

6 Monthly Action Updates

1 July 2024 to 31 December 2024

2022-2026 Delivery Program



Narrandera
Shire Council

1: DELIVERY PROGRAM 2022-2026

1: OUR COMMUNITY

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

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.1.1	Acknowledge and celebrate our local Wiradjuri culture	Progress the implementation of the Cultural Plan to value our Wiradjuri Culture.	A community that is more aware of its Wiradjuri heritage.	In October 2025 Council completed and held the opening ceremony for the Wiradjuri Honour Wall, which highlights the achievements of local indigenous community members as well as recognises our returned Servicemen. Council continues to hold quarterly meetings with the Aboriginal Elders Liaison group to discuss current and emerging issues within the Aboriginal community. Council's Community Liaison Officer has help establish an interagency meeting with workers in identified roles or roles that work directly with the Aboriginal community both locally and in surrounding areas.	Community Support Manager	Progressing	90%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.1.2	Support opportunities for community participation in diverse arts and cultural activities	Our Cultural Plan supports opportunities for the community in arts and our community through cultural events, programs and initiatives.	Number of events supported with details on participation and attendance.	<p>The goals, actions and outcomes of the Cultural Plan are facilitated by Council through its S.355 and Advisory Committees, Western Riverina Arts, various community groups, artists, artisans and community members. These groups support the aims and outcomes listed for the plan's 6 Goals. Inclusive activities such as the official opening of the Wiradjuri Memorial Wall and NAIDOC celebrations have been coordinated by Committees such as the Aboriginal Elders Liaison Group and the NAIDOC Committee and supported by Council's Community Liaison Officer.</p> <p>To increase usage of the Arts Centre and to promote Arts opportunities the Arts and Cultural Committee proposed a subsidy (approved by Council) offering specific discounts to approved local community organisations. Applications must be made and approved prior to the hire. The Arts Centre is increasingly being utilised for more diverse activities including Youth programs.</p>	Community Development (including Library) Manager	Ongoing commitment	90%
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.	<p>This is an ongoing commitment - an initial meeting was held in 2024 with the subject being communication with council about upcoming events; although somewhat successful it is still not to the level hoped for. A forum has been scheduled for 10 February 2025 with the Narrandera Business Group and all event organizers to attend - one of the outcomes is for a community event calendar to be created to ensure all events are promoted and to avoid scheduling clashes.</p>	Events and Visitor Services Team Leader	Progressing	50%

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

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.2.1	Continue to work with the Aboriginal community fostering mutual respect and understanding through consultation seeking valuable feedback on important projects and initiatives	Build on the existing relationship and strengthen connections.	Summary of meetings held and the outcomes of consultation on projects and initiatives.	In October 2025 Council completed and held the opening ceremony for the Wiradjuri Honour Wall, which highlights the achievements of local indigenous community members as well as recognises our returned Servicemen. Council continues to hold quarterly meetings with the Aboriginal Elders Liaison group to discuss current and emerging issues within the Aboriginal community. Council's Community Liaison Officer has help establish an interagency meeting with workers in identified roles or roles that work directly with the Aboriginal community both locally and in surrounding areas.	Community Support Manager	Ongoing commitment	100%
1.2.2	Work with the Youth Council to implement the Youth Strategy	A Youth Council that is considered as part of Council.	Update of actions relating to the Youth Strategy also engagement and member recruitment opportunities.	The Youth Council has not been active in this space due to lack of representation, however recruitment for new members will commence in February 2025. Once new memberships have been established, a review of the Youth Strategy will commence.	Community Support Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.2.3	Integrate the Youth Council into official Council and community events	A Youth Council that is engaged with leadership activities.	Outcomes achieved within the Youth Strategy, particularly the section of 'Voice' where the objective is to involve youth in the decisions that affect them.	The Youth Advisory Council provided school holiday events in July 2024 which included paint workshops, craft sessions and movie night. The Youth Council has not been active since this time and recruitment for new members will commence in February 2025.	Community Support Manager	Progressing	50%
1.2.4	Continued advocacy for the delivery of integrated health services and well-being programs.	Continued improvements in the delivery of integrated health services and wellbeing programs.	Improvements resulting from continued advocacy also outcomes from participation in the Narrandera Health Advisory Group.	Continue to meet with Murrumbidgee Local Health District leaders to discuss service levels. Currently working with the Narrandera Medical Centre in relation to the recruitment of Doctors.	General Manager	Progressing	50%

