



Draft Delivery Program  
2022/23 - 2026/27

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# Narromine Shire Vision

The Narromine Shire is a friendly place to live with a strong sense of community that values our services, facilities and our natural rural environment.

We are a community that values the diversity of people, ideas, perspectives and experiences.

We work together to strive towards a vibrant, safe and engaged community that provides opportunities for all its members.

Our Council is a leader for our community, sharing the responsibility for growth, development and provision of services.

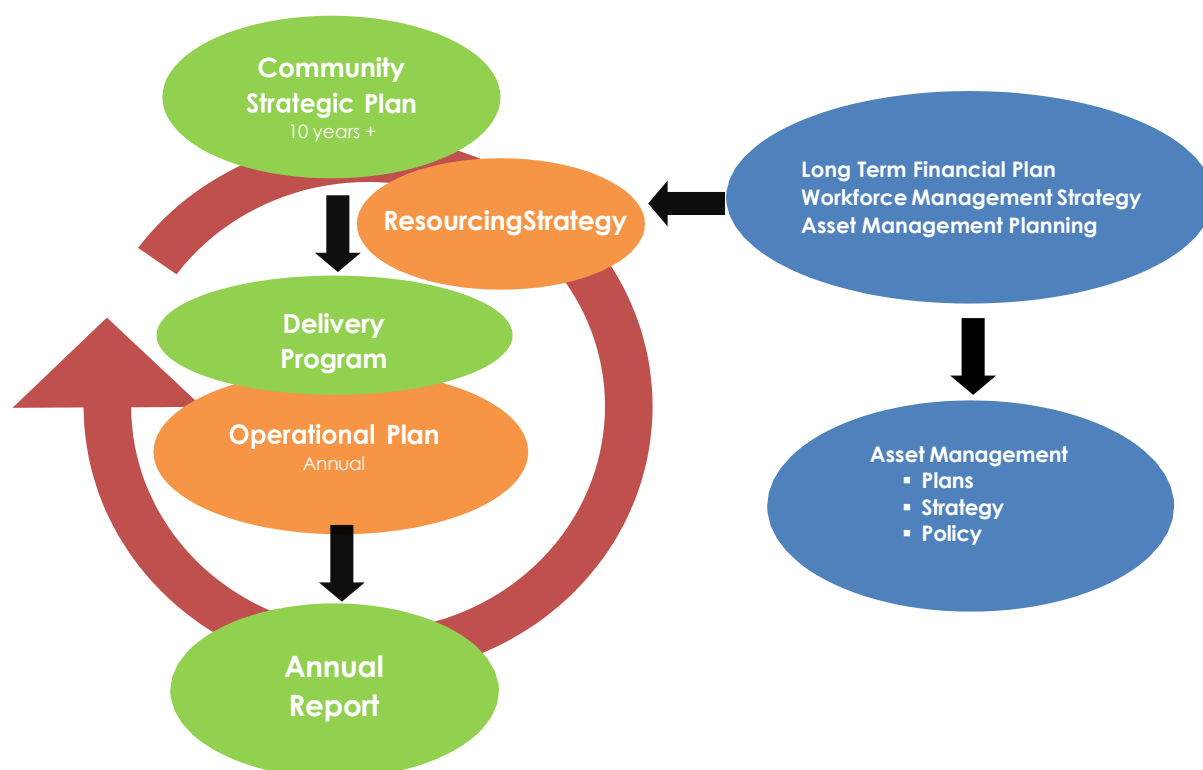


# Integrated Planning and Reporting

Integrated Planning and Reporting is a framework for planning and reporting which was introduced by Local Government across New South Wales. It aims to ensure that councils become better at reflecting community aspirations within their activity base. In order to ensure that this occurs, a new approach has been taken on how councils develop their budgets and programs on an annual basis.

The principal components of integrated planning and reporting are:

- **Narromine Shire Council Community Strategic Plan 2032** is the highest-level plan Council will prepare. The purpose of this plan is to identify the core strategic objectives of the Narromine Shire community for the future.
- **Delivery Program 2022/23 - 2026/27** sets out the principal activities to be undertaken by Council over a Council term, to implement the objectives identified in the Community Strategic Plan.
- **Operational Plan** is the annual plan detailing Council's activities and budget for the immediate next year under the Delivery Program.
- **Resourcing Strategy** – The Community Strategic Plan expresses long term community aspirations; however, these will not be achieved without sufficient resources – time, money, assets and people to actually carry them out. The Resourcing Strategy comprises:
  - Long Term Financial Plan
  - Workforce Management Strategy
  - Asset Management Plan



# Report on Progress

Council will report periodically on the progress of the activities undertaken in achieving the strategic objectives.

Key accountability reporting points are:

- Six monthly reports by the General Manager to Council on progress in achieving the actions in the Delivery Program and Operational Plan;
- Annual Report by Council which is prepared after the end of the financial year, reporting achievements for each year, against the Delivery Program and Operational Plan;
- Every four years, tied to the Council election cycle, the Delivery Program must be reported upon by the outgoing Council, State of our City (formerly End of Term) Report, as to the outcomes achieved during the previous four years; and
- The incoming Council must undertake a review of the Community Strategic Plan and develop its own Delivery Program for the ensuing four years.

## Delivery Program

This is the plan where the community's strategic goals are translated into actions. These are the principal activities to be undertaken by Council to implement the objectives established by the Community Strategic Plan within the resources available under the Resourcing Strategy.

The Delivery Program is a statement of commitment to the community from each newly elected Council. It is designed as the single point of reference for all principal activities undertaken by Council during its term. All plans, projects, activities and funding allocations must be directly linked to this Program.

As Local Government is a division of State Government, it is appropriate that Council's goals are linked to the 32 goals developed by the State Government in their 2021 plan. These are referenced as 'SP number' for each Delivery Program goal.

