriginal community fostering mutual respect, understanding through consultation seeking valuable feedback on important projects and initiatives	To build on the existing relationship and strengthen connections	Updates on meetings held and the outcomes of consultation on projects and initiatives	Community Services Manager	*	*	*	*	
1.2.2	Work with the Youth Council to implement the Youth Strategy and to engage with youth across the Shire	A Youth Council that is engaged with youth across the Shire and a Youth Council that is representative of the community	Update of actions derived from the Youth Strategy also engagement and recruitment advocacy opportunities	Community Services Manager	*	*	*	*	
1.2.3	Integrate the Youth Council into official Council events and community events	A Youth Council that is engaged with leadership activities	Outcomes achieved within the Youth Strategy, particularly the section of 'Voice'	Community Services Manager	*	*	*	*	

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			where the objective is to involve youth in the decisions that affect them					
1.2.4	Strategic advocacy for the delivery of integrated health services and well-being programs	Integrated health services that support our community	Advocacy outcomes also participation in the Narrandera Health Advisory Group	General Manager	*	*	*	*

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STRATEGY 3: TO FEEL CONNECTED ALSO SAFE								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
1.3.1	Maintain and enhance the connection between Council and the community using available communication channels	A Council that is connected to the community through channels appropriate to all demographics	The monthly media report submitted to the Executive Leadership Team	Communications Officer	*	*	*	*
1.3.2	Continued strategic advocacy for the strengthening of critical emergency services personnel and 'fit for purpose' infrastructure through the Narrandera Community Safety Precinct Committee	Lobby for enhanced emergency services personnel and equipment when and where necessary to do so	Advocacy opportunities and outcomes	General Manager	*	*	*	*
1.3.3	Ensure that the CCTV network is functional and there is scope and budget allocations for enhancement	A functional CCTV network in strategic locations to discourage crime and anti-social	Improvements to the CCTV network leading to reduced incidents therefore a reduction in	Manager Information Technology	*	*	*	*

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		behaviour but also assist NSW Police	requests to view footage from the NSW Police					
1.3.4	Provide transport opportunities to support independent living at home	Community transport options are made available to eligible members of the community	The number of trips provided to clients by funding demographic, kilometres travelled cumulative per financial year and comparative to the previous year	Community Services Manager	*	*	*	*

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THEME 2: OUR ENVIRONMENT

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

REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
2.1.1	Establish strong partnerships with key stakeholders to protect, expand and promote Narrandera's koala population with a vision to establish a research centre in Narrandera	Develop strong partnerships with stakeholders to protect and enhance our koala population	Progress in establishing a research centre but also participation in and results of the annual koala count and actions taken to protect our koala population	Economic Development Manager	*	*	*	*
2.1.2	Key environmentally sensitive areas under the control of Council are managed with environmental awareness and sensitivity	Through the actions of Council, others in the community can model and deliver projects and works with minimal environmental harm	Outcomes based on funding applications for the deliverables contained with the Plans of Management for each area along with the Weeds action plan - target of 118 high risk site	Open Spaces and Recreation Manager	*	*	*	*

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			inspections, number of km high risk pathway inspections per year, and number of property inspections per year					
2.1.3	Preservation and enhancement of our significant tree assets to maintain our signature streetscapes	Continuation of the tree audit to identify risks and potential early issues with specific tree species	Outcomes measured again the 2022-2025 Tree Audit 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. Target of 50 new plantings per year Narrandera, 50 new plantings Grong Grong, and 50 New Plantings Barellan	Open Spaces and Recreation Manager	*	*	*	*

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STRATEGY 2: ENHANCE OUR PUBLIC SPACES TO ENRICH OUR COMMUNITY									
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26	
2.2.1	Continually assess playgrounds to determine if fit for purpose and replace components to ensure compliance with the relevant standards to meet community needs relevant to the level of use of the area	Playground equipment that is well maintained and is age appropriate	Compliance with relevant playground standards and Council's insurer StateWide Mutual best practice manual titled 'Playgrounds'. Submit 2 funding applications to maximise opportunities to replace and upgrade play equipment that has passed its useful asset life. The beautification of 3 neighbourhood parks between 2022-2025	Open Spaces and Recreation Manager	*	*	*	*	
2.2.2	Develop a renewal and maintenance schedule to support a diverse range of building facilities for the community	Maintain multi-purpose facilities	Percentage of completed renewal and maintenance activities achieved in the financial year in accordance with the	Projects and Assets Manager	*	*	*	*	

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			schedule and allocated budgets					
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STRATEGY 3: MAXIMISE GREATER RE-USE OF RESOURCES TO INCREASE SUSTAINABILITY WITHIN OUR COMMUNITY

REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
3.3.1	Progress the development and implementation of the Narrandera Shire Waste Management Plan and identify realistic opportunities for re-use of waste streams	Completion of masterplan works, implementation of the plan for the re-use and diversion of waste from landfill	Statistical information of waste diverted from landfill obtained from the current EPA reporting regime	Development and Environment Manager	*	*	*	*
3.3.2	Source funding and implement short to medium term actions from the Narrandera Shire Council Climate Action Strategy	Reduction in the environmental footprint of Council and the community as a whole	Statistical information on how Council has reduced its environmental footprint and outcomes achieved from the Strategy	Executive Engineer	*	*	*	*

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THEME 3: OUR ECONOMY

STRATEGY 1: CREATE STRONG CONDITIONS FOR INVESTMENT AND JOB CREATION THROUGH QUALITY INFRASTRUCTURE AND PROACTIVE BUSINESS SUPPORT

REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
3.1.1	Identify and develop targeted attraction campaigns for industry/business also building on our distinctive strengths in agriculture and its related supply chains	Identify suitable industry/business and develop a program to attract relocation to the Shire at the same time build on our agricultural strengths	Targeted campaigns and outcomes that align with the Economic Development Strategy	Economic Development Manager	*	*	*	*
3.1.2	Promote collaborative marketing initiatives through regular meetings between businesses and senior Council staff on both a formal and informal basis	A business community and a Council that work together on initiatives such as market days or promotional activities	Details of meetings held, such as attendance at regular business group meetings, also the outcomes achieved or proposed to be achieved	Economic Development Manager	*	*	*	*

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3.1.3	Promotion of Narrandera Shire using our heritage buildings, culture, location, waterways, ecotourism also business and sporting facilities	Use of our unique natural and built environment to the best advantage	Number of promotional campaigns and measuring the value-adding affects such as maximising visitor stays	Tourism and Economic Development Co-Ordinator				
3.1.4	Advocacy for the expansion of the Narrandera-Leeton Airport such as the construction of the parallel taxiway and continued support and advocacy for increased business opportunities	A regional airport that is regularly used by commercial and freight services and an airport that is adaptable for future development	Outcomes measured by additional usage and affiliated services for the Narrandera-Leeton Airport	Economic Development Manager	*	*	*	*

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STRATEGY 2: ENCOURAGE NEW HOUSING SUPPLY TO MEET THE NEEDS OF THE COMMUNITY								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
3.2.1	Actively seek prospective developers to facilitate a mixed housing development to include an independent living complex and affordable housing in Narrandera and where possible assistance to source funding opportunities	An independent living facility for the over 50's in our community and affordable housing for rentals	Advocacy actions to promote such a development within Narrandera	Economic Development Manager	*	*	*	*
3.2.2	Strategic land use planning for future housing, commercial and Industrial needs	Identification and planning for future residential, commercial and industrial subdivisions	Land is identified within the LEP for the future subdivision needs of the community	Deputy General Manager Infrastructure		*		
3.2.3	Continue to lobby NSW Government to resolve Aboriginal Land Claims on	Aboriginal Land Claims that are finalised on potential residential land	Progress of land claim settlements and community consultation about the management	General Manager	*	*	*	*

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	land for potential residential development		of the lands identified for potential residential development					
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THEME 4: OUR INFRASTRUCTURE

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

REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
4.1.1	Submit funding applications to maximise opportunities to upgrade the local and regional road network	Awareness of available funding opportunities and applications submitted when appropriate	The number of financial applications submitted for road related funding and details of successful applications, statistical information on annual improvements and upgrades to the network	Works Manager	*	*	*	*
4.1.2	Plan and undertaken road maintenance and upgrades based on available funding	Strategic 3 year works plan for road upgrades and undertaking the road maintenance	Details of the strategic plan and statistics of the upgrades and maintenance undertaken in accordance with the 3year plan	Works Manager	*	*	*	*

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4.1.3	Strategic lobbying for the replacement or upgrade of the bridge across the main irrigation canal on Irrigation Way	A bridge and approaches across the main irrigation canal that can accommodate of the increasing size of heavy vehicle traffic whilst addresses safety concerns of other road users	Lobbying outcomes	Deputy General Manager Infrastructure	Ongoing until successful	Ongoing until successful	Ongoing until successful	Ongoing until successful

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STRATEGY 2: ACTIVELY INVESTIGATE OPPORTUNITIES TO ENHANCE WATER QUALITY								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
4.2.1	Implement the adopted Integrated Water Cycle Management Plan (IWCM)	Long term planning for completion of all actions identified in IWCM	Level of implementation of actions from IWCM	Water Sewer Manager	*	*	*	*
4.2.2	Continue to address water quality issues within the potable water supply network	Implementation of actions outlined in 2020 Clean Water Strategy	Implementation of the action plan and statistical analysis of water quality monitoring reports	Water Sewer Manager	*	*	*	*
4.2.3	Ensure that wastewater returned to the environment is within guidelines from the monitoring authority	Wastewater released to the environment is within established guidelines	Reporting on wastewater testing regime and any variations outside of parameters of acceptable load limits of pollutant discharge	Water Sewer Manager	*	*	*	*