1.3: To feel connected also safe

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.3.1	Maintain and enhance the connection between Council and the community using available communication channels	A community and Council that is engaged.	Statistical information from the monthly media report submitted to the Executive Leadership Team.	Council is very proactive in engaging with the community utilising various communication channels including social media, website, radio, newspaper, digital newsletters, physical newsletters and television.	Communications Officer	Ongoing commitment	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.3.2	Continued advocacy for the strengthening of critical emergency services personnel and 'fit for purpose' infrastructure; also commence the Disaster Risk Reduction Fund Project which is 'building knowledge and improving practice in disaster risk reduction within the Riverina and Murray Joint Organisation footprint (RAMJO)'.	Critical emergency services and personnel are readily and consistently available to meet the current and emerging needs of the community.	Details of advocacy opportunities and outcomes relating to personnel numbers and infrastructure improvements.	Council is leading the Riverina and Murray Joint Organisation of Council's to complete the Disaster Risk Reduction grant program and also commenced the implementation at a local level the Drought Resilience Project.	General Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
1.3.3	Ensure that the CCTV network is functional and there is a program for enhancement	An enhanced CCTV network that captures anti-social behaviour.	A CCTV network that provides NSW Police with information to address anti-social behaviour leading to a reduction in requests to view footage.	Contractors have finished replacing the existing public CCTV cameras and are installing additional cameras at selected locations around the Shire as part of the grant funded project. Narrandera Police have been given access to live and recorded footage from the public cameras.	Information Technology Manager	Progressing	80%
1.3.4	Provide transport opportunities to support independent living at home	A community transport service that supports independent living at home.	The number of trips provided to clients by funding demographic, kilometres travelled cumulative per financial year and comparative to the previous year.	Narrandera Leeton Community Transport provided 1,920 trips to CHSP clients aged 65 years and over or 50 years and over for Aboriginal and Torres Strait Islander, 3,115 trips to transport disadvantaged including taxi vouchers, 36 DVA trips, 515 trips through brokerage arrangements, 776 trips for non-emergency health related trips and 44 trips to NDIS participants for the period 1 July 2024- 31 December 2024. Total kilometres travelled was a staggering 95,009.	Community Support Manager	Ongoing commitment	100%

2: OUR ENVIRONMENT

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

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.1.1	Establish strong partnerships to protect, expand and promote Narrandera's unique koala population with a vision to establish a research centre in Narrandera	Our koala population is protected by the scientific and broader community, and a koala research centre is established in Narrandera.	Progress in establishing a research centre in Narrandera, but also the actions taken to protect our koala population and data on the population when available.	Council continues collaboration with the Narrandera Koala Regeneration Committee to support its ongoing work to protect and grow the region's koala population. During this period Council also authorised two Environmental Studies - Koala Studies which are being undertaken by NSW Department of Planning, Housing and Infrastructure in conjunction with Charles Sturt University.	Economic Development Manager	Progressing	70%
2.1.2	Key environmentally sensitive areas under the control of Council are managed with awareness and sensitivity	Environmentally sensitive areas controlled by Council area managed appropriately.	Details of actions taken to prevent environmental damage; where there is a breach, remedial actions taken and measures to prevent reoccurrence.	To protect environmentally sensitive areas, actions such as the upgrade of the Bundigerry Walking Track along the northern boundary of Lake Talbot have been undertaken to keep pedestrian traffic off significant sites. The Weeds Action Plan and associated inspection plan for the Shire has now been completed.	Open Space Recreation Manager	Progressing	90%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.1.3	Preservation and enhancement of our significant tree assets to maintain our signature streetscapes	The preservation and enhancement of trees within our townscapes is practiced and encouraged by Council.	Continuation of the tree audit to identify risks and potential early issues with specific tree species also details of ongoing maintenance to our tree assets and comparative statistical data on trees removed, plantings and any projects where trees will be a significant feature.	The specifications for the next Tree Audit quotation is currently being prepared, other tree maintenance works have been completed including the planting of replacement and additional trees. Ways to reduce costs in this space are being considered and discussed.	Open Space Recreation Manager	Progressing	90%