## Financial Estimates

The Financial estimates for the 4-year period are supplied in the table below and indicate Council's ordinary functions as well as those outlined within this Delivery Plan 2022-2026.

Financial Estimate 2022-2026	2022-23	2023-24	2024-25	2025-26
Governance	1,825,810	1,780,165	2,267,528	2,358,229
Finance and Administration	(9,619,264)	(9,763,553)	(9,665,568)	(10,052,190)
Engineering Services	1,438,034	1,402,083	1,612,219	1,676,708
Public Order and Safety	535,838	522,442	701,006	729,047
Environmental and Health Services	750,743	731,974	795,354	827,168
Community and Cultural Services	1,183,138	1,153,560	992,619	1,032,324
Planning and Development	1,900	1,853	290,576	302,199
Waste Management Services	(478,956)	(483,746)	(1,069,385)	(1,112,160)
Infrastructure	2,694,751	2,277,587	3,490,328	3,418,186
Recreational Facilities	1,846,167	1,800,013	1,036,789	1,078,260
Economic Development	(605,521)	556,276	627,412	652,508
Water Supply Services	(440,423)	(348,280)	(707,945)	(736,263)
Sewer Services	(489,134)	(462,064)	(896,331)	(932,184)
<b>Net Result - (Surplus)/Deficit</b>	<b>(1,356,917)</b>	<b>(831,690)</b>	<b>(525,397)</b>	<b>(758,169)</b>

# Areas of Responsibility

**Mayor and Councillors**



**General Manager**



<b>Infrastructure &amp; Engineering Services</b>	<b>Finance &amp; Corporate Strategy</b>	<b>Community &amp; Economic Development</b>	<b>Governance</b>
<ul style="list-style-type: none"> <li>Public Cemeteries</li> <li>Infrastructure &amp; Buildings</li> <li>Fire Protection &amp; Emergency Services</li> <li>Public Order &amp; Safety</li> <li>Construction &amp; Maintenance (including roads)</li> <li>Stormwater Management</li> <li>Aerodrome</li> <li>Water &amp; Sewerage Services</li> <li>Recreational Buildings &amp; Infrastructure, Parks, Playing Fields &amp; Reserves, Swimming Pools</li> <li>Saleyards</li> <li>Public Conveniences</li> <li>Community Halls</li> <li>Asset Management</li> <li>Waste Management – Domestic &amp; Commercial</li> </ul>	<ul style="list-style-type: none"> <li>Financial Management</li> <li>Business Analysis</li> <li>Information Technology</li> <li>Integrated Planning &amp; Reporting</li> <li>Long Term Financial Plans</li> <li>Customer Service</li> <li>Cemetery Records</li> <li>Rating &amp; Valuations</li> <li>Water &amp; Sewerage Charges</li> <li>Creditors</li> <li>Debtors</li> <li>Investments</li> <li>Debt Recovery</li> <li>Operational Support – Depot &amp; Plant</li> </ul>	<ul style="list-style-type: none"> <li>Community Services</li> <li>Library Services</li> <li>Cultural Development</li> <li>Showground Management</li> <li>Tourism / Events</li> <li>Program Management</li> <li>Economic Development, Major Events, Business Attraction &amp; Retention</li> <li>Strategic Planning, Development Assessment &amp; Compliance,</li> </ul>	<ul style="list-style-type: none"> <li>Governance, Records Management, Property Services, Executive Services, Legal &amp; Insurance</li> <li>Biosecurity Weeds, Environment, Health, Administration &amp; Inspection, Animal Control, Waste – Licensing / Compliance</li> <li>Mayor &amp; Council Secretariat</li> <li>Industrial Relations, WHS &amp; Risk Management, Human Resources, Payroll, Workforce Planning, Workers' Compensation</li> </ul>

**Legend Key:**

GM General Manager  
 IES Infrastructure & Engineering Services  
 FCS Finance & Corporate Services  
 CED Community & Economic Development  
 G Governance

P Partner  
 L Leader

# 1 Vibrant Communities

Our Goal: We want to create a safe, healthy and connected region that encourages participating and creates a strong sense of pride in our community and each other's well-being.



# Vibrant Communities

## 1.1 A SAFE, ACTIVE AND HEALTHY COMMUNITY – SP Nos 16, 23, 27.

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>1.1.1 Advocate, represent and promote programs that will minimise crime and assist in crime protection for our community</b>							
1.1.1.1 Liaise with Police and other community groups.	GM	P	Liaise every six months with police, advocating for crime minimisation.	X	X	X	X
1.1.1.2 Review Alcohol Free Zones within the Shire.	G	L	Adoption of Alcohol-Free zones by Council every four (4) years.			X	
1.1.1.3 Undertake activities in the Crime Minimisation Strategy.	CED	L	Activities completed in accordance with Action Plan.	X	X	X	X
<b>1.1.2 Retain and enhance strategies for safety in public places</b>							
1.1.2.1 Coordinate annual inspection of Council streetlights to ensure adequate operation.	IES	P	Audit conducted annually.	X	X	X	X
1.1.2.2 Reduce risks of nuisance and harm from companion animals.	G	L	Continue to provide ranger services in accordance with legislative provisions.	X	X	X	X
<b>1.1.3 Promote services and provide facilities that foster healthy lifestyles</b>							
1.1.3.1 Publicise a brochure on the facilities available in the Shire.	CED	L	Review and update services/facilities brochure.	X	X	X	X
1.1.3.2 Promote recreational opportunities for all ages through website, social media and other available networks.	CED	L	Update information monthly.	X	X	X	X
1.1.3.3 Participate in Interagency Meetings and provide Council assistance where appropriate.	CED	P	75% attendance.	X	X	X	X
<b>1.1.4 Recognise the importance and consider resources needed to maintain open spaces, to encourage greater use by the community</b>							
1.1.4.1 Upgrade recreational services booking system and streamline allocation process for all recreational facilities.	CED	P	Implement a streamlined process of bookings by 30 June 2024. Promote booking system throughout the community.	X	X	X	X



