



Narromine

SHIRE COUNCIL

**2021 - 2022
Annual Report**







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MESSAGE FROM THE MAYOR

It's a great pleasure for me to be able to report on the events of our Shire over the past twelve months. Despite the ongoing rain and an inability to undertake many of Council's planned works, our staff have worked most diligently and with great focus to do what is possible. Road works have been largely left until conditions suit and it will become the main focus once favourable conditions prevail.

Our facilities are all in excellent condition and with the completion of Cale Oval in coming months we will have largely completed that aspect of our responsibilities. Trangie Sporting complex is now very much a part of the focus and grant funding sources will be utilised to ensure netball courts, tennis courts and a multipurpose court are installed as soon as possible. I expect this to be in the short term. This is all part of the Masterplan for the sporting precinct taken to the Trangie Community in recent times.

Whilst COVID still lingers in our communities it is hopefully fading and becoming less intrusive in our lives. We truly are fortunate to live in a first world country and have the medical facilities that have lessened the impact of this insidious condition.

Our towns are now just seeing the green shoots of the development that will take place across our Shire in the years and decades to come. Houses are being built at a faster rate than we have seen in many years and new housing developments are taking shape across the Shire. Skypark has a number of homes being built and the Wentworth Parklands development is nearing completion. Industry is still exhibiting a strong desire to be a part of our future. Most pleasing in the industry interest is the level of high tech industries that wish to base themselves in our Shire and provide jobs generally only available in city locations.

The Materials Distribution Centre (MDC) between Craigie Lea Lane and Narwonah Siding road, some 8 kms south of Narromine, is now underway and is the centre from which the Narromine to Narrabri section of Inland Rail will be built. The MDC will facilitate the loading of ballast, concrete sleepers and rail line onto a track laying machine for the construction of this section of Inland Rail. Much of this will be delivered by rail and leave from the MDC on the track laying machine specially brought to the Shire for this purpose.

On land adjacent to the MDC, Council plans to develop a 100HA industrial site which will be subdivided for private sale. This site will be developed with \$9M in funding, already committed from the State Government. It will see the arrival of a number of companies eager to establish on a site with access to Inland Rail and as importantly, in the Shire of Narromine. It is becoming a pivotal moment in the history of the Shire and will usher in a technical era for which we are busy preparing. It now sees the focus include housing, jobs creation, investment, development, town planning, service provision and growth in an unprecedented manner.

I look forward to the challenges these times present.

Again, I thank Jane Redden, our General Manager and the many staff who are so dedicated to their roles and the Shire. They play a largely unheralded part in all that is happening with very little recognition and yet are largely responsible. My life is easier in the knowledge that we work in an environment of transparency and integrity. I also wish to thank Cr Dawn Collins our Deputy Mayor and indeed all Councillors for the wonderful contribution that each and every one makes in moving our Shire into the next chapter in its history.

Craig Davies
Mayor



MESSAGE FROM THE GENERAL MANAGER

The 2021/22 year brought with it many achievements and challenges. It was a year that saw the world embrace the complexities of working through a pandemic, disruptions to Council's supply chain and extreme weather conditions which tested our resolve and resulted in many delays to projects. Notwithstanding this, there were many achievements across a multitude of areas of Council's operations.

In December 2021 we welcomed a new Council and therefore a review of our Community Strategic Plan 2032, resetting the priorities and commitment to the community for the term of Council. The year saw overall progress of 95% of Council's Delivery program, and capital expenditure of \$13.8 million including significant projects such as major playground upgrades in Narromine and Trangie, further development of the Narromine Wetlands extension, completion of the Hub n Spoke, installation of a new pool liner at the Narromine Aquatic Centre, Narromine Aerodrome lighting upgrades, construction of a new netball shed and park furniture at the Apex Park in Narromine, Trangie Tennis Club toilet and access upgrades, construction of a multipurpose court in Tomingley and landscaping works at Swift Park in Trangie.

Council has also undertaken extensive capital and maintenance works on their road network and, despite the unfavourable weather conditions, graded 437 kilometres of road during the year, and undertook a further 34 kilometres of capital works including major upgrades to the Farrendale and Willydah Roads, Raeburn Lane, flood damage works and an extensive resheeting program.

Council continues to have success in securing grant funds, with \$18M received in the 2021/22 year to complement the capital works program set out in Council's strategic documents, and to provide support to community groups across the Shire.

Economic development opportunities continue to present across the Shire, the marketing of Council's industrial estate and significant sales in Council's new SkyPark and Wentworth Parklands have again confirmed the confidence of many to invest in our Shire. Council approved over \$20.3 million dollars in development applications for the 2021/2022 year, the highest level in many years, including a number of large industrial and residential developments.

COVID, like the previous year, resulted in a number of community events being postponed however, as we moved into the 2022 year, we were able to hold some notable events including a citizenship ceremony, Australia Day events at Narromine and Trangie, National Apology and Sorry Days, hosted the Small Business Month during March and continued to support community and sporting groups in a wide range of youth activities.

In terms of the 2021/22 financial results, Council reported a net operating result of \$8.1M, slightly less than the previous year. Total revenue of \$33.9M was recognised for the year, an increase of \$1.35M from the previous year, with the largest contribution from operating and capital grants. Council spent \$39.5M between operating (including depreciation expenses) and capital projects for the year. As at 30 June 2022, Council's assets were valued at \$400M. Council continues to monitor its financial performance to ensure the long term viability of the Shire.

Finally, I would like to thank the senior management team and staff for their ongoing support over the past year. Their commitment and dedication to their Council and community continues to ensure the ongoing success of the organisation. 2021/22 was another great year of accomplishment and continuation of delivering for our communities.

Jane Redden
General Manager



OUR SHIRE

The Narromine Shire is located 40 kilometres west of Dubbo, in the Orana region of New South Wales, Australia. Covering 5224 square kilometres, our vast Shire includes the major rural centre of Narromine, as well as Trangie and Tomingley.

We are a community of nearly 7,000 residents and are proud of our heritage, history and towns that we share with our residents, businesses and visitors. We choose to live in our Shire because of its location with access to a regional centre, its picturesque setting and our close community connections.

The Wiradjuri people were the original inhabitants of this area and the traditional owners of this land. Today our Shire has an indigenous population of just under 1000 residents (21%).

Our agriculture sector has long been the mainstay and we are well known for our sheep, cattle and wool, cotton production as well as broadacre cereal crops.

Alkane Resources Limited provide significant employment opportunities.

Narromine Shire Council provides a range of services for our community. Our Shire's assets are valued at \$400 million and include roads, water and sewer infrastructure, footpaths, community amenities such as libraries, parks and playgrounds and sporting and recreation facilities. Our Council will continue to focus on improving our community for residents, businesses and visitors to our Shire.

6,444

Total Population

4,116

Population - Urban

2,328

Population - Rural

5,224

Council Area (sq km)





INTEGRATED PLANNING & REPORTING FRAMEWORK

Community Strategic Plan 2032

The Narromine Shire Community Strategic Plan 2032 sets out the community's main visions for 2022-2032.

The following principles and goals were identified:

Vibrant Communities

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

Growing our Economy

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

Protecting and Enhancing our Environment

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

Proactive Leadership

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

Council's Delivery Program 2022 – 2027

The Delivery Program sets out the principle activities to be undertaken by Council over a Council term, to implement the objectives identified in the Narromine Shire Community Strategic Plan 2032.

Council's Operational Plan 2022/2023

This annual plan details Council's activities and budget for the year under the Delivery Program.

Council's Resourcing Strategy

The Community Strategic Plan identifies long term community aspirations, however these will not be achieved without sufficient resources – time, money, assets and people to carry them out. Documents include Council's Long Term Financial Plan, Workforce Management Strategy and Asset Management Policy, Strategy and Plans.

Council's Annual Report

This Annual Report focuses on Council's implementation of the Delivery Program and Operational Plan for the 2021/2022 year.