2.2: Enhance our public spaces to enrich our community

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.2.1	Continually assess playgrounds to determine if fit for purpose, ensure compliance with the relevant standards and they meet community needs relevant to the level of use of the area	All playgrounds are considered fit for purpose to applicable service standards and by the community.	Compliance with relevant playground standards and Council's insurer StateWide Mutual best practice manual titled 'Playgrounds'. Details of grant funding applications to maximise opportunities also details of planned improvement works.	A substantial upgrade of infants/toddlers play area at Marie Bashir Park are currently underway and will revitalise the original Adventure Park concept. All other playgrounds across the Shire are regularly inspected, maintained and repaired as required.	Open Space Recreation Manager	Progressing	80%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.2.2	Implement a renewal and maintenance schedule to support a diverse range of building facilities for the community	Facilities are maintained so that they are fit for purpose and continue to support both organisational and community activities and that there is a strategic plan in place for their replacement or renewal.	Details of actual and proposed renewal and maintenance activities achieved in the financial year in accordance with the schedule and allocated budgets.	Council buildings renewal and maintenance program for the 2024-2025 financial year is underway - this includes scheduled air-conditioning servicing, test and tag electrical services, spider spraying and gutter cleaning. Renewal/maintenance activities such as air-conditioner replacement, roof and gutter replacement, external painting of the Council Chambers and reseal of the Grong Grong Commemorative Hall hard wood flooring are either underway or have been completed. Due to extensive white ant damaged at the Community Services Building, an extensive program of renewing damaged walls and ceilings has commenced.	Projects and Assets Manager	Progressing	40%

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

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.3.1	Implementation of the Narrandera Shire Waste Management Plan and identify realistic opportunities for re-use of waste streams	Options to minimise waste streams to landfill to promote reuse and recycling are identified and progressed.	Statistical information for waste diverted from landfill obtained from the current EPA reporting regime.	The new transfer area is nearly complete with green waste management the main concern at this time. Additional support is being sought from RAMJO to seek a cost-effective solution for this waste stream.	Deputy GM Infrastructure	Progressing	40%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
2.3.2	Source funding and implement short to medium term actions from the Narrandera Shire Council Climate Action Strategy	Council progresses the 24 short term to medium actions identified under its November 2020 Climate Action Strategy as funding opportunities arise.	Progress on the 24 short term to medium term actions.	Council will commence a 6-year fixed price contract on the 1 January with Iberdrola Energy for Councils large sites and streetlighting as part of the regional Council Power Purchasing Agreement (PPA) along with other partners such as the Hunter and Mid North Coast Joint Organisations of Councils.	Projects and Assets Manager	Progressing	45%

3: OUR ECONOMY

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

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.1.1	Identify and develop targeted campaigns to attract industry/business also building on our distinctive strengths in agriculture and its related supply chains	New industries/businesses that situate their operation in the Shire as a result of targeted campaigns.	Outcomes of targeted campaigns that align with the Economic Development Strategy.	Following the formal adoption of the Narrandera Shire Economic Development Strategy 2024-2028 Council has made continued efforts to seek grant funding to expand the Red Hill Industrial Estate. This action underpins Council's commitment to enhancing the region's infrastructure to facilitate the growth of established and emerging businesses - Council staff have received a number of enquiries about stage 2 of the Red Hill Estate. In December 2025 Council resolved to assist a large industry to relocate to Narrandera using land owned by Council along Red Hill Road, Narrandera.	Economic Development Manager	Progressing	40%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.1.2	Promote collaborative marketing initiatives through regular meetings between businesses and Council on both a formal and informal basis	The business group and Council view their working relationship as constructive and progressive.	Details of meetings held, such as attendance also the outcomes achieved or proposed to be achieved.	Council continues to support the Narrandera Business Group (NBG) by assisting with the creation of an annual schedule of events for local businesses; by securing funding from the NSW Government Council was able to support the expansion of the annual Spring Fair - it is anticipated that this will become a regular event that can be self-sustaining through fund-raising activities. Council staff are in regular contact with the NBG and provide information for dissemination to members that will assist the development of individual businesses.	Economic Development Manager	Completed	100%
3.1.3	Promotion of Narrandera Shire using our heritage buildings, culture, location, waterways, ecotourism also business and sporting facilities	Promotion of the natural, cultural and built environments of our Shire results in increased tourism, business and sporting activity.	Details of promotional campaigns also the measuring of value-adding effects such as maximising visitor stays.	Council continues to actively promote the assets of Narrandera Shire including through the destination marketing material including the print material such as the Heritage Walk brochure, the second edition of Murrumbidgee Trails, Visit Riverina digital campaigns and Narrandera Tourism's social media and website collateral. Council also promotes various assets through paid advertising intermittently with various print medias.	Economic Development Manager	Ongoing commitment	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.1.4	Advocate and support the expansion of the Narrandera-Leeton Airport and increased business opportunities	The Narrandera-Leeton operations are strengthened by infrastructure upgrades including the parallel taxiway.	Outcomes measured by usage of the airport also advocacy for the enhancement of the Narrandera-Leeton Airport.	Council continues to seek opportunities to grow the Narrandera-Leeton Airport, through aviation-related activities and by leasing land for aviation linked purposes. Through the Narrandera Shire Economic Development Strategy 2024-2028 - Project 4.5 identifies the need to develop a Narrandera Airport Master Plan, focusing on commercialisation opportunities and investment priorities to support airport growth.	Economic Development Manager	Progressing	10%