<b>1.1 A SAFE, ACTIVE AND HEALTHY COMMUNITY – SP Nos 16, 23, 27.</b>							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
1.1.4.2 Implementation of the Sports and Recreational Services Master Plan.	CED	L	Seek grant funding to implement actions.	X	X	X	X
1.1.4.3 Promote sporting opportunities for all ages through website, social media and other available networks.	CED	L	Update information monthly as required.	X	X	X	X
1.1.4.4 Implement strategies in the Sports and Recreational Services Masterplan for the provision of cycleway and walkway routes in Narromine and Trangie.	CED	L	Seek grant funding for construction of cycleway and walkway routes.	X	X	X	X
<b>1.1.5 Retain and enhance existing health services including the Narromine and Trangie Hospitals and the Narromine Shire Family Medical Centre</b>							
1.1.5.1 Maintain health services provided within Council owned Narromine Shire Family Medical Health Centre and Trangie Doctor's Surgery to meet the needs of the users.	IES	P	Continue to provide facilities for the provision of GP and allied health services to assist with continuity of service in Narromine and Trangie.	X	X	X	X
1.1.5.2 Strengthen relationships with key medical agencies within the Shire.	GM	P	Meet biannually with Western NSW LHD Narromine and Trangie health providers.	X	X	X	X
<b>1.1.6 The Narromine and Trangie swimming pools are accessible, affordable and provide a range of modern facilities for all ages and those with limited mobility</b>							
1.1.6.1 Upgrade club house at Narromine Pool.	CED	L	Attract funding to improve the facility.	X	X		
1.1.6.2 Review operational costs of Narromine and Trangie Pools and determine fees and charges annually.	CED	L	Fees and charges reviewed and adopted by 30 June each year.  Review of existing and future operational model of aquatic centres.	X	X	X	X
<b>1.1.7 Provide active and passive recreation facilities and services for all</b>							
1.1.7.1 Maintain and enhance outdoor fitness equipment in appropriate parks and open spaces.	IES	L	Seek funding to attract installation of outdoor fitness Equipment by 30 June 2024.		X		
1.1.7.2 Upgrade to Sporting Facilities (subject to successful grant application).	CED	L	Successful funding applications and works completed.				X
<b>1.1.8 Revitalise the Narromine Sports Centre into an accessible, affordable multi-purpose Centre</b>							
1.1.8.1 Upgrade existing air-conditioning at the Narromine Sports Centre.	IES	L	Upgrade completed by 30 June 2024.		X		
1.1.8.2 Refurbish roofing of Narromine Sports Centre.	IES	L	Upgrade completed by 30 June 2024.		X		
1.1.8.3 Ensure adequate resources are allocated to the Sports Centre to maintain facilities in accordance with community usage.	CED	L	Review fees and charges annually by 30 June.	X	X	X	X

**1.1 A SAFE, ACTIVE AND HEALTHY COMMUNITY – SP Nos 16, 23, 27.**

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
1.1.8.4 Investigate the security solutions for the Narramine Sports Centre.	CED	L	Attract funding if necessary to improve security.		X		X
1.1.8.5 Undertake audit of gym equipment and replace redundant items with items of greater functionality.	CED	L	Audit gym equipment and procure suitable replacement equipment by 30 June 2025.			X	
<b>1.1.9 Promote connections between sporting user groups</b>							
1.1.9.1 Convene and support biannual sports user group workshops in winter and summer.	CED	P	Biannual meetings held with sports user groups.	X	X	X	X
1.1.9.2 Prepare Leases/Licenses or User Agreements for all Sporting Groups using Council's sporting fields.	CED	L	Agreements prepared for all user groups.	X	X	X	X
<b>1.1.10 Ensure that quality built and natural shade is provided to public places, open spaces and recreation facilities</b>							
1.1.10.1 Continue to implement actions identified within Council's Sport and Recreational Master Plan with regard to the provision of increased shade in public parks and open spaces including footpaths, cycleways and associated facilities.	CED	L	Items actioned as per Master Plan	X	X	X	X



**1.2 A VIBRANT AND DIVERSE COMMUNITY THAT HAS A STRONG SENSE OF BELONGING AND WELLBEING – SP Nos 13, 14, 24, 27.**

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>1.2.1 Share and celebrate our cultural and social diversity through local events, programs and projects</b>							
1.1.2.1 In partnership with the community, continue to facilitate events that celebrate community values including all groups within the community and provide financial and in-kind assistance for community and private events.	CED	P	Two major events held annually.	X	X	X	X
<b>1.2.2 Encourage volunteering in the Shire and recognise the positive outcomes for both the community and volunteers</b>							
1.2.2.1 Provide grants through the Donations, Sponsorships & Waiver of Fees & Charges Policy process to community groups, with an emphasis on sports, recreation, arts, cultural, leadership and development activities.	FCS	L	Submissions advertised and received by 30 September, and applicants advised by 30 November each year.	X	X	X	X
1.2.2.2 Continue to support the Local History Groups in Narromine and Trangie with a financial contribution to assist with their work.	CED	L	Donation to both Local History Groups in the Annual Budget.	X	X	X	X
1.2.2.3 Give public recognition of volunteer service.	CED	L	Hold annual volunteers' recognition morning tea.	X	X	X	X
<b>1.2.3 Protect and celebrate Aboriginal heritage and culture and provide opportunities for interpretation and understanding</b>							
1.2.3.1 Liaise with Local Aboriginal Land Councils to enhance the opportunities for the Indigenous community.	CED	P	Two meetings co-ordinated per year.	X	X	X	X
1.2.3.2 Assist with NAIDOC Week, Reconciliation Day and other events of importance to the Aboriginal community.	CED	P	Involvement at these events on an annual basis.	X	X	X	X
1.2.3.3 Implement Targets in the Aboriginal Community Memorandum of Understanding (MOU) Action Plan.	CED	P	Co-ordinate meeting every six (6) months to discuss targets in Action Plan.	X	X	X	X
<b>1.2.4 Develop strategies to create a 'village feel' and enhance community lifestyle to be more attractive for visitors</b>							
1.2.4.1 Develop a 'lifestyle' branding strategy for the towns and villages within the Shire.	CED	P	'Lifestyle' branding strategy complete by 2024.		X		
1.2.4.2 Implement deliverables identified in the branding strategy.	CED	L	Full implementation by 30 June 2026.				X
<b>1.2.5 Advocate for high quality aged care that enables older people to be integrated and active in the community</b>							
1.2.5.1 Continue to advocate for Aged Care Facilities within our Shire.	CED	P	Meet annually with Aged Care providers.	X	X	X	X