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4.2.4	Keep the community informed of water supply matters and proposed infrastructure upgrades, encourage water customers to register and use the new water billing portal	A community that is informed about water supply matters with customers able to self-monitor usage	The number of media items issued to the community	Communications Officer	*	*	*	*
STRATEGY 3: TO IMPROVE, MAINTAIN AND VALUE-ADD TO OUR ESSENTIAL PUBLIC AND RECREATIONAL INFRASTRUCTURE								
REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
4.3.1	Undertake upgrades of stages 1 & 1A of the Narrandera Business Centre Upgrade, including the implication of designed stormwater drainage & seek funding for the further stages of the project	Completion of the project stages 1 & 1A, including drainage works. Submit grant applications as the opportunity arises for the other stages	Milestones achieved as the project progresses	Deputy General Manager Infrastructure		*	*	*

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4.3.2	Through stakeholder consultation, in any project consider the diverse mobility needs of our community consistent with the DIAP	That the project management plans include stakeholder and agreed scope of works plans which consider mobility requirements for members of the community who require assistance	Stakeholder involvement and acknowledgment of elements included in projects that have diverse mobility requirements	Projects and Asset Manager	*	*	*	*
4.3.3	Through community consultation develop a new masterplan for Marie	A masterplan for Marie Bashir Park	Develop a scope of works, quotation specification and actioning the procurement process	Open Spaces and Recreation Manager		*		

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	Bashir Park to consider future projects		for the delivery of a new masterplan, including a timeline for implementation and budget predictions					
4.3.4	Through consultation with all user groups of Narrandera Shire Sporting facilities, prioritise improvements for the venues and seek funding to action the improvements	Continual improvements to Narrandera Shires Sporting facilities to meet user needs	Feedback from user groups and grants submissions. Conduct a minimum of two meetings per year with sports facility advisory groups	Open Spaces and Recreation Manager	*	*	*	*
4.3.5	Establishment of an off-leash area adjacent to Henry Mathieson Oval, including all items such as shelter, activities and alike within a modern off the off-leash area and seek funding for any additional items	An off-leash area that supports local pet owners and has a point of difference to attract visitors	Development of a new off-leash area	Development and Environment Manager	*			

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4.3.6	Source funding and investigate the current vehicle parking spaces at the Lake Talbot Water Park	Lake Talbot Water Park to cater for a range of vehicle parking options in line with Australian Standards 2890	Options available for presentation to Council on ways to address parking demands	Projects and Asset Manager		*		

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THEME 5: OUR LEADERSHIP

STRATEGY 1: HAVE A COUNCIL THAT PROVIDES LEADERSHIP THROUGH ACTIONS AND EFFECTIVE COMMUNICATION

REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
5.1.1	Manage the functions of ARIC also the schedule of Internal Audits and Service Reviews	4 Internal Audits per financial year	The reporting requirements of the proposed ARIC guidelines	Chairperson of the ARIC	*	*	*	*
5.1.2	Provide updates to Council and the community on the adopted Delivery Program	Delivery Program updates that provide current and accurate information	Delivery Program update reports at 6 month intervals being 31 December and 30 June	Governance and Engagement Manager	*	*	*	*
5.1.3	Gauge customer satisfaction	Identify the most important issues from the 2021 community survey and	Identify trends within the areas of importance from the	Governance and Engagement Manager	*	*	*	*

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		monitor complaints or service requests	2021 community survey and in 2024 action a new community survey and report on any shift in important issues					
5.1.4	Report on compliance with the financial performance measures within the annual financial statements	Where possible reach or exceed the financial performance measures	Attaining or exceeding the benchmark ratios for the financial performance measures	Deputy General Manager Corporate and Community Services	*	*	*	*
5.1.5	Continued strategic advocacy for the strengthening of the Shire centres of learning	Develop strong alliances with education service providers	Learning centre outcomes such as improved course availability and advancements in technology to assist in remote learning	General Manager	*	*	*	*

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5.1.6	Continued strategic advocacy for the improvement of telecommunication networks across the Shire	An improved telecommunication network for the Shire	Outcomes of advocacy, improved infrastructure and reduction in the number of 'black spots	General Manager	*	*	*	*
5.1.7	Representations to both Federal and State Government agencies seeking a scientific reassessment of the Lake Mejum and Lake Coolah concept	A plan for the Lake Mejum and Lake Coolah water storage concept that is reviewed	Progress of representations and outcomes of the review	General Manager	*	*	*	*
5.1.8	Ensure that workforce policies remain current in a changing environment	Workforce policies amended as necessary and endorsed using standard consultation and approval processes	Compliance to the policy review schedule	Human Resources Manager	*	*	*	*
5.1.9	Maintain the connection with Price Waterhouse Cooper to complete the LG	Provision of current information to the Price	Completing the survey on time, reporting the findings both the	Human Resources Manager	*	*	*	*