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

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.2.1	Actively seek and where possible, assist prospective developers to facilitate a mixed housing development that includes an independent living complex and affordable housing in Narrandera	A mixed housing development that includes independent living and affordable housing opportunities is built in Narrandera.	Advocacy actions to promote such a development within Narrandera.	Council maintains open channels of communication with prospective developers and local real estate agents to help facilitate potential housing developments in Narrandera, including an independent living complex and affordable housing. Council has also identified Council-owned land and is actively in discussions with possible housing developers for such a development.	Economic Development Manager	Progressing	30%
3.2.2	Strategic land use planning for future housing, recreational, commercial and industrial needs	A housing and industrial land strategy is developed and implemented.	Land is identified within the new Local Environment Plan for future housing, recreational, commercial and industrial needs.	Actions identified within the Local Housing and Employment Zone Land Strategy. Planning proposals for the rezoning for additional industrial land is progressing and expected to be complete by June 2025. Support being provide for additional residential development whenever the opportunity presents.	Deputy GM Infrastructure	Progressing	45%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
3.2.3	Continue to lobby NSW Government to resolve Aboriginal Land Claims on lands suitable for potential development	Aboriginal Land Claims relevant to the Shire's desired housing and industrial development strategies are heard and resolved.	Progress of any land claims proposed for settlement.	This issue is continually raised in meetings with Crown Lands Department officials, however there is no indication of NSW Government immediate intention to resolve claims quickly.	General Manager	Progressing	50%

4: OUR INFRASTRUCTURE

4.1: To have an improved and appropriately maintained road network

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.1.1	Submit funding applications to maximise opportunities to upgrade the local and regional road network	Commonwealth and State funding is sourced to upgrade the local and regional road network.	Details of financial applications submitted for road related funding also the details of successful applications.	No funding was applied for during the reporting period due to the limited opening of funding opportunities and what was deemed as an eligible project.	Works Manager	Progressing	50%
4.1.2	Plan and undertake road maintenance and upgrades based on available funding	Local roads are maintained within budget with reference to the strategic 3 year works plan for upgrades and maintenance.	Details of works undertaken also statistical data such as kilometres and costing.	Works program is well underway and is achieving the outcomes proposed in the 3 year works plan.	Works Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.1.3	Strategic lobbying for the replacement or upgrade of the bridge across the main irrigation canal on Irrigation Way	The bridge across the main canal along Irrigation Way is upgraded or replaced.	Lobbying outcomes until a successful outcome is achieved.	Lobbying for the replacement or upgrade of the bridge continues to be undertaken, with representation to the Minister for Regional Transport and Roads made during the period, with further representation to follow in the second half of the year.	Deputy GM Infrastructure	Ongoing commitment	50%