**1.3 A COMMUNITY THAT CAN ACCESS A RANGE OF FORMAL AND INFORMAL EDUCATION, INFORMATION AND OTHER SERVICES AND OPPORTUNITIES TO ENHANCE THEIR LIVES – SP No 15.**

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>1.3.1 Advocate for a range of childcare facilities, preschools and after-hours care is affordable and available to all families</b>							
1.3.1.1 Advocate where possible for the increased provision of childcare opportunities within the Shire.	GM	P	Meet every six months with State and Federal Local Members ensuring the provision of childcare services in our Shire.	X	X	X	X
<b>1.3.2 Advocate for support for activities that foster connections between children and older people</b>							
1.3.2.1 Macquarie Regional Library interact with both children and elderly.	CED	P	Activities are held twice a year.	X	X	X	X
<b>1.3.3 Encourage and support education providers to develop niche courses that meet the specific needs of local/regional developments/industries/agencies</b>							
1.3.3.1 Advocate for industry specific training.	GM	P	Meet with vocational trainers twice a year.	X	X	X	X
<b>1.3.4 Enhance our libraries and community spaces to become connected learning centres for people to share knowledge</b>							
1.3.4.1 Work in conjunction with Macquarie Regional Library to facilitate local training opportunities for the community.	CED	P	At least two local training sessions offered annually.	X	X	X	X
<b>1.4 ACCESSIBLE FACILITIES AND SERVICES ARE AVAILABLE FOR PEOPLE WITH LIMITED MOBILITY - SP No 14.</b>							
Action	Responsible Directorate	Partner / Leader	Performance Measure	22/23	23/24	24/25	25/26
<b>1.4.1 Work in partnership with the Shire's disability groups and other agencies to implement the DIAP</b>							
1.4.1.1 Implement Actions from Council's Disability Inclusion Action Plan (DIAP).	CED	L	100% DIAP targets met.	X	X	X	X
<b>1.4.2 Work in partnership to ensure our towns including businesses are "mobility friendly"</b>							
1.4.2.1 Promote mobility friendly access in the Shire.	CED	L	Evidence of improvement for accessibility in our town centres.	X	X	X	X

## 2 Growing our Economy

Our Goal: We have a diverse economy with thriving businesses that offer a range of employment opportunities supported by skill development options.



# Growing Our Economy

## 2.1 TO SUSTAIN AND GROW OUR LOCAL POPULATION – SP No 3.

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>2.1.1 Develop and implement an economic development strategic framework that supports the growth of the local population base</b>							
2.1.1.1 Review Council's Economic Development Strategy.	CED	L	Economic Development Strategy review by 30 June 2024.		X		
2.1.1.2 Implement identified actions within Economic Development Strategy.	CED	L	Continue to implement Action Plan deliverables.	X	X	X	X
<b>2.1.2 Form partnerships and alliances to market the Shire to new residents and businesses</b>							
2.1.2.1 Continue to promote the Narromine Region to attract new residents.	CED	P	Update information regularly.	X	X	X	X
			Monitor website visits and performance of the Narromine Region website.	X	X	X	X
2.1.2.2 Continue to host the annual 'new residents' night.	CED	P	Host new resident night annually.	X	X	X	X
2.1.2.3 Continue to work with local retailers to help promote the Narromine Region.	CED	P	Support retailers with two (2) promotions annually.	X	X	X	X
<b>2.1.3 Resolve issues surrounding the flood levee and impacts on residential development</b>							
2.1.3.1 Finalise the risk and feasibility study for the Narromine levee.	IES	L	Peer review recommendations finalised by 30 June 2024.		X		
2.1.3.2 Seek grant funding and determine loan funding requirements for the flood levee construction project.	IES	L	Obtain grant funding by 30 June 2025.			X	
2.1.3.3 Finalise funding proposal, project plan and tender documents for the Narromine flood levee.	IES	L	Finalise tender by 30 June 2026.				X
<b>2.1.4 New plans and strategies are developed in line with the community's needs and encourages economic growth</b>							
2.1.4.1 Review Land Use Strategies in line with results of Economic Development Strategy to ensure planned land releases to stimulate economy.	CED	L	Review Council's Land Use Strategies following review of the Economic Development Strategy.			X	
2.1.4.2 Review Employment Lands Strategy	GM	L	Review of strategy completed by 30 June 2024.		X		