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	Performance Excellence Program on an annual basis	Waterhouse Cooper comparative survey	Executive Leadership Team and to Council					
5.1.10	A well trained workforce that meets the needs of the organisation now and into the future with succession planning advanced for key roles within the organisation	A workforce that is well skilled and succession planning for key roles in place	Details of organisational training and successes in attaining qualifications also details of successional appointments where appropriate	Human Resources Manager	*	*	*	*
5.1.11	Recognising the achievements of the Council workforce	Recognising individuals and teams where actions and achievements deserve merit	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	Human Resources Manager	*	*	*	*

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5.1.12	Maintain an Information Strategy that meets the needs of the organisation, is fit for purpose and provides best value for money	A strategy that is revised periodically and makes recommendations for budget consideration	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	Information Technology Manager	*	*	*	*
5.1.13	Actively protect the organisation from cyber threats such as spear phishing emails and unauthorised access to the network	Update protection measures when necessary and be aware of potential threats	Addressing issues detected from periodic auditing or penetration testing	Information Technology Manager	*	*	*	*
5.1.14	Monitor the level of Federal and State funding grants payable to Council	Ensuring that funds payable to Council are received	Maintenance of documents that detail grant funding opportunities applied for and if the application was	Finance Manager	*	*	*	*

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			successful and the acquittal of funds					
5.1.15	Maximise the revenue streams of Council	Ensure that maximum notional rate revenue is levied, recover arrears, rating structure is equitable, review fees and charges annually also that Council funds are invested in accordance with the Investments Policy	Rate arrears collection statistics comparative to previous years, investment return against investment benchmark	Finance Manager	*	*	*	*
5.1.16	Provide a summary of ranger activities, including the number of dogs and cats registered in accordance with the Companion Animals Act 1998	A ranger service that promotes community awareness of companion animal ownership and statistical information on animals registered cumulative annually and comparatively to the previous year; also	Community awareness activities and information on companion animal registration, impounding, release, re-homing and euthanasia	Development and Environment Manager	*	*	*	*

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		impounding, release, re-homing and euthanasia						
5.1.17	Provide a summary of Development Applications received and assessed	Development applications received and assessed within established timeframes also statistical information on development applications received cumulative annually and comparatively to the previous year	Development application activity statistics based on annual cumulative and previous year comparative information	Development and Environment Manager	*	*	*	*
5.1.18	Maintain an up to date Asset Management Strategy and supporting Asset Management Plans which are reflected within the 10 year capital works program.	The performance target will be to have contemporary Asset Management Plans that have a 10 year rolling forecast, a 4 year timeline to guide asset decision making with detailed actions to be included or referenced within the annual Operational Plan.	Measurement will be the completion of projects identified in the LTFP or other supporting plans.	Projects and Asset Manager	*	*	*	*

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5.1.19	Investigate solutions that will assist in the financial stability of Narrandera Shire Council to undertake major capital expenditure such as a Special Rate Variation (SRV). A SRV would enable the commencement of the major capital works project - Narrandera CBD stormwater infrastructure duplication project.	The performance target would be to list the solutions being considered with commentary on the progress of assessing, planning, consultation and implementation.	Measurement will be the listing of outcomes and where successful the resulting benefits to the community.	General Manager	*	*	*	*

ADOPTED DELIVERY PROGRAM 2022-2026

THEME 5: OUR LEADERSHIP

STRATEGY 2: PROMOTE COMMUNITY SPIRIT THAT ENCOURAGES VOLUNTEERISM AND VALUES EFFECTIVE PARTNERSHIPS

REFERENCE	ACTION	PERFORMANCE TARGET	MEASURED BY	WHO WILL COORDINATE	22/23	23/24	24/25	25/26
5.2.1	Through energised Advisory Committees seek input for the improvement of facilities under their management	Advisory Committees that are proactive and provide input for improvements to amenities as outlined in their Terms of Reference	Outcomes achieved for improvements	Community Development Manager	*	*	*	*
5.2.2	Encourage volunteerism within Council operations where possible with recognition of volunteers at key times such as 'National Volunteer Week'	Identify opportunities where additional volunteers may be able to become involved in the operations of Council and strategies to retain the volunteers	Statistical information on the number of volunteers within the organisation and the tasks performed, also details of recognition events	Community Development Manager	*	*	*	*



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