4.2: Actively investigate opportunities to enhance our potable water quality

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.2.1	Implement the adopted Integrated Water Cycle Management Plan (IWCM)	Implementation of the IWCM.	Actions taken to implement the IWCM.	Amendments to the Integrated Water Cycle Management Strategy IWCM are progressing. The scoping study of a new Water Treatment Plant is in draft form and will be finalised and presented to Council in February 2025. Taste testing study was completed in December 2023, this involved pouring a different type of water into a cup with the participant rating the taste of each sample.	Water Sewer Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.2.2	Continue to address water quality issues within the potable water supply network	Continued improvements to the Narrandera potable water supply as outlined in 2020 Clean Water Strategy.	Implementation of the action plan and statistical analysis of water quality monitoring reports.	<p>Household water filters continue to be installed at the request of property owners. Replacement of water mains and hydrants to improve water quality and reliability has continued throughout the year. Funding for a new Water Treatment Plant was again sought under the National Water Grid Fund round 2, however Council was unsuccessful.</p> <p>Narrandera Water Treatment Plant Scoping study draft report has been received and will be presented to Council in February 2025. Funding to proceed to design and construct phase will be sought with Council endorsement.</p>	Water Sewer Manager	Progressing	50%
4.2.3	Ensure that wastewater returned to the environment is in line with guidelines from relevant authorities	Wastewater is appropriately treated and returned to the environment.	Reporting on the wastewater testing regime and any variations outside of parameters of acceptable load limits of pollutant discharge.	The Environment Protection Authority return for 2023-2024 was submitted and approved in April 2024. Treated effluent discharge to the environment during the reporting year had 2 incidents of exceeding the permissible levels. Next reporting period closes at end of February 2025.	Water Sewer Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.2.4	Keep the community informed of water supply matters and proposed infrastructure upgrades, encourage water customers to register and use the new water billing portal	An informed community about improvements to the Narrandera potable water supply.	The number of media items issued to the community relating to the potable water supply.	The timeline has progressed with the scoping study moving to the next phase, where water taste testing events were held on Friday 15 December 2023. As part of this process content was created and distributed using social media, the website of Council, the Narrandera Argus - at the event there were many face to face discussions held with consumers and key staff. There are regular posts using social media about emergency water and sewer works or planned works where there may be disruption to service availability or traffic impediments.	Communications Officer	Completed	100%

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

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.1	Undertake stages 1 & 1A of the Narrandera Business Centre Upgrade, including the implementation of improved stormwater drainage and seek funding for the additional stages of the project	Stages 1 and 1A of the Narrandera Business Centre upgrade and improved stormwater drainage are implemented.	Milestones achieved as the project progresses.	Funding for stormwater upgrades being sought, however there have been limited grant opportunities. Initial upgrades to footpaths to be undertaken post the Easter events.	Deputy GM Infrastructure	Progressing	10%
4.3.2	Through stakeholder consultation, in any project consider the diverse mobility needs of our community, consistent with the Disability Inclusion Action Plan	That the Disability Inclusion Action Plan is considered in any project.	Consideration of the Disability Inclusion Action Plan in any project and what elements of the Plan have been included in the project.	Council staff are and will continue to undertake stakeholder consultation to determine the mobility needs of our community in accordance with the Disability Inclusion Action Plan	Projects and Assets Manager	Progressing	30%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
4.3.3	Through community consultation develop a new masterplan for Marie Bashir Park	A masterplan for Marie Bashir Park is developed.	Details of actions taken to deliver a new masterplan, including a timeline and budget predictions.	The Master Plan for Marie Bashir Park has been completed.	Open Space Recreation Manager	Completed	100%
4.3.4	Through consultation with all user groups of Narrandera Shire sporting facilities, prioritise improvements for venues and seek funding to implement the improvements	Sporting facilities are improved through works agreed with key stakeholders, users and the community.	Feedback from advisory groups and user groups also details of grant submissions.	There are regular meetings with users group discussing potential funding and improvements like netball courts, score boards, playgrounds, goal posts and the needs of little athletics. Recent improvements include new video score boards at Barellean Sportsground also chain link fencing at the Barellean Netball Courts to ensure the safety of users.	Open Space Recreation Manager	Progressing	90%
4.3.5	Establish an off-leash companion animal area adjacent to Henry Mathieson Oval	A purpose built off-leash companion animal park at Henry Mathieson Oval is available to the community.	Development of a new off-leash for companion animals.	Off-leash companion animal area is operational with additional furniture and activities to be provided when funding becomes available.	Deputy GM Infrastructure	Progressing	80%