COMMUNITY VISION AND VALUES

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.

Our Aspirations and Values

That guide the Council will be:

- Commitment to Openness, Transparency, Honesty and Fairness;
- Strong Community Spirit and Sense of Belonging;
- Effective Communication and Cooperation;
- Respect for all People and the Environment.



OUR COUNCILLORS



Cr Craig Davies, Mayor



Cr Dawn Collins, Deputy Mayor



Cr Diane Beaumont



Cr Casey Forrester



Cr Adine Hoey



Cr Lyn Jablonski



Cr Ewen Jones



Cr Les Lambert



Cr Lachlan Roberts

ORGANISATIONAL CHART

General Manager



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

OUR ACHIEVEMENTS

Organisation Achievements

In 2021/2022, Council achieved the following:



88
employees (FTE)



437
km roads graded



\$20.39M
DA approvals



\$39.5M
total expenses
(including capital expenses)





Delivery Program Achievements

In the 2021/2022 financial year 95% of total actions from the Delivery Program were completed.

92%

vibrant communities

98%

proactive leadership

95%

protecting & enhancing our environment

88%

growing our economy



DELIVERY PROGRAM

Notable achievements for the 2021/2022 financial year include:

- Completion of Dundas Park Playground upgrade
- Completion of HubnSpoke co-working space
- Installation of Narromine Pool Liner replacement
- Implementation of NSW Planning Portal
- Narromine Aerodrome Lighting Upgrades
- Narromine Wetlands – carpark construction, lighting installation
- Construction of Netball Shed and installation of park furniture at Apex Park, Narromine
- Trangie Tennis Club toilet and access upgrades
- Construction of multipurpose court Tomingley
- Relocation/upgrade of Driver Reviver facilities in Narromine
- Swift Park Landscaping
- Storm Water Drainage improvements on local road culverts
- Various Local Road Repairs from flood and storm damage
- Receipt of over \$10M in funding for capital purposes including:
 - Resources for Regions Round 8 – \$2,325,222
 - Stronger Country Communities Round 4 – \$790,301

- Fixing Local Roads – \$915,000
- Local Roads Community Infrastructure Program Phase 3 – \$1,819,380
- Murray Darling Basin Economic Development Program Round 3 – \$500,000
- Road Safety Program – School Zone Infrastructure Narromine and Trangie Schools – \$175,000
- Donations of \$24,538 to community groups in Narromine Shire
- Adoption of Council's 2022/2023 Integrated Planning and Reporting Documents
- Allocation of \$43,225 of funds from the Tomingley Gold Community Fund to various community organisations
- Development Applications approved to the value of \$20.39M

Projects underway include:

- Levee Concept Design and Feasibility Study
- Construction of two new hangars at the Narromine Aviation Business Park
- Wentworth Parklands Subdivision
- Cale Oval clubhouse and grandstand construction
- Narromine Wetlands – excavation of second pond
- Tomingley Water Treatment Plant



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.

Council achieved 92% of the actions set out in the vibrant communities actions in the 2021/2022 delivery program.

Action	Number of actions completed	Total number of actions
92% of actions completed		
1.1	13	14
1.2	13	15
1.3	5	5
1.4	4	4

VIBRANT COMMUNITIES

A safe, active and healthy community - SP Nos. 16, 23, 27.

Action Code	Action	Performance Measure	Action Progress	Comments
1.1.1.01	Liaise with Police and other community groups.	Meet Quarterly with police.	100%	Successful liaison with six monthly meetings with NSW Police representatives on local issues.
1.1.02.02	Coordinate annual inspection of Council streetlights to ensure adequate operation.	Audit conducted annually.	100%	Annual inspections are undertaken on an ongoing basis.
1.1.03.01	Participate in Interagency Meetings and provide Council assistance where appropriate.	90% attendance at Interagency meetings.	100%	Participate in meetings as required. Staff continue to enjoy a good working relationship with agencies.
1.1.4.01	Develop and publicise a brochure on the facilities available in the Shire.	Update brochure annually.	100%	Brochure updates considered.
1.1.04.02	Promote recreational opportunities for all ages through website, social media and other available networks.	Update information on a monthly basis.	100%	Recreational facilities continue to be promoted on Council's website and social media. This has included the promotion of programs and activities occurring at the Narromine Sports and Fitness Centre, School Holiday Activities and progress on the Cale Oval upgrades.
1.1.05.05	Oversee implementation of the Sport and Recreation Services Master Plan.	Implement key deliverables as per the Master Plan.	100%	Actions are coordinated as funds become available.
1.1.06.01	Collaborate with government and other health service providers to ensure high quality health care facilities and services are available to Shire residents.	Meet quarterly with State and Federal Local Members ensuring the provision of Shire health facilities a key agenda item.	100%	Meetings with State and Federal Members held with the provision of health care services on the standard agenda.
1.1.07.02	Strengthen relationships with key medical agencies within the Shire.	Meet six monthly with Western NSW LHD Narromine and Trangie health care providers.	100%	Proactive and positive relationships maintained with Western NSW Local Health District and Narromine Shire Family Health Care services. Relationships were enhanced during the COVID-19 response, with meetings being held more frequently.
1.1.08.03	Review operational costs of Narromine and Trangie pools and determine fees and charges annually.	Fees and charges reviewed and adopted by 30 June annually.	100%	Narromine and Trangie Aquatic Centre's fees and charges were reviewed and adopted by Council.

VIBRANT COMMUNITIES

Action Code	Action	Performance Measure	Action Progress	Comments
1.1.10.01	Support programs for the aged in the community with a healthy lifestyle focus.	Consult with Health Services and advertise programs monthly through Council's website and Facebook page.	100%	Health Services consulted and programs advertised monthly through Council's website and Facebook page.
1.1.10.03	Provide opportunity for reduced gym membership fee on receipt of Seniors Card.	Advertise reduced Seniors' gym membership monthly.	100%	Fees and charges adopted by Council reflect seniors pricing. Fees published on Council's Website.
1.1.11.05	Ensure adequate resources are allocated to the Sports Centre to maintain facilities in accordance with community usage.	Review fees and charges annually by 30 June.	100%	Fees and charges for the facility were reviewed and adopted by Council in June 2022. Access to the facility and the provision of indoor sporting activities were subsequently affected in 2021 due to public health orders and restrictions. Additional resources were allocated to increased cleaning at the facility, members were also provided extra time to their gym memberships to compensate for the lockdown period. Many upgrades were completed to the gym equipment during the year resulting in new cardio and weight equipment.
1.1.12.01	Convene and support bi-annual sports user group workshops in winter and summer.	100% meetings held with sports user groups.	85%	Due to COVID-19 restrictions, only one meeting was held with our winter sport user groups to discuss support required or areas of concern. A meeting will be scheduled for September 2022 with our summer sport user groups to address any support needed or areas of concern leading into their 2022/23 season.
1.1.12.02	Prepare Leases/Licenses or User Agreements for all Sporting Groups using Council's sporting fields.	Agreements prepared for all user groups.	100%	Leases and licence agreements for the use of Council facilities are prepared as required.

VIBRANT COMMUNITIES

A vibrant and diverse community that has a strong sense of belonging and wellbeing - SP Nos. 13, 14, 24, 26, 27.