**2.2 THE ONGOING DEVELOPMENT, DIVERSIFICATION AND SUSTAINABILITY OF THE LOCAL BUSINESS AND INDUSTRY BASE – SP No. 4.**

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>2.2.1 To foster our agricultural sector through the identification and support of value adding opportunities</b>							
2.2.1.1 Support industry event specifically targeting agricultural value add opportunities.	CED	P	Industry event held biennially.	X		X	
<b>2.2.2 Actively encourage and support the growth and expansion of the existing aviation industry and the region's capacity to attract and establish new aviation business</b>							
2.2.2.1 Encourage long term leaseholders of buildings and hangars to purchase their land sites at Narromine aerodrome.	GM	L	Subdivision of appropriate sites lodged for future land sales by 30 June 2026.				X
<b>2.2.3 Protect high value land resources and maximising opportunities for sustainable growth of existing industries</b>							
2.2.3.1 Identify appropriate sites, in accordance with Land Use Strategy, for value added agricultural related industries.	CED	L	Work with Department of Planning and Environment to implement actions from Local Strategic Planning Statement (LSPS).			X	
<b>2.2.4 Create and support a strong tourism industry that maximises benefits from visitors to the Shire</b>							
2.2.4.1 Promote services to highlight tourism events and points of interest in the Shire.	CED	L	Increased online engagement by 10%.	X	X	X	X
2.2.4.2 In conjunction with other Orana Region councils undertake joint regional promotions and/or activities.	CED	P	Annual promotion.	X	X	X	X
<b>2.2.5 Planning mechanisms that support the provision of suitable and serviceable land that will support infrastructure that allows for localised employment opportunities</b>							
2.2.5.1 Carry out Water and Sewerage Strategic Planning.	IES	L	Complete and obtain Dept Planning and Environment Water concurrence with Integrated Water Cycle Management Strategy (IWCMS). Complete 30-year Total Asset Management Plan and 30 Year Long Term Financial Plan. Complete 5-year Drought Contingency and Emergency Response Plan. Complete State Funded Options Study for Narromine Water Quality and Water Security Risks to obtain State funding to address identified risks. Obtain and expend funding in provision of concept and detailed designs for Narromine water. Secure grant funding and call tenders for construction of Narromine Water Treatment Plant.	X			
				X			
				X			
				X			
						X	
							X

<b>2.2.6 Promote business networks that encourage a supportive business culture and an attitude of entrepreneurship</b>							
2.2.6.1 Encourage businesses to work with Council to support a business culture within our Shire.	CED	P	One business forum per year held by Council.	X	X	X	X
<b>2.3 TO ENCOURAGE INDUSTRY DEVELOPMENT – SP No 4.</b>							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>2.3.1 Support the growth and development of new and existing businesses and industry</b>							
2.3.1.1 Promote the Narromine region to attract further economic development and growth.	CED	L	Meet every six months with RDA Orana and relevant State agencies and partners.	X	X	X	X



## 3 Protecting and Enhancing our Environment

Our Goal: We value our natural and built environment, our resources for the enjoyment of the community and visitors to our Shire.



# Protecting & Enhancing our Environment

## 3.1 MANAGE OUR NATURAL ENVIRONMENTS FOR CURRENT AND FUTURE GENERATIONS – SP No 22.

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>3.1.1 Identify and protect areas of high natural value</b>							
3.1.1.1 Retain appropriate land use zones to avoid inappropriate development in environmentally sensitive areas.	CED	L	LEP and DCP revisions to consider protection of newly identified areas of natural value and any areas of outstanding biodiversity value.	X			
3.1.1.2 Facilitate the growth and sustainability of the community through planning policy	CED	L	Ensure relevant revisions of Council's strategic planning documentation to support the aims of the Local Environmental Plan		X	X	X
<b>3.1.2 Enhance, protect and celebrate our river systems and wetlands</b>							
3.1.2.1 Maintain involvement with the Central West Councils Environment and Waterways Alliance and Macquarie Valley Weeds Committee and LLS Weeds Group.	IES	P	Representation and 90% attendance at meetings.	X	X	X	X
3.1.2.2 Continue the annual fingerling release into the waterways in conjunction with Macquarie Cotton Growers Association.	G	P	Apply for appropriate funding to allow fingerling releases annually.	X	X	X	X
3.1.2.3 Finalise the construction activities and redevelopment of the Narromine wetlands into a natural ecosystem.	IES	L	Construction completed by 31 December 2023.		X		
<b>3.1.3 Ensure preservation and maintenance of the Shire's heritage buildings, objects and places of interest</b>							
3.1.3.1 Encourage owners of heritage items to maintain their buildings and sites.	CED	L	Facilitate the opportunities to promote heritage funding to the community.	X	X	X	X
<b>3.1.4 Ensure the Shire's rural land is managed appropriately through holistic planning</b>							
3.1.4.1 Continue to provide biosecurity in line with Weeds Action Plan.	G	L	Determined by continuation of funding from LLS to support biosecurity measures throughout the Shire.	X	X	X	X
3.1.4.2 Maintain involvement with Macquarie Valley Weeds Committee.	G	L	Maintain involvement with Macquarie Valley Weeds Committee.	X	X	X	X
<b>3.1.5 Reduce waste to landfill through effective and efficient domestic waste and recycling services to the community</b>							
3.1.5.1 Implement actions from Narromine Shire Waste Management Strategy.	IES	L	Ensure Actions are completed in line with Strategy.	X	X	X	X
3.1.5.2 Continue the provision of kerbside recycling services to the community.	IES	L	Renew Tender for Recycling prior to 30 June 2028.	X	X	X	X
3.1.5.3 Continue to be a member council of Net Waste and attend regional forums to address waste management issues at a regional level.	IES	P	90% attendance at NetWaste meetings.	X	X	X	X