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

5: OUR CIVIC LEADERSHIP

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

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.1	Manage the functions of ARIC also the schedule of Internal Audits and Service Reviews.	Internal audits completed in accordance with the adopted program also service reviews carried out on identified areas of operation.	ARIC at its July 2022 meeting affirmed its commitment to 4 Internal Audits per financial year.	The Audit, Risk and Improvement Committee (ARIC) continues to progress to conformance with the guidelines for the management of ARIC released by the Office of Local Government mid December 2022. The ARIC have adopted the Terms of Reference and Internal Audit Charter and have appointed Mr Stuart Todd as the 3rd independent member. Since the last update, the National Audits Group can continue in its capacity of Internal Auditor finalising 2 audits being Personnel Succession Planning/Attraction also Corporate Governance Framework - the other 2 internal audits for Community Transport and Treasury Functions - Investments are progressing.	Governance & Engagement Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.2	Support ethical, transparent and accountable corporate governance	A Council that supports ethical, transparent and corporate governance such as reporting on the Delivery Program every 6 months which is presented to Council and published to the community.	Presentation of information to Council and the community such as 6 monthly reporting of the actions contained within the Delivery Program being 31 December and 30 June.	Good governance promotes public confidence & is paramount to service delivery & the economic and efficient use of public money. Governance is the high-level processes & behaviours that ensure an organisation performs by achieving its intended purpose, complies with relevant laws, codes & directions while meeting community expectations of probity, accountability & transparency. Council achieves this in many ways - the most visible is the Council business paper & live streaming of Council meetings. The overarching document of Council is the Community Strategic Plan supported by documents such as the Delivery Program contains the strategies, actions & targets of Council with outcomes reported to Council & the community every 6 months - for 1 July 2024 to 31 December 2024 this will be reported February 2025 & published to the community using the website. The 2023-2024 Annual Report & 2021-2024 State of our Shire Report, adopted by Council November 2024, are available on the website.	Governance & Engagement Manager	Progressing	75%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.3	Gauge customer and resident satisfaction with services and operations	Identify trends within the areas of importance identified from the 2021 community survey and in 2024 action a new community survey and report on variation to important issues.	From the 2021 Community Survey identify areas of importance and identify trends. In the 2023-2024 budget ensure there are financial resources to conduct a third Community Survey to be used to develop the new Community Strategic Plan and other supporting documents for adoption prior to 30 June 2025.	During the reporting period, Council partnered with Projectura Pty Ltd to review the existing Community Strategic Plan from which the 4 year Delivery Program and the annual Operational Plan will be developed. Using a number of consultation methods such as face to face sessions held at venues in Narrandera, Barellan and Grong Grong, an online and manual survey, targeted consultation sessions and a pop-up session, Karina Dooley of Projectura will provide Council with a summary of issues and recommendations to use during the upcoming review. It is expected that the high-level overview will be received before the 18 February 2025 Council meeting.	Governance & Engagement Manager	Progressing	50%
5.1.4	Report on compliance with the financial performance measures within the annual financial statements	Financial reporting is compliant with measures set by the Office of Local Government also the NSW Audit Office.	Attaining or exceeding the benchmark ratios for the financial performance measures.	Council's financial reporting is compliant with requirements established by Office of Local Government and NSW Audit Office. The external audit was finalised during the reporting period, and Council's audited Financial Statements were included in Council's Annual Report, which has been adopted and published to Council's website.	Deputy GM Corporate & Community	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.5	Continue strategic advocacy for the strengthening of the Shire centres of learning	Improvements to our centres of learning.	Learning centre outcomes such as improved course availability and advancements in technology to assist in remote learning.	Held discussions with Narrandera High School leaders in relation to course delivery and student outcomes. The Minister for Education has been urged to include girls in Clontarf Academy opportunities.	General Manager	Progressing	50%
5.1.6	Continue strategic advocacy for the improvement of telecommunication networks across the Shire	Improved telecommunications network in the Shire.	Outcomes of advocacy, improved infrastructure and reduction in the number of 'black spots'.	There have been 2 meetings with Telstra officials and with representatives of NBN discussing service levels in Narrandera Shire. Cabling of NBN services in Narrandera are currently being upgraded.	General Manager	Progressing	50%
5.1.7	Make representations to both Federal and State Government agencies to determine the feasibility of the Lake Mejum and Lake Coolah concept	An informed decision of the feasibility of the Lake Mejum and Lake Coolah water storage concept is made and relayed to all stakeholders.	Progress of representations and outcomes of any study.	The General Manager has met with staff of NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW) and subsequently had Council authorise the preparation and lodgement of a grant application to fund a feasibility study for the project. - the grant application has been determined as unsuccessful with the General Manager currently seeking feedback and explanations.	General Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.8	Ensure that workforce policies remain current in a changing environment	An organisation where workforce policies suit a changing work environment and succession planning is in place for key roles.	Compliance to the policy review schedule also details of organisational training and successes in attaining qualifications. Succession planning for key roles is in place.	The Human Resources team have a large number of policies and procedures to manage, therefore the review of these policies will always have conflicting timelines with other urgent work requirements - however the team review policies as time permits. Four policies will be tabled at the next Executive Leadership Team meetings to be held in February 2025.	Human Resources Manager	Progressing	40%
5.1.9	Maintain the connection with Price Waterhouse Cooper to complete the LG Performance Excellence Program on an annual basis	Participation in the annual Price Waterhouse Cooper survey titled LG Performance Excellence Program.	Completion of the survey on time, reporting the findings to the Executive Leadership Team.	Price Waterhouse Cooper have discontinued the LG Performance Excellence Program, as a substitute the HR team will complete the NSW Analytical Survey annually.	Human Resources Manager	Completed	100%