Action Code	Action	Performance Measure	Action Progress	Comments
1.2.01.01	Ensure facilities meet accessibility standards.	Review facilities annually to determine and address compliance issues.	100%	Ongoing inspections undertaken, with audits completed on all public facilities.
1.2.02.01	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, e.g. Ausfly, Oz-Kosh.	Two major events annually.	100%	Events continue to be a focus for the Community and Economic Development Department. Ausfly and the Dolly Festival to be held in 2022. Most events cancelled throughout 2021.
1.2.03.01	Provide grants through the Donations, Sponsorships and Waiver of Fees & Charges Policy process to community groups, with an emphasis on sports, recreation, arts, cultural, leadership and development activities.	Submissions advertised and received by 30 September, and applicants advised by 30 November each year.	100%	Invitations for Donations and Waiver of Fees was advertised and recommendations were approved by Council at its October 2021 meeting.
1.2.03.02	Continue to support the Local History Groups in Narromine and Trangie with a financial contribution to assist with their work.	Donation to both Local History Groups in the Annual Budget.	100%	Support provided to both Trangie and Narromine. Working through closure of Historical Museum in Narromine. Initial phase to return items to owners and or other museums and places for display.
1.2.03.03	Undertake an annual volunteer audit of the number of volunteers available to Council activities and the number of hours volunteered.	Audit to be complete by 31 December each year.	75%	Rather than counting individual organisations Council staff have undertaken to hold a thank you to volunteers each year. Volunteers function still to be held later in 2022.
1.2.03.04	Give public recognition of volunteer service.	Hold annual volunteers recognition morning tea.	75%	Annual event still to be held in 2022. The previous event held in June 2021.
1.2.04.01	Distribute information to all new residents and provide information on Council's website.	Review information six monthly.	100%	Continue to provide new residents information on Council's website. Information reviewed and updated.

VIBRANT COMMUNITIES

Action Code	Action	Performance Measure	Action Progress	Comments
1.2.04.02	Host welcome functions for new residents, community group representatives, business owners and local agency representatives to enable new residents to establish contact with others in the community.	Advertise and promote welcome function to the broader community annually in March.	100%	Continue to host New Residents evenings into the future. Successful event held in February 2022.
1.2.04.03	Host Citizenship ceremonies upon receipt of relevant information from Department Immigration and Border Control.	Citizenship ceremonies held.	100%	Council held two citizenship ceremonies during the year in which a total of five candidates were naturalised.
1.2.05.01	Liaise with Local Aboriginal Land Councils to enhance the opportunities for the Indigenous community.	Two meetings per year.	100%	Continue to liaise and attend meetings with various organisations as required. Undertake actions within the Memorandum of Understanding.
1.2.05.02	Assist with NAIDOC Week, Reconciliation Day and other events of importance to the Aboriginal community.	Involvement at these events on an annual basis.	100%	Continue to support Lands Councils in regards to important events to be recognised.
1.2.05.04	Implement Targets in the MOU Action Plan.	Meet twice annually to discuss targets in Action Plan.	100%	Have not met as a group, however meet with individual organisations as required.
1.2.06.02	Implement deliverables identified in the urban branding strategy.	Full implementation as per the plan.	100%	Continue to develop through Visitor Guide.
1.2.07.01	All new applicable applications for development comply with the National Construction Code.	100% compliance with National Construction Code.	100%	The National Construction Code sets out the requirements for building design and construction. Council continually reviews the Code for any changes, and updates checklists and approval conditions as required.
1.2.08.01	Support youth activities within the Shire.	Partner with other agencies to deliver annual youth week activities.	100%	Council is supportive of youth week activities and additional events were held through the School Holiday Programs such as NRL, Basketball, Soccer and Skate Board Clinics, along with Inflatable Days, Movie Nights, Easter Egg Hunts and open days at the Narromine Sports and Fitness Centre.

VIBRANT COMMUNITIES

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 Code	Action	Performance Measure	Action Progress	Comments
1.3.01.01	Advocate where possible for the increased provision of educational opportunities for our youth within the Shire.	Meet quarterly with State and Federal Local Members ensuring the provision of educational opportunities for youth in our Shire a key agenda item.	100%	Quarterly meetings with State and Federal Members held with education as a standard agenda item.
1.3.03.01	Lobby the government to continue to fund child care services in Narromine Shire.	Affordable provision of child care services within the Shire.	100%	Council is supportive of pre-school and child care centres in the Shire. Advocacy is undertaken as required.
1.3.05.01	Continue to lobby Federal and State Local Members and relevant Ministers for service delivery and presence of TAFE within our Shire.	Meet quarterly with State and Federal Local Members ensuring the delivery of TAFE services within the Shire.	100%	Quarterly meetings held with State and Federal Members with the delivery of TAFE services a standard agenda item.
1.3.06.01	Assist in providing industry specific reports to vocational sector.	Make representations to vocational sector.	100%	Representations provided as requested. Ongoing discussions with School and TAFE around opportunities for youth.
1.3.07.01	Provision of e-resources, IT training workshops and advisory services to libraries.	IT training workshops held. Free Wi-Fi and microfiche printer facility available for researching. Public computers provided.	100%	Council continues to provide ongoing support to its libraries. Free WIFI and other resources available. Excellent local service.



VIBRANT COMMUNITIES

Accessible facilities and services are available for people with limited mobility - SP No. 14.

Action Code	Action	Performance Measure	Action Progress	Comments
1.4.01.01	Implement actions identified in Council's Disability Action Improvement Plan (DIAP).	100% DIAP targets met.	100%	Improvement works are identified and scheduled as funds become available.
1.4.01.02	Implement actions identified in Council's Disability Action Improvement Plan (DIAP) in relation to community services.	100% DIAP targets met.	100%	Ongoing actions within this plan. Continue to monitor for improvement.
1.4.02.02	Undertake accessibility audit on all community / Council facilities.	Review facilities annually by 31 March to determine compliance issues.	100%	Buildings have been inspected and as funds become available work will be scheduled.
1.4.03.01	Work with Government agencies to lobby for community transport access within the Shire and to Dubbo and on a regular basis.	Access to community transport locally and to Dubbo is maintained.	100%	Representations provided as requested.



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.

Council achieved 88% of the actions set out in the growing our economy actions in the 2021/2022 delivery program.

Action	Number of actions completed	Total number of actions
88% of actions completed		
2.1	5	7
2.2	8	9
2.3	1	2

GROWING OUR ECONOMY

To sustain and grow our local population - SP No. 3.

Action Code	Action	Performance Measure	Action Progress	Comments
2.1.02.02	Continue association with 'Love the Life we Live' website and marketing campaign through the Economic Development network.	Monitor hits to Narromine component of 'Love the Life we Live' website and referrals.	100%	Council continues to work with surrounding Shires to deliver cross network promotions. Internet traffic on Council's Website and Facebook is monitored to ensure events are promoted. It is noted that the 'Love the Life we Live' is no longer supported across the region.
2.1.03.01	Develop and implement a Shire wide Marketing Strategy.	Implement the actions from the Strategy.	100%	Continuation with publications such as the Visitors Guide, Shop Local Campaign and website upgrades.
2.1.03.02	Continue participation with Greater Western Plains Promotions Group.	Number of campaigns undertaken annually.	100%	Continue to meet with Group with regard to tourism initiatives. Summer and event campaigns undertaken. E.g. during Shop Local at Summer.
2.1.04.02	Seek grant funding and determine loan funding requirements for the flood levee construction project.	Obtain grant funding by 30 June 2019.	100%	Applied for grant funding for the feasibility study of the Narromine Levee. Successful in obtaining funding. Currently in tender process for the feasibility study.
2.1.04.03	Finalise funding proposal, project plan and tender documents developed.	Finalise tender by 30 June 2020.	0%	Construction to start after funding obtained and successful completion of feasibility study.
2.1.04.04	Construct flood levee.	Commence construction by 30 December 2020.	0%	Construction to start after funding obtained and successful completion of feasibility study.
2.1.06.02	Assist community with applications for grant funding by providing statistical data.	Update available information and promote as per communications strategy.	100%	Updated information available on website. Specific grants information sent to community groups. E.g. Clubgrants.

GROWING OUR ECONOMY

The ongoing development, diversification and sustainability of the local business and industry base - SP No. 4.