**3.2 WE ARE A SUSTAINABLE, ENVIRONMENTAL COMMUNITY WITH A GREAT APPRECIATION OF OUR NATURAL ASSETS – SP No 22.**

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>3.2.1 Encourage appreciation of natural areas through the development and promotion of environmental education</b>							
3.2.1.1 Continue to promote community education campaigns through Net Waste and FOGO presenting the benefits of recycling and educating the community regarding which items can be recycled.	IES	P	At least one community education program conducted annually.	X	X	X	X
<b>3.2.2 Support the work of local environmental groups that improves the natural diversity of our environmentally sensitive areas</b>							
3.2.2.1 Partner with Local Land Services to support environmental programs within the Shire.	G	L	Participation in relevant grant funded programs	X	X	X	X
<b>3.2.3 Support, promote and encourage environmentally sustainable practices throughout our businesses</b>							
3.2.3.1 Encourage environmentally sustainable, safe and more economical utilisation of Council's fleet.	IES	L	Install GPS tracking on larger plant.	X	X	X	X
3.2.3.2 Promote and encourage environmentally sustainable practices to local business.	G	P	Annual promotional material to local businesses.	X	X	X	X
<b>3.3 A COMMUNITY THAT VALUES THE EFFICIENT USE OF UTILITIES, NATURAL RESOURCES AND ENERGY – SP. No 33.</b>							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>3.3.1 Implement water and energy efficiency programs and identify activities and initiatives for alternative water and energy sources</b>							
3.3.1.1 Promote efficiency programs.	IES	L	Publicise two (2) efficiency programs and activities per year.	X	X	X	X
<b>3.3.2 Ensure development needs align to utilities infrastructure</b>							
3.3.2.1 Ensure all development approvals consider existing utilities infrastructure in their determination.	CED	L	100% of approvals have had adequacy of existing utilities determined.	X	X	X	X
3.3.2.2 Utilities performance audited annually through Triple Bottom Line (TBL) reporting.	IES	L	Report submitted annually.	X	X	X	X
<b>3.3.3 Advocate for Shire-wide access to reliable and affordable internet and communications technology</b>							
3.3.3.1 Advocate for a Shire-wide connectivity and affordable access to internet and communications technology.	GM	P	Reduce the areas of mobile / communication black spots within the Shire.	X	X	X	X

3.4 ENSURE A RANGE OF HOUSING OPTIONS FOR THE COMMUNITY – SP No 20.							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>3.4.1 Ensure older people have appropriate accommodation to meet their needs</b>							
3.4.1.1 Identify aged care accommodation needs within the Shire with relevant providers.	GM	P	Advocate for the provision of aged care accommodation services.	X	X	X	X
<b>3.4.2 Ensure appropriately zoned land that meets residential needs throughout the Shire's communities</b>							
3.4.2.1 Monitor take-up of all land use zones vacant land and identify short falls.	CED	L	Review supply of vacant land six monthly.	X	X	X	X
<b>3.4.3 Develop appropriate development controls that promote excellence in design and sustainability outcomes.</b>							
3.4.3.1 Review DCP in accordance with legislative changes.	CED	L	Review undertaken every 5 years.	X			
3.5 OUR COMMUNITY IS WELL CONNECTED THROUGH OUR CYCLEWAYS, FOOTPATHS AND PUBLIC TRANSPORT SYSTEMS – SP No 9.							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>3.5.1 Provide advocacy and support on transport issues that best meet the needs of our residents</b>							
3.5.1.1 Advocate to ensure that transport issues of our residents are adequately addressed.	GM	P	Meet with State and Regional Local Members, six monthly.	X	X	X	X
<b>3.5.2 Maintain aerodrome infrastructure to increase the viability and sustainability of aerodrome operations</b>							
3.5.2.1 Implement Aerodrome Strategic and Master Plan.	IES	L	Implement actions in the Master Plan.	X	X	X	X
3.5.2.2 Maintain the Narromine Aerodrome facility to meet reasonable user expectations and CASA requirements within the allocated budget.	IES	L	Complete Obstacle Limitation Surface (OLS) Survey annually by 30 November.	X	X	X	X
3.5.2.3 Undertake inspections on operational areas.	IES	L	Minimum 52 inspections per year.	X	X	X	X
3.5.2.4 Maintenance of glider grassed runways.	IES	L	Slashing undertaken minimum 26 times per year.	X	X	X	X
<b>3.5.3 Plan and provide accessible and well-connected footpaths, cycleways and associated facilities within the Shire</b>							
3.5.3.1 Ensure priority measures implemented from the PAMP.	IES	L	Annual inspections of footpaths and cycleways prior to finalising works program.	X	X	X	X
	IES	L	Annual works program identified by inspections and PAMP priorities, adopted annually.	X	X	X	X

**3.6 OUR ROAD NETWORK IS SAFE, WELL MAINTAINED AND APPROPRIATELY FUNDED – SP No 10.**

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>3.6.1 Ensure local and regional road network best meets the needs of road users and industry</b>							
3.6.1.1 Review and implement Council's ten-year roads Capital Works Program.	IES	L	Ten Year Capital Works Program updated annually and adopted by 30 June.	X	X	X	X
			Works program completed within + / - 5%.	X	X	X	X
3.6.1.2 Continue to maintain roadside slashing when grass impedes visibility.	IES	L	Undertake slashing program annually.	X	X	X	X
3.6.1.3 Apply for hazard reduction funding through Rural Fire Fighting Fund.	IES	P	Funding application submitted prior to 31 March annually.	X	X	X	X
<b>3.6.2 Advocate for continued and increased funding for the rural road network</b>							
3.6.2.1 Meet with State and Federal Members and the Roads Minister on rural road funding issues.	GM	P	Meet every six months with state and federal members, and annually with NSW Minister for Roads.	X	X	X	X
<b>3.6.3 Ensure local and regional roads are safe, well-constructed and maintained</b>							
3.6.3.1 Meet with State and Federal Members and the Roads Minister on rural road funding issues and safety.	IES	L	Meet every six months with state and federal members, and annually with NSW Minister for Roads.	X	X	X	X

## 4 Proactive Leadership

Our Goal: We are an open and accountable local government that involves our community in the decision-making process, effectively manages our public resources through sound financial management and well-informed strategic planning for our Shire's future.