5.1.10	Ensure our workforce is well trained and meets the needs of the organisation now and into the future with succession planning for key roles within the organisation	A workforce that is well skilled and succession planning for key roles in place.	Details of organisational training and successes in attaining qualifications also details of successional appointments where appropriate.	During 2024 the HR team participated in an internal audit of Council succession planning documents and processes. The risks identified from the audit were all low to medium risks. The Human Resources Manager is currently working through the requirements of the audit. Spreadsheets have been developed for each directorate identifying critical positions and suitable relief arrangements.	Human Resources Manager	Progressing	40%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.11	Recognise the achievements of the Council workforce	A workforce that is recognised for performance, qualifications and service.	Continue the practice of hosting breakfasts with recognition of improved work outcomes as well as qualifications attained and service awards, also use the internal Communicate to recognise individual and team efforts.	In October of each year Council hold an Employee Awards Function. This function involves all employees and recognises and celebrates those who have completed an academic qualification in the past twelve months and also those who have reached a significant milestone in their years of service. Employees are also recognised through normal leadership functions such as the annual Performance Appraisal process.	Human Resources Manager	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.12	Maintain an Information Technology Strategy that meets the needs of the organisation, is fit for purpose and provides best value for money	An appropriate Information Technology Strategy is in place and operating.	System availability (or uptime) indicating whether critical business operating systems are fully functioning during the standard business hours of operation but excluding scheduled maintenance or scheduled downtime.	The current Information Management Strategy is referenced each year for the budget preparation process. Information Technology staff have completed staff consultation for the next strategy update.	Information Technology Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.13	Actively protect the organisation from cyber threats such as spear phishing emails and unauthorised access to the network	Cyber threats to the organisation are reduced.	Addressing issues detected from periodic auditing or penetration testing.	The elected Councillors have completed mandatory cyber security training since the commencement of their term in office. All new staff are completing cyber security training as part of the Pulse induction process. All existing staff are due to start the next round of Cyber Security Training early 2025. IT staff have just completed Penetration Testing with Cyber Security NSW. Staff and Councillors are informed weekly of any threats discovered by the Information Technology section or alerted to Council through Cyber Security NSW. IT staff are providing 6 monthly reports to the Executive Leadership Team of recorded cyber Incidents at Council. IT will be reviewing the Cyber Incident Response Plan and adding playbooks in the next couple of months.	Information Technology Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.14	Monitor the availability of Federal and State funding grants payable to Council	Income from funding sources is accounted for and acquitted.	Maintenance of documents that detail grant funding opportunities applied for and if the application was successful and the acquittal of funds.	Council has developed a centralised register that records grant applications and from where the funding is being sourced. Should the funding be successful then other information is required such as the date and the amount of the funding received, the proposed date of acquittal as well as the actual date of acquittal. The centralised register also provides other essential financial information including the amount received, amount expended and remaining funds of the grant as well as if a contract liability or contract asset exists.	Finance Manager	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.15	Maximise the revenue streams of Council	Revenue for Council is maximised.	Arrears collection statistics comparative to previous years, investment return against investment benchmark.	Council's Revenue Officer closely monitors property arrears and manages these cases in accordance with established policies and procedures. Arrears statistics are reported to Council monthly along with details on the number of assessments being managed by Council's debt recovery agency. Throughout the year assessments are monitored for rateability i.e., rateable to non-rateable and non-rateable to rateable. The Finance Manager regularly reviews financial investments in accordance with the Investment Policy and a report detailing the invested monies of Council is presented to each Council meeting - this report details all transactions that have taken place within the preceding month and gives a snapshot of the portfolio and credit limits to make sure that Council remains within the prescribed amount allowed for each financial institution.	Finance Manager	Completed	100%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.16	Provide a summary of ranger activities, including the number of dogs and cats registered in accordance with the Companion Animals Act 1998	Monitoring of Companion Animal statistics and compliance statistics.	Community awareness activities and information on companion animal registration, impounding, release, re-homing and euthanasia.	Report presented to Council at each meeting. 174 stray animal reports were received and investigated, with 76 dogs and 71 cats impounded in the period. There was a total of 33 animal registrations and 102 impounded animals rehomed in the six-month period.	Deputy GM Infrastructure	Ongoing commitment	50%
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.	Report presented to each Council meeting. July to November 25 development applications determined at a value of \$7,364,666, with the determination timings being 12.2 days.	Deputy GM Infrastructure	Ongoing commitment	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.18	Maintain an up to date Asset Management Strategy and supporting Asset Management Plans which are reflected within the 10 year capital works program.	Measurement will be the completion of projects identified in the Long Term Financial Plan or other supporting plans.	The performance target will be to have contemporary Asset Management Plans that have a 10 year rolling forecast, a 4 year timeline to guide asset decision making with detailed actions to be included or referenced within the annual Operational Plan.	Updated Asset Management Strategy and supporting management plans have been adopted by Council. Staff are working on finalising long term renewal plans to be included into the relevant asset plans	Projects and Assets Manager	Progressing	55%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.1.19	Investigate solutions that will assist in the financial stability of Narrandera Shire Council to undertake major capital expenditure such as a Special Rate Variation (SRV). A SRV would enable the commencement of the major capital works project - Narrandera CBD stormwater infrastructure duplication project.	Measurement will be the listing of outcomes and where successful the resulting benefits to the community.	The performance target would be to list the solutions being considered with commentary on the progress of assessing, planning, consultation and implementation.	Obtained IPART approval for an SV that will assist in asset renewal and in financing the urban stormwater upgrades planned for Narrandera.	General Manager	Progressing	50%