Action Code	Action	Performance Measure	Action Progress	Comments
2.2.01.01	Hold a biennial industry event specifically targeting agriculture value add opportunities.	Industry event held.	75%	Event to be held in 2022. Likely during the Grow Narromine seminar series, including marketing and business development.
2.2.03.01	Implement strategies contained in Aerodrome Strategic Master Plan.	Targets are met.	100%	Strategic plan actions are implemented as funds become available.
2.2.03.03	Continue with the hangar light industrial precinct development for aviation related businesses in accordance with the Aerodrome Strategic and Master Plan.	First stage available for sale by 30 June 2020.	100%	Subdivision is complete, and lots have been registered for sale.
2.2.04.01	Work with State Government agencies to appropriately identify high value land resources, where Government priorities are identified.	Provide input to new State Legislation within advertised time frames for consultation.	100%	Prioritised within the Agricultural Lands Strategy and Employment Lands Strategy. Both strategies supported. Will continue to meet with Department of Planning and other agencies about long term plans.
2.2.05.01	Provide improved information services to highlight tourism events and points of interest in the Shire.	Increased online engagement by 10%.	100%	Continued improvement with online engagement and through other forums.
2.2.05.02	In conjunction with other OROC councils undertake joint regional promotions such as through the 'Love the Life we Live' brand.	Annual promotion.	100%	Love the Life branding is no longer in existence. Annual promotions are undertaken via Western Plains group.
2.2.06.01	Develop action plan for expenditure of water and sewer head works charges and Section 94A levies.	Minimum 10% funds expended each financial year in accordance with growth area priorities.	100%	Developer Servicing Plan has been completed.
2.2.07.01	Work with existing tourist operators and community groups to promote Narromine Shire.	Undertake annual promotions.	100%	Council continues to liaise with existing tourist operators and community groups to promote Narromine Shire.
2.2.08.01	Encourage businesses to work with Council to support a business culture within our shire.	One business forum per year held by Council.	100%	Ongoing action for Economic Development team. Work closely with potential new business.

GROWING OUR ECONOMY

To encourage employment and skills development to address industry needs and grow the region's knowledge base - SP No. 6.

Action Code	Action	Performance Measure	Action Progress	Comments
2.3.01.01	Advocate for the maintenance or increase of educational opportunities and training programs within the Shire.	Meet quarterly with State and Federal Local Members ensuring the provision of educational opportunities and training opportunities in our Shire a key agenda item.	100%	Quarterly meetings with State and Federal Members with educational opportunities and training programs as a key agenda item. Meetings held with CSU, RDA, Industry, TAFE and School Principals with regards to Vocational Training Opportunities.
2.3.03.01	Upgrade truck wash facilities in Narromine and Trangie.	Upgrade of Trangie Truck Wash completed by 30 June 2020.	45%	Entire project delayed due to land acquisition, further delays due to supply chain, hyper inflation and procurement redevelopments. Project scope modified from a design and construct contract to a stand alone design contract with a construction contract to follow post final design adoption.



PROTECTING & 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.

Council achieved 95% of the actions set out in the protecting and enhancing our environment actions in the 2021/2022 delivery program.

Action	Number of actions completed	Total number of actions
95% of actions completed		
3.1	8	10
3.2	15	15
3.3	3	3
3.4	3	3
3.5	7	7
3.6	6	6

PROTECTING & ENHANCING OUR ENVIRONMENT

Manage our natural environments for current and future generations - SP No. 22.

Action Code	Action	Performance Measure	Action Progress	Comments
3.1.01.03	Construct Narromine wetlands redevelopment.	Construction completed by 30 June 2020.	55%	New primary pond and viewing mound have been constructed, with stairs to viewing deck under construction. New carpark is in use. The paths have been topped with gravel and graded, new fencing has been installed. Have experienced some major delays during the year due to wet weather conditions.
3.1.02.01	Maintain involvement with the Macquarie and LLS Weeds Group.	Representation and 90% attendance at Macquarie Regional Weeds Advisory Group meetings.	100%	Council continues to be a member of the Macquarie Valley Weeds Committee which is a regional network of Councils, Local Land Services and other stakeholders working together to improve weed management in our area. Council biosecurity officers identify areas of concern and provide local land holders advice and updates of invasive weeds and best spray application times.
3.1.02.02	Continue the annual fingerling release into the Macquarie River and into Goan Waterhole in conjunction with Macquarie Cotton Growers.	Funding application lodged each year and fingerlings released into River and Goan Waterhole - January annually.	50%	Council's application to NSW DPI for the annual fingerling release was approved, however Council was unable to source stock from the hatcheries.
3.1.03.01	Install solar panels on suitable Council buildings.	Installation of solar panels by 30 June 2019.	100%	Council's Customer Service and Payments building has been fitted with panels and other Council buildings are to be fitted as funds become available.
3.1.04.01	Encourage owners of heritage items to contact Council regarding funding available for maintenance of their buildings and sites from State and Local Government.	Quarterly articles in Council's newsletter.	100%	Articles in Council's different communication with residents.
3.1.04.02	Contact owners of sites where building is not maintained and negotiate action plan of maintenance.	Annual review undertaken and action plan complete.	100%	Ongoing discussions with business owners to seek improvement.

PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comments
3.1.04.03	Manage heritage-related enquiries at Council.	Record number of enquiries taken and advice given.	100%	Managed as per existing State and Local policies and laws. Enquiries are recorded.
3.1.05.01	Undertake commitments within the WAP1520 Weeds Action Plan.	Ensure that 90% of private property inspections are undertaken in accordance with commitments within WAP1520.	100%	Council continues to deliver its weed management functions under the NSW Biosecurity Act. As a local control authority for weeds, Council controls high risk weeds on public land, inspects lands for noxious weeds and seeks compliance from landholders, and educates the community about weeds risk and best practice weeds management.
3.1.06.01	Ensure compliance with relevant building codes and regulations.	Development applications and construction certificates are accompanied by relevant Basix certificates or Part J relevant reports where required.	100%	All Construction Certificates are inspected and Basix Compliance Certificates are requested by developers prior to issue of Occupation Certificates.
3.1.07.05	Continue to be a member council of Net Waste, attending regional forums to address waste management issues at a regional level.	90% attendance at NetWaste meetings.	100%	Attended regular meetings when required.

We are a sustainable, environmental community with a great appreciation of our natural assets - SP No. 22.

Action Code	Action	Performance Measure	Action Progress	Comments
3.2.01.01	Support natural resource initiative of Local Land Services (LLS).	80% attendance Local Government Reference Group meetings.	100%	Council staff represent both Council and the community at regional group meetings.
3.2.01.02	Engage with schools and local community groups to utilise the Narromine Wetlands as a learning resource.	Four school groups per year utilise the Narromine wetlands as a learning resource.	100%	Council continued to work with schools and other agencies to deliver youth programs. Wetlands were utilised throughout the year.

PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comments
3.2.01.03	Continue to conduct community education campaigns through Net Waste in accordance with the Waste Education Plan promoting the benefits of recycling and educating the community regarding which items can be recycled.	Carried out by Envirocon annually at each school. At least one community education program conducted annually.	100%	Council contributes to the NetWaste Education Strategy delivered by NetWaste. Information is also published on our website.
3.2.01.04	Continue involvement in the Waste Education Plan.	Education by Envirocon at schools in accordance with the Waste Education Plan.	100%	Council continues to publish educational material on its website.
3.2.01.05	Promote environmental awareness.	Quarterly newsletter article.	100%	Council continues to work with local groups to encourage environmental awareness.
3.2.02.01	Conduct public education campaigns aimed at reducing littering, stray dogs/cats, and promoting the desexing of domestic animals, dog and cat registration, and micro-chipping.	Annual promotion in newsletter.	100%	Council advises the community of their responsibilities and changes to the Act on Council's Facebook page and website.
3.2.02.02	Investigate concerns or complaints in relation to overgrown allotments and buildings in a state of disrepair.	90% of complaints to have investigations commenced within 2 working days.	100%	Complaints are dealt with as soon as practicable and in accordance with Council's policy.
3.2.03.01	Identify local environmental groups within the Narromine Shire.	Contact local environmental groups annually by June 30.	100%	Council's Landcare Coordinator is actively working with identified environmental groups to improve and protect environmentally sensitive areas.
3.2.03.03	Develop a working relationship with identified local environmental groups.	Arrange to meet six monthly.	100%	Council's Landcare Coordinator continues to develop partnerships and provide support to groups, networks and landholders to participate in natural resource management activities.
3.2.03.04	Identify any funding sources that can assist both the local environmental groups and/or Council.	Promote relevant grant funding sources throughout the year.	100%	Council's Landcare Coordinator continues to develop partnerships to secure resourcing through project grants and other sources.

PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comments
3.2.04.02	Promote and encourage environmental sustainable practices to local business.	Annual promotional material to local businesses.	100%	Council encourages all businesses to implement sustainable practices to help lower energy costs, potentially upgrade equipment and increase efficiencies through better environmental practices. Information on business sustainability practices is published on Council's website.
3.2.05.01	Promote initiatives using Smart WaterMark.	Promotion materials sent out with rates notice. Participate in summer time television campaign through Smart WaterMark annually.	100%	Membership of Smart Watermark is now a function of Councils ongoing membership of the Orana Water Utilities Alliance. This membership has been secured for a further 2 years with year 1 focusing on a Water Loss Management Initiative which includes the use of social media.
3.2.05.02	Maintain membership of Smart WaterMark through the LMWUA.	Renew membership annually.	100%	Membership of Smart Watermark is now a function of Council's ongoing membership of the Orana Water Utilities Alliance.
3.2.05.03	Promote benefits of recycling using NetWaste resources.	Include statistics for recycling in Council's newsletter.	100%	Council is a member of NetWaste which participates in green waste processing, used motor oil recycling, scrap steel collection and e-waste collections. Council also operates a DrumMuster collection at each of the Waste Management Facilities. Updated recycling statistics are published on Council's website.
3.2.05.04	Promote the benefits of recycling and water conservation.	Publish recycling statistics at least monthly.	100%	Ongoing research in water consumption, installation of new smart water meters with higher level of accuracy on usage, and recycling. Council retains collecting stations at its waste management facilities as well as recycle bins for residents.

PROTECTING & ENHANCING OUR ENVIRONMENT

A community that values the efficient use of utilities, natural resources and energy - SP. No. 33.

Action Code	Action	Performance Measure	Action Progress	Comments
3.3.02.01	Ensure all development approvals consider existing utilities infrastructure in their determination.	100% of approvals have had adequacy of existing utilities determined.	100%	Approvals checked for infrastructure adequacy.
3.3.02.02	Utilities performance audited annually through Triple Bottom Line (TBL) reporting.	Report submitted by 15 September. Achieve 100% compliance with TBL reporting.	100%	Annual compliance data is now reported via the Bureau of Meteorology website and compliance is not audited.
3.3.03.01	Advocate for reliable and affordable access to internet and communications technology.	Continue to lobby for the increase in the coverage area for mobile technology throughout the Shire.	100%	Council actively working with telecommunications companies to obtain funding for increased mobile coverage.

Ensure a range of housing options for the community - SP No. 20.

Action Code	Action	Performance Measure	Action Progress	Comments
3.4.01.01	Work with relevant parties to identify aged care accommodation needs.	Attendance at relevant meetings in an advisory role.	100%	Continue to work with Timbregongie House and other existing opportunities. Freehold land development nearing completion. Planning for the aged units is underway.
3.4.02.01	Monitor take-up of all land use zones vacant land. Identify short falls.	Review supply of vacant land six monthly.	100%	Vacant land audit undertaken. Continue to liaise with Agents and Developers.
3.4.04.01	Liaise with local real estate agents to ascertain changes in rental demand.	Discuss changes to local demand and supply with local real estate agents.	100%	Council continues to liaise with real estate agents in the community and potential developers.

PROTECTING & ENHANCING OUR ENVIRONMENT

Our community is well connected through our cycleways, footpaths and public transport systems - SP No. 9.

Action Code	Action	Performance Measure	Action Progress	Comments
3.5.01.01	Liaise with transport providers to ensure that full suite of transport options are available.	Discuss with providers and at local interagency forums.	100%	Monthly attendance at interagency meetings which advocate for continued and increased transport options for residents of the Shire.
3.5.02.01	Provide support as required to the Dubbo Regional Council for the expansion of services at the Dubbo Regional Airport.	100% commitment to support Dubbo Regional Council.	100%	Council continues to provide ongoing support to Dubbo Regional Council for the expansion of services at the Dubbo Regional Airport.
3.5.03.01	Liaise with rail service providers to ensure rail service is maintained.	Discuss potential expansion and service contraction with local providers and stakeholders.	100%	Work being undertaken on commercial opportunities with rail operators, not passenger rail providers. Country rail buses continue to have a daily service from Narromine and Trangie.
3.5.05.02	Maintain the Narromine Aerodrome facility to meet reasonable user expectations and CASA requirements within the allocated budget.	Complete Obstacle Limitation Surface (OLS) annually by 30 November.	100%	Inspections and maintenance carried out as per requirements.
3.5.05.03	Undertake inspections on operational areas.	Minimum 52 inspections per year.	100%	Inspections and maintenance carried out as per requirements.
3.5.05.04	Maintenance of glider grassed runways.	Slashing undertaken minimum 26 times per year.	100%	Inspections and maintenance carried out as per requirements.
3.5.06.01	Ensure priority measures implemented from the PAMP.	Annual inspections of footpaths and cycleways prior to finalising works program. Annual works program identified by inspections and PAMP priorities, and adopted annually.	100%	Annual works program identified by inspections with improvements undertaken as budget allows.

PROTECTING & ENHANCING OUR ENVIRONMENT

Our road network is safe, well maintained and appropriately funded - SP No. 10.

Action Code	Action	Performance Measure	Action Progress	Comments
3.6.01.01.1	Review and implement Council's ten year roads Capital Works Program.	Works Program updated annually and adopted by 30 June.	100%	Asset Management Plans including ten-year Roads Capital Works Program were adopted by Council at its meeting held 22 June 2022.
3.6.01.01.2	Review and implement Council's ten year roads Capital Works Program.	Ten Year Capital Works Program updated annually and adopted by 30 June.	100%	Works programmed as per Capital and Operational Plans within approved budget. Storm/flood damage and availability of contractors affected delivery of some road projects.
3.6.01.02	Continue to maintain roadside slashing when grass impedes visibility.	Undertake slashing program annually.	100%	Slashing completed to Rural Fire Service requirements.
3.6.01.03	Apply for hazard reduction funding through Rural Fire Fighting Fund.	Apply for funding prior to 31 March annually.	100%	Hazard Reduction Funding was applied for via the portal prior to 31 March 2022.
3.6.02.01	Convene Local Traffic Committee meetings.	Convene 6 meetings per year of the Local Traffic Committee.	100%	Local Traffic Committee meetings are held and attended by members as required.
3.6.03.01	Meet with State and Federal Members and the Roads Minister on rural road funding issues.	Quarterly meeting with State and Federal Members, and annually with Roads Minister.	100%	Quarterly meetings held with State and Federal Members. Significant funding submissions for local road improvements submitted.



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.

Council achieved 98% of the actions set out in the proactive leadership actions in the 2021/2022 delivery program.

Action	Number of actions completed	Total number of actions
98% of actions completed		
4.1	9	9
4.2	19	20
4.3	18	18
4.4	12	12

PROACTIVE LEADERSHIP

Provision of an accountable and transparent leadership - SP Nos. 30, 31, 32.