Councillor Craig Davies  
Mayor



Councillor Dawn Collins  
Deputy Mayor



Councillor Diane Beaumont



Councillor Les Lambert



Councillor Adine Hoey



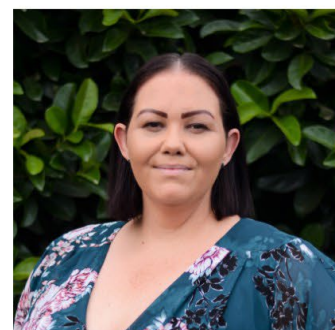
Councillor Lachlan Roberts



Councillor Ewen Jones



Councillor Lyn Jablonksi  
Resigned 22 June 2023



Councillor Casey Forrester  
Resigned 9 April 2024

# Proactive Leadership

## 4.1 PROVISION OF AN ACCOUNTABLE AND TRANSPARENT LEADERSHIP – SP Nos 30,31,32.

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>4.1.1 Enhance open and interactive communication between Council and the community guided by a Community Engagement Strategy which is monitored and reviewed</b>							
4.1.1.1 Continue to gather feedback regarding community engagement strategies	CED	L	Annual review of community engagement strategy to Council by 30 November.	X	X	X	X
4.1.1.2 Promote the positive aspects of Narromine Shire Council. Provide important information to the community.	CED	L	Provide updates at least monthly to the community on Council activities through all means available within the communications strategy.	X	X	X	X
4.1.1.3 Review Council's Communications Strategy.	CED	L	Review of strategy completed by 30 November 2022.	X			
<b>4.1.2 The Council elected members are representative of the community and provide strong and visionary leadership</b>							
4.1.2.1 Councillors maintain strategic community focus through strong and visionary leadership.	GM	L	Positive media around Council's strategic approach.	X	X	X	X
<b>4.1.3 Provide opportunities for community members to participate in Council's decision-making processes</b>							
4.1.3.1 Review Council's Code of Meeting Practice.	G	L	Review complete within 12 months of local government election.	X			
4.1.3.2 Provide an opportunity for the public to address Council on relevant issues through the Public Forum Policy at Council Meetings.	G	L	Advise the public of the availability of the public forum.	X	X	X	X
4.1.3.3 Continue to facilitate S355 Advisory Committees.	G	L	Annual review of Section 355 Committee Charters and annual appointment of delegates (September).	X	X	X	X
<b>4.1.4 Facilitate a positive and professional image for the Narromine Shire community and Council</b>							
4.1.4.1 Present a positive image of Council to the community.	CED	L	Provide weekly communications via various means per the communications strategy.	X	X	X	X
<b>4.2.1 Strive for business excellence through continuous improvement and creativity</b>							
4.2.1.1 Encourage and reward innovative practices within Council's workforce.	G	L	One innovation introduced per directorate each year.	X	X	X	X
4.2.1.2 Foster a culture of continuous improvement through Council's Employee Reward and Recognition Program.	G	L	Nominations received and awards presented.	X	X	X	X
4.2.1.3 Effective use of Audit Risk and Improvement Committee.	G	L	85% of identified recommendations actioned.	X	X	X	X

4.2 EFFECTIVE COUNCIL ORGANISATIONAL CAPABILITY AND CAPACITY – SP No 30.							
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>4.2.2 Ensure ongoing skills development of Council staff and professional development for Councillors</b>							
4.2.2.1 Completion of annual training plans and delivery of identified development requirements.	G	L	Annual training program (aligned to skills steps and performance reviews) established by 31 May.	X	X	X	X
4.2.2.2 Enhance succession planning for highly specialised and technical roles.	G	L	Succession plans reviewed and completed.	X			
4.2.2.3 Provide policies, programs and initiatives that support work/life balance.	G	L	Initiatives communicated to employees and employee leave balances kept within acceptable limits.	X	X	X	X
4.2.2.4 Implement coaching and mentoring programs across the organisation to support leadership growth.	G	L	Leadership and management tools identified and made available.	X	X	X	X
4.2.2.5 Implementation of Councillor Training and Professional Development Program.	G	L	95% attendance rate at scheduled training events.	X	X	X	X
<b>4.2.3 Ensure the integration of corporate plans set the long-term direction for the Local Government Area and Council</b>							
4.2.3.1 Integrated Planning and Reporting documents reflect best practice.	FCS	L	All plans adopted by 30 June.	X	X	X	X
<b>4.2.4 Provide responsive high-level customer service</b>							
4.2.4.1 Monitor and review Councils Customer Service Policy.	FCS	L	Review complete every 4 years.	X			
4.2.4.2 Customer services standards.	FCS	L	Annual satisfaction survey.	X	X	X	X
4.2.4.3 Customer Requests responded to within time frames agreed in Customer Service Policy.	FCS	L	85% compliance with Customer Service Policy.	X	X	X	X
<b>4.2.5 Attract and retain a quality workforce that meets the needs of the community and future strategic directions</b>							
4.2.5.1 Promote future workforce development with options such as traineeships, apprenticeships and cadetships within each department.	G	L	Applicable positions assessed and filled.	X	X	X	X
4.2.5.2 Continue to implement Council's EEO management plan actions.	G	L	Review EEO Policy and Plan by 30 June 2023.	X			
4.2.5.3 Continue to implement best practice recruitment and selection practices, including strategies to fill gaps.	G	L	Vacancies filled within 90 business days.	X	X	X	X
4.2.5.4 Measure and improve employee engagement.	G	L	Employee engagement survey undertaken by 31 December <del>2023/24 and 2025/26.</del>		X		X
<b>4.2.6 Foster a positive and responsive 'can do' approach by all Council staff and elected members</b>							
4.2.6.1 Councillors and staff to act positively at all times.	GM	L	Number of complaints received.	X	X	X	X
4.2.6.2 Councillors and staff act ethically and make informed, transparent and inclusive decisions in the interest of the whole community.	GM	L	Number of complaints received.	X	X	X	X