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

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.2.1	Through energised Advisory Committees seek input for the improvement of facilities and services under their management	Advisory Committees that are proactive and provide input for improvements to amenities as outlined in their Terms of Reference.	Outcomes achieved for improvements.	Over the last 6 months the Parkside Museum S.355 Committee has made great strides in improving and reinvigorating the Museum through hard work and some strategic grant funding. The Committee has established new exhibits, facilitated the completion of the Stones Project, prepared exhibits to be repatriated to the Australian Museum also working diligently on developing plans and improving processes. The project to improve the streetscape appeal also access to the Museum - funded under the 'Lights on Doors Open program' - has been completed and has resulted in a cleaner and more easily maintained front area. The Arts and Cultural Committee is working to promote the Arts Centre while the Bettering Barellan and Grong Grong Community Committees are deeply connected to their respective villages. Representatives of the Railway Facility Management Committee work diligently in a volunteer capacity to keep the station building operating for passengers.	Community Development (including Library) Manager	Progressing	50%

Action Code	Action Name	Performance Measure	Performance Target	Comments	Responsible Officer Position	Status	Progress
5.2.2	Encourage volunteerism within Council operations and across the Shire where possible with recognition of volunteers at key times such as 'National Volunteer Week'	Identify opportunities where additional volunteers may be able to become involved in the operations of Council and strategies to retain the volunteers.	Statistical information on the number of volunteers within the organisation and the tasks performed, also details of recognition events.	Volunteer numbers and hours remain high at the Narrandera Shire Library, Parkside Museum also Community Transport. A dedicated group of volunteers also remain involved in with Museum S.355 Committees also advisory committees. Volunteerism is also well established within other sectors of the community with Narrandera enjoying the benefit of a number of active and involved service organisations and community groups. Traditional service organisations such as Rotary, CWA and Lions are joined by Arts focused organisations such as NACNET and the 'With One Voice Community Choir' to provide the community with the opportunity to come together to participate, learn and enjoy what Narrandera has to offer. Volunteers are acknowledged and celebrated by Council in appreciation of the effort they make to support their community.	Community Development (including Library) Manager	Progressing	50%