Action Code	Action	Performance Measure	Action Progress	Comments
4.1.01.01	Continue to gather feedback regarding community engagement strategies.	Annual review of community engagement strategy to Council by 30 November each year.	100%	Community Engagement Strategy endorsed by Council in December 2021. Reviewed as part of Integrated Planning and Reporting updates.
4.1.01.02	Promote the positive aspects of Narromine Shire Council. Provide important information to the community.	Provide updates to the community on Council activities through all means available within the communications strategy.	100%	Extensive communications in the form of media releases and social media campaigns.
4.1.01.03	Prepare council columns and media releases for local media.	Weekly column provided to print media. A minimum of 12 media releases per annum.	100%	Weekly Council columns were undertaken and 32 media releases were also published throughout 2021-2022.
4.1.01.04	Information available on Council's website.	Website updated as required.	100%	Website updated as required.
4.1.02.01	Councillors maintain strategic community focus.	Positive media around Council's strategic approach.	100%	Councillors work to satisfy the targets and initiatives in the Community Strategic Plan.
4.1.03.02	Provide an opportunity for the public to address Council on relevant issues through the Public Forum Policy at Council Meetings.	Advise the public of the availability of the public forum in the column and newsletter at least quarterly.	100%	Council provides the opportunity for the community to address Council at its Public Forum held prior to Ordinary Council meetings. Information and application forms are available on Council's website.
4.1.03.03	Continue to facilitate S355 Advisory Committees.	Annual review of Section 355 Committee Charters and annual appointment of delegates (September).	100%	Council's Section 355 Committee Charters were reviewed at its Ordinary Meeting held 8 December 2021. Councillor delegates and representatives were duly appointed.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.1.04.01	Respond to requests for access to public information as per legislative requirements.	100% compliance with GIPA Act 2009. Annual review of Council's Information Guide.	100%	Government Information (Public Access) Act Applications are processed in accordance with legislative requirements. Council's Information Guide was reviewed by the NSW Information Commissioner and published on Council's website.
4.1.05.01	Present a positive image of Council to the community.	Provide weekly communications via various means per the communication strategy.	100%	Media releases on Council's projects openly linked to the priorities in the Community Strategic Plan.

Effective council organisational capability and capacity - SP No. 30.

Action Code	Action	Performance Measure	Action Progress	Comments
4.2.01.01	Encourage and reward innovative practices within Council's workforce.	One innovation introduced per directorate each year.	100%	Council has a reward and recognition program which rewards staff for innovative practices.
4.2.01.02	Foster a culture of continuous improvement.	Cultural change program progressively implemented across the organisation. Organisational values and behaviours developed and implemented.	100%	Cultural change program, incorporating employee awards that are based on recognising employees that espouse Council's values and behaviours.
4.2.02.01	Provide policies, programs and initiatives that support employee work/life balance.	Create, update and implement policies for a flexible workplace on an ongoing basis.	100%	Policies reviewed and updated to ensure flexibility for staff to attend to work and family commitments. Our staff survey results show the organisation is seen as a very flexible workplace. Working from home during the COVID-19 pandemic has shown the ability to adapt to an even more flexible workplace when needed.
4.2.02.02	Provide access to innovative leadership training programs.	Research and identify appropriate leadership training for Managers annually.	100%	Leadership/Supervisor training to be undertaken.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.2.02.03	Promote and maintain coaching and mentoring programs across the organisation to support leadership growth.	Programs used to assist staff with leadership growth.	100%	Leadership/Supervisor training to be undertaken.
4.2.02.05	Implementation of Councillor Training and Professional Development Program.	95% attendance by Councillors at scheduled training events.	100%	All Councillors participated in Councillor Induction Training following their election to office in December 2021. During the year Councillors were also provided access to various 'Hit the Ground Running' Webinars hosted by the Office of Local Government. Cybersecurity training was also undertaken by Councillors prior to the end of the financial year.
4.2.03.01	Integrated Planning and Reporting documents reflect best practice.	Positive feedback from Office of Local Government.	100%	Integrated Planning and Reporting Documents for 2022-23 were developed and presented at Council's meeting in April. The Documents were placed on Public Exhibition for a minimum period of 28 days as required and approved and adopted by Council in June 2022.
4.2.04.02	Customer services standards.	Annual satisfaction survey.	75%	Council is reviewing its method of gathering community feedback with an analysis to be provided to Council prior to the end of the Calendar Year.
4.2.04.03	Customer Requests responded to within time frames agreed in Customer Service Policy.	100% compliance with Customer Service Policy.	100%	Monitor and review customer requests on an ongoing basis to ensure responses are provided in accordance with the requirements of Council's Customer Service Policy.
4.2.05.01	Promote future workforce development with options such as traineeships, apprenticeships and cadetships within each department.	Increase the number of apprenticeships over the next 4 years.	100%	Due to the current employment market there is very little interest in traineeships and Skillset have not been able to provide any suitable applicants.
4.2.05.02	Develop and implement initiatives to support / promote workforce diversity.	Ensure the Disability Inclusion Action Plan is considered in all workforce activity.	100%	Workforce Management Strategy was endorsed by Council in June 2022.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.2.05.04	Update HR policies and procedures to ensure they are competitive in the market to support the recruitment and retention of quality workforce.	Policies updated every four years.	100%	Policies are updated as required.
4.2.06.01	Councillors to act positively at all times in the public eye.	No negative feedback received.	100%	No instances of negative impact reported.
4.2.07.01	Continue to implement and improve the employee performance assessment system.	All Departments' performance assessments completed by 1 September annually.	100%	Assessments completed for the 2021/2022 year and SMART goals set for the 2022/2023 year to be measured against.
4.2.07.02	Review and implement the Work Health Safety Management System.	WHS Management System in place and functioning by December 2018 and on an ongoing basis.	100%	Internal audits conducted on WHS Management Systems annually. Statecover desktop audit completed annually. WH&S policies reviewed as they become due.
4.2.07.03	Promote and support continuous improvement activities across council.	Review and document one area of Council operations each year per directorate.	100%	Council promotes continuous improvement through employee recognition.
4.2.07.05	Establish an Internal Audit and Risk Management Committee in accordance with the OLG's proposed new legislation and based on a resource sharing model.	Committee to meet six monthly and provide report to Council.	100%	Council's Internal Audit Committee met regularly throughout the 2021/2022 year. The role of the Committee is primarily one of providing independent assurance over the internal controls and risk management framework of Council. The structure and functions of the Committee will be reviewed after finalisation of the Risk Management and Internal Audit Guidelines from the Office of Local Government.
4.2.07.06	Maintain a database of legislative compliance obligations.	Distributed monthly to MANEX for 100% compliance with statutory obligations.	100%	Council is committed to ensuring that it complies with all applicable laws and regulations. Council's Legislative Compliance Framework consists of the Legislative Compliance Policy, Legislative Compliance Register and Legislative Compliance Checklist.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.2.08.01	Prepare Agenda, Business Papers and Minutes of Council Meetings.	Agenda and Business Papers to be distributed to Councillors 5 days prior to meeting. Minutes to be distributed to Councillors 7 days after meeting.	100%	Council's Agenda, Business Papers and Minutes of its Ordinary and Extraordinary Meetings are prepared in accordance with Council's adopted Code of Meeting Practice. The Code of Meeting Practice was reviewed, placed on public exhibition for comment and subsequently endorsed it its Ordinary Meeting held 22 June 2022.
4.2.08.04	Manage Council's Records System.	No breaches of State Records Act.	100%	Council's Recordkeeping Policies and Recordkeeping manual were reviewed. Refresher recordkeeping training was provided to staff in early 2022. In addition, the migration of electronic records to the new Electronic Document Recordkeeping Management System was completed.

A financially sound council that is responsible and sustainable - SP No. 30.