### 4.3 A FINANCIALLY SOUND COUNCIL THAT IS RESPONSIBLE AND SUSTAINABLE – SP No 30.

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>4.3.1 Operate and manage Council in a financially sustainable manner that meets all statutory and regulatory compliance and Council policies</b>							
4.3.1.1 Implementation of the Delivery Program and Operational Plan including Budget and Asset Management Plan on an annual basis.	FCS	L	Plans and Budget Documentation endorsed by Council by 30 June each year.	X	X	X	X
4.3.1.2 Continue to prepare financially sustainable budgets for consideration by Council.	FCS	L	Council prepares annual balanced budget for adoption by Council.	X	X	X	X
4.3.1.3 Continue to develop revenue strategies that are equitable and contribute to a financially sustainable future.	FCS	L	Sustainable Statement of Revenue policy endorsed by council by 30 June each year.	X	X	X	X
4.3.1.4 Levy and collect rates and charges in accordance with statutory requirements and Council policies.	FCS	L	No known breaches of policy.	X	X	X	X
4.3.1.5 Provide monthly cash balances and detailed quarterly financial reports to Council.	FCS	L	Reports prepared and accepted by Councillors and management	X	X	X	X
4.3.1.6 Prepare Council's Annual Financial Accounts in accordance with relevant Acts and Regulations.	FCS	L	Unmodified audit report issued by 31 October each year	X	X	X	X
4.3.1.7 Ensure Council has adequate cash flow to meet its needs.	FCS	L	Maintain level of outstanding rates and charges at below 10% at year end.	X	X	X	X
4.3.1.8 Ensure Council's long-term financial viability.	FCS	L	Maintain a debt service ratio below 10%.	X	X	X	X
4.3.1.9 Ensure accounting data is recorded accurately and returns are filed in accordance with legislative requirements.	FCS	L	Positive audit findings. <del>Reduction in issues raised in management letter of medium-consequence or higher.</del>	X	X	X	X
<b>4.3.2 Ensure sufficient resources to meet current and future needs of the community</b>							
4.3.2.1 Maximise opportunities for utilising grants to supplement and support identified Council priorities and projects.	CED	L	At least two successful grants received each year for projects within Council priority areas.	X	X	X	X
4.3.2.2 Identify projects suitable for grant applications.	CED	L	At least five identified projects per year in the operational plan, subject to grant funds.	X	X	X	X

### 4.3 A FINANCIALLY SOUND COUNCIL THAT IS RESPONSIBLE AND SUSTAINABLE – SP No 30.

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>4.3.3 Ensure Council's assets are monitored and well managed</b>							
4.3.3.1 Review and update Asset Management Strategy.	IES	L	Strategy adopted by Council by 30 June every four years.			X	
4.3.3.2 Review and update Asset Management Policy.	IES	L	Policy adopted by Council by 30 June every four years.			X	
4.3.3.3 Review Asset Management Plans annually.	IES	L	Asset Management Plans updated annually by 30 June.	X	X	X	X
4.3.3.4 Undertake monthly inspections of Regional Roads.	IES	L	12 inspections of each Regional Road per year.	X	X	X	X
4.3.3.5 Undertake annual inspections of Local Roads.	IES	L	100% Local Roads inspected minimum of once per year.	X	X	X	X
4.3.3.6 Review and implement plant and fleet replacement strategy.	IES	L	Strategy reviewed and implemented.	X	X	X	X
4.3.3.7 Council Property Strategy reviewed and actions implemented.	GM	L	85% of actions implemented.	X	X	X	X
4.3.3.8 Review IT Strategic Plan.	FCS	L	Implement actions <u>within the IT Strategic Plan</u> .	X	X	X	X

### 4.4 SOUND PARTNERSHIPS ARE ENCOURAGED AND FOSTERED – SP No 32.

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>4.4.1 Provide sound input into State, Regional and Non-Government Organisation Plans and Strategies</b>							
4.4.1.1 Active membership and representation on government, regional and other bodies.	GM	P	Maintain membership of relevant government, regional and area bodies.	X	X	X	X
4.4.1.2 Prepare submissions as required.	CED	L	One submission prepared per year.	X	X	X	X
4.4.1.3 Continue to participate in shared opportunities through Alliances.	GM	P	Attendance and participation in all Alliances meetings and activities.	X	X	X	X
<b>4.4.2 Lobby and advocate for major infrastructure and issues for the Shire that are backed by sound research</b>							
4.4.2.1 Represent the community's interests and lobbying on topics of significant impact to the Shire.	GM	L	One submission per quarter.	X	X	X	X
4.4.2.2 Advocate to other tiers of government for a better allocation of funding to support the delivery of services for which other levels of government have primary responsibility.	GM	P	Meet every six months with State and Federal Local Members and relevant agencies.	X	X	X	X

**4.4 SOUND PARTNERSHIPS ARE ENCOURAGED AND FOSTERED – SP No 32.**

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year			
				22/23	23/24	24/25	25/26
<b>4.4.3 Develop and build partnerships with state and federal governments, industry and community organisations to foster development and delivery of community services and emerging business sectors</b>							
4.4.3.1 Build strong relationships with state and federal members and state government agency representatives and regional development organisations.	GM	P	Meet every six months with State and Federal Local Members and relevant agencies to ensure the development and delivery of community service and emerging business sectors.	X	X	X	X
4.4.3.2 Review Council's Social Plan.	CED	L	Implement actions in the Social Plan.	X	X	X	X
<b>4.4.4 Assist in facilitating partnerships and collaboration at a local level between communities, groups, businesses and community organisations</b>							
4.4.4.1 Work collaboratively with community groups through representation at the Interagency Group.	CED	P	Attendance at Interagency meetings, minimum 2 meetings per year.	X	X	X	X
4.4.4.2 Work collaboratively with the community through representation at Trangie Action Group and Tomingley Advancement Association.	CED	P	90% attendance by Councillor Representative.	X	X	X	X