Action Code	Action	Performance Measure	Action Progress	Comments
4.3.01.01	Implementation of the Delivery Program and Operational Plan including Budget and Asset Management Plan on an annual basis.	Plans and Budget documentation endorsed by Council by 30 June each year.	100%	Council's Operational Plan and annual budget for 2022/2023, together with the Asset Management Plans were approved by Council at its Ordinary Meeting held on 22 June 2022.
4.3.01.02	Continue to prepare financially sustainable budgets for consideration by Council.	Council prepares annual balanced budget for adoption by Council.	100%	The 2022/2023 Operational Plan and Budget was adopted by Council at its ordinary meeting held 22 June 2022.
4.3.01.03	Continue to develop revenue strategies that are equitable and contribute to a financially sustainable future.	Sustainable Statement of Revenue Policy endorsed by Council by 30 June each year.	100%	The 2022/2023 Statement of Revenue Policy was approved by Council at its ordinary meeting held 22 June 2022.
4.3.01.04	Levy and collect rates and charges in accordance with statutory requirements and Council policies.	No known breaches of policy.	100%	Council's rates, levies and charges were raised in accordance with statutory requirements of the Local Government Act 1993. Collections were managed in accordance with Council's Debt Recovery Policy and Hardship Policy.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.3.01.05	Provide monthly cash balances and detailed quarterly financial reports to Council.	Reports prepared and accepted by Councillors and management.	100%	All required reports were prepared and accepted by Council at its ordinary meetings held during the year.
4.3.01.06	Prepare Council's Annual Financial Accounts in accordance with relevant Acts and Regulations.	Unmodified audit report issued by 31 October each year.	100%	The 2020/2021 Financial Statements were completed and lodged with Office of Local Government in accordance with the Acts, Regulations and Accounting Standards.
4.3.01.07	Ensure Council has adequate cash flow to meet their needs.	Maintain level of outstanding rates and charges at below 10% at year end.	100%	Cash flow is monitored daily to ensure sufficient cash is available to meet Council's needs. Budget is controlled and monitored on an ongoing basis to ensure expenditure is in line with approved budget.
4.3.01.08	Ensure Council's ongoing financial viability.	Maintain a debt service ratio below 10%.	100%	Operating profit and debt levels were maintained during the year so as to keep a high level of debt serviceability.
4.3.01.09	Ensure accounting data is recorded accurately and returns are filed in accordance with legislative requirements.	Positive audit findings. Reduction in issues raised in management letter of medium consequence or higher.	100%	Ensure accounting data is recorded properly and accurately on an ongoing basis to meet accounting standards and audit requirements.
4.3.02.01	Ensure Council's Operational Plan is well publicised with ample opportunity for community input.	Operational Plan on public exhibition for a period of 28 days. Comment invited on a variety of media platforms.	100%	Operational Plan for 2022-2023 was adopted by Council on 22 June 2022.
4.3.03.01	Maximise opportunities for utilising grants to supplement and support identified Council priorities and projects.	At least two successful grants received each year for projects within Council priority areas.	100%	In excess of two successful grants, including Resources for Regions and Local Roads Improvement Fund.
4.3.03.02	Identify projects suitable for grant applications.	At least five identified projects per year in the operational plan, subject to grant funds.	100%	Undertaken as required. More than five projects funded over the financial year by grants such as Stronger Country Funding, Resources for Regions.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.3.04.03	Review Asset Management Plans annually.	Asset Management Plans updated annually by 30 June.	100%	Asset Management Plans reviewed and adopted by Council at its Ordinary Meeting held on 22 June 2022.
4.3.04.04	Update Long Term Financial Plans annually.	100% Long Term Financial Plans updated and adopted by 30 June annually.	100%	Long Term Financial Plans reviewed and adopted by Council at its Ordinary Meeting held on 22 June 2022.
4.3.04.05	Undertake monthly inspections of Regional Roads.	12 inspections of each Regional Road per year.	100%	Inspections have been undertaken per inspection program.
4.3.04.06	Undertake annual inspections of Local Roads.	100% Local Roads inspected minimum of once per year.	100%	All monthly inspections of regional roads have been finalised and undertaken as required.
4.3.04.07	Develop and implement plant and fleet strategy.	Strategy developed by 30 June 2018 and implemented thereafter.	100%	Ten year plant program has been developed and is being implemented.
4.3.05.01	Maintain sustainability ratios as per fit for the future improvement proposal.	Sustainability ratios calculated and reported to Council six monthly.	100%	Sustainability ratios are reported and included in the annual financial accounts to provide information on the financial sustainability of Council. The ratios for the 2020-21 financial year have been published.

PROACTIVE LEADERSHIP

Sound partnerships are encouraged and fostered - SP No. 32.

Action Code	Action	Performance Measure	Action Progress	Comments
4.4.01.01	Active membership and representation on government, regional and other bodies.	Maintain membership of relevant government, regional and area bodies.	100%	Active member of Country Mayors Association.
4.4.01.02	Prepare submissions as required.	One submission prepared per year.	100%	These are prepared as required. Recent submission to Economic Development Strategy and Orana Regional Planning document.
4.4.01.03	Continue to participate in shared opportunities through OROC.	Utilise internal audit and procurement shared services. Utilise panel tenders for fuels, reseals and bitumen emulsion. Participate in user groups for finance, HR, payroll, risk management and WHS.	100%	Council utilises Regional procurement to procure goods and services. Active participation in HR and payroll user groups and forums.
4.4.02.01	Represent the community's interests and lobbying topics of significant impact to the Shire.	One submission per quarter.	100%	Submissions prepared to the Regional Infrastructure coordination unit, Local and Federal Members.
4.4.02.02	Prepare submissions and lobby for community interests as required, e.g. funding for rural roads, infrastructure and services.	One submission per quarter.	100%	Submissions prepared as required.
4.4.02.03	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.	Meet with State and Regional Local Members, six monthly.	100%	Quarterly meetings held with State and Federal Members.
4.4.03.01	Nurture relationship with key external organisations and individuals.	90% attendance at OROC and GMAC meetings.	100%	100% attendance at Alliance of Western Councils and General Manager Advisory Committee meetings.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.4.03.02	Maintain partnerships with like-minded councils and other organisations to create stronger and more effective lobby groups.	Maintain active membership and representation on LMWUA, Local Government Procurement, Water Directorate, NetWaste, IPWEA.	100%	Active Memberships maintained.
4.4.04.01	Build stronger relationships with State and Federal members, NSW Police, Interagency Group, Regional Development Australia.	Meet quarterly with State and Federal Members, NSW Police and Regional Development Australia. Attend monthly Interagency Group meeting.	100%	Quarterly meetings with State and Federal Members held, NSW Police and Regional Development Australia. Council representatives attend monthly interagency meetings.
4.4.04.03	Work with community groups and services to deliver actions in the Social Plan.	Implement actions in Social Plan.	100%	Social plan completed in 2019. Working to deliver outcomes through Economic Development Group Committee and sub-committee groups.
4.4.05.01	Work collaboratively with community groups through greater representation at the Interagency Group.	Increase the representation of community groups within the Interagency Group by 30 June 2018.	100%	Continue to work with all community groups to improve socio and economic outcomes and achieve Community Strategic Plan objectives.
4.4.05.02	Work collaboratively with the community through greater representation at the Trangie Action Group.	90% attendance by Councillor Representative.	100%	Councillor representation on Trangie Action Group. Minutes are received after each meeting. Good communication with Trangie Action Group Executive.



MAJOR CAPITAL WORKS UNDERTAKEN

- Dundas Park Playground upgrade
- HubnSpoke co-working space
- Installation of Narromine Pool Liner replacement
- Narromine Aerodrome Lighting Upgrades
- Narromine Wetlands – carpark construction, lighting installation, pond excavation
- Construction of Netball Shed and installation of park furniture at Apex Park, Narromine
- Trangie Tennis Club toilet and access upgrades
- Construction of multipurpose court Tomingley
- Swift Park Landscaping
- Storm Water Drainage improvements on local road culverts
- Various Local Road Repairs from flood and storm damage

MAJOR CAPITAL WORKS COMMENCED

- Construction of two new hangars at the Narromine Aviation Business Park
- Wentworth Parklands Subdivision
- Cale Oval clubhouse and grandstand construction
- Narromine Wetlands – excavation of a second pond
- Tomingley Water Treatment Plant
- Construction of Tullamore Road Realignment at Oaks Bridge



2021/ 2022 GRANTS

SUCCESSFUL

- Resources for Regions Round 8 – \$2,325,222
- Stronger Country Communities Round 4 – \$790,301
- Fixing Local Roads – \$915,000
- Local Roads Community Infrastructure Program Phase 3 – \$1,819,380
- Murray Darling Basin Economic Development Program Round 3 – \$500,000
- Road Safety Program – School Zone Infrastructure Narromine and Trangie Schools – \$175,000
- Murray Darling Basin Economic Development Program Round 3 – \$500,000
- Illegal Dumping Grant – \$63,000
- Regional Sports Fund – \$6,500
- NSW Office of Sport, Lighting upgrade at Alan Burns Oval Trangie – \$11,000
- Crown Reserve Improvement Fund, Water reticulation at Narromine Showground – \$46,093
- Regional Youth Summer and Winter School Holidays Break 2021/22 – \$10,000

EVENTS

Shop Local Campaign 2021

November / December 2021

As part of Council's Community Strategic Plan to encourage people to visit and shop locally in the Narromine Region, the Shop Local Campaign was again a great success for the small businesses, with people traveling from far and wide to purchase from local retailers. A shop local night was also held, where the businesses remained open well into the evening, creating a carnival-type atmosphere. Council is looking forward to another successful campaign in 2022.

Australia Day

26 January 2022

Andrew Lock OAM, Australia's most accomplished high-altitude mountaineer, was the 2022 Australia Day Ambassador for Narromine.

Andrew's achievements encompass 18 summits of those 8000 metre peaks, including Mt Everest (twice), three times that of any other Australian, placing him in a select group of the world's best alpinists.

Over 500 people celebrated Australia Day in Narromine and Trangie at separate events.

Ambassador Mr Andrew Lock presented the following awards at the Narromine Australia Day Celebrations.

- Citizen of the Year: Rita Whitbread
- Senior Citizen of the Year: Joy Kirkby
- Junior Sports Person of the Year: Haleigh McCarney
- Senior Sports Person of the Year: Sandy Andrews
- Certificate of Recognition to Sport: Emma Jean Edwards

The Trangie celebrations were hosted by the Trangie Action Group, with the following awards being presented.

- Citizen of the Year: Trish Clark
- Senior Citizen of the Year: Bob Lindsay
- Young Citizen of the Year: Remy Gleeson
- Junior Sports Person of the Year: Mia Gleeson
- Senior Sports Person of the Year: Jess Skinner
- Community Event of the Year – ADF – COVID Clinics



Citizenships

During 2021/2022, Council welcomed five people into the community with the following community members taking the pledge to become citizens;

- Mary Bailey
- Sonima Kaipurath Kuni
- Sheila Ledres Noquera
- Meghnaben Piyushkumar Patel
- Kuldip Singh

National Apology Day

11 February 2022

Held at Narromine Shire Council Chambers, members from the Narromine Local Aboriginal Lands Council attended the day together with Mayor Craig Davies and General Manager Jane Redden. The event was marked with a flag raising ceremony to recognise the Stolen Generation.

Small Business Month

March 2022

Council hosted an evening with successful business women as special guests; Fiona Aveyard, founder of the Paddock to Plate business Outback Lamb, Fiona Hall, owner of Bite Riot Operations and Fiona Nash, Regional Education Commissioner.

The evening provided the opportunity for these successful women to share their experiences and also use the event to build stronger networks within the local business community.

The Hon Dugald Saunders MP, Minister for Agriculture and Minister for New South Wales also participated in the event.

Workshops were delivered to the business community within the Shire during March including Digital Marketing and Boss Skills.



EVENTS

Senior Citizen Day

1 April 2022

Council hosted a 'Tune into Technology' themed morning tea at the Narromine Golf Club for senior residents of Narromine Shire. An informative technology session presented by the Local Librarian, followed by some music entertainment was enjoyed by everyone that attended the celebration.

National Sorry Day

26 May 2022

Held at the Narromine Sports and Fitness Centre, Narromine and Trangie Local Aboriginal Lands Councils provided an extensive indigenous art show with exhibits from both local and non-local artists. The day was attended by many local elders and the group was addressed by Grace Toomey, Board Member of the NSW Aboriginal Lands Council. Local Aboriginal dancers also performed for the elders and a morning tea was enjoyed by all.

School Holiday Sport and Recreation Activities

January and April 2022

During the School Holidays a number of free Sport and Recreational programs were offered to children between the ages of 7 and 17 within the Narromine Shire.

Programs included NRL and AFL clinics, Basketball, Soccer, Cricket and Tennis clinics, Inflatable Days, Movie Nights and Virtual Reality Easter Egg Hunts.





ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT

CSP Objective 2.1

Economic Development continues to be a strong focus of Narromine Shire Council featuring strongly in the Community Strategic Plan. Council's Economic Development Committee continues to have a focus on Agriculture, Industry and Business, and Tourism with many community projects also developed.

In 2019/2020 social plan initiatives were added as a fourth area of focus prioritising areas of community development. In 2021/2022 Council has developed the Wentworth Parklands subdivision with a total of 15 residential blocks.

INLAND RAIL CONSULTATION

CSP Objective 4.4

The next section of work between Narromine and Narrabri which will see the development of 307km of new construction. Planning is well underway with the Environmental Impact Statement completed in early 2021. It is expected that these works will provide several hundred million dollars of economic activity for the local economy.

EVENT DEVELOPMENT

CSP Objective 1.2

Events through 2021 were kept at a minimal level due to the COVID restrictions, however, 2022 has seen a return to many events featuring a Shop Local Campaign, Australia Day, National Sorry Day, National Apology Day, Small Business events, School Holiday Activities and a Senior Citizenship Day.

FINANCIAL SNAPSHOT

Financial Performance

Council's financial position continues to remain sound. A summary of our financial result is outlined below:

Income Statement	2022 (\$'000)	2021 (\$'000)
Total income from continuing operations	33,903	32,553
Total expenses from continuing operations	25,789	22,293
Operating result from continuing operations	8,114	10,260
Net operating result for the year	8,114	10,260
Net operating result before grants and contributions provided for capital purposes	(2,510)	1,135
Statement of Financial Position		
Total current assets	34,858	30,975
Total non-current assets	364,985	320,071
Total current liabilities	(6,472)	(6,879)
Total non-current liabilities	(5,738)	(4,216)
Total equity	387,633	339,951
Other Financial Information		
Operating performance ratio %	0.58%	10.39%
Own source operating revenue ratio %	45.97%	46.91%
Unrestricted current ratio	4.59x	3.22x
Debt service cover ratio	4.57x	8.16x
Rates and annual charges outstanding ratio %	6.43%	7.94%
Cash expense cover ratio	2.88 months	3.71 months

Cash Position

Council has cash and investment holdings of \$24.1M as at 30 June 2022. A summary of our cash flow for year ended 30 June 2022 is shown below:

	2022	2021
Cash flows from operating activities	10,300	15,220
Cash flows from investing activities	(10,956)	(16,352)
Cash flows from financing activities	74	(995)
Net increase (decrease) in cash held	(582)	(2,127)
Cash at beginning of financial year	5,125	7,252
Cash at end of financial year	4,543	5,125
Plus investment on hand – end of year	19,598	21,189
Total cash, cash equivalents and investments	24,141	26,314

FINANCIAL SNAPSHOT

Income Statement

Council's operating result (\$8.1M including the effect of depreciation expense of \$6.5M) is significantly lower than the 2020-21 result. This was primarily attributable to a financial loss, negative return on investments.

The net operating result before capital grants and contributions of \$(2.5M) was \$1.4M lower than the 2020-21 result.

Rates and annual charges revenue (\$9.6M) increased by \$0.2M (0.9 per cent) in 2021-22 due to the recovery of long outstanding debts.

Grants and contributions revenue (\$18M) increased by \$0.9M in 2021-22 due to receipt of capital grants as noted above.

	2022 (\$M)	2021 (\$M)
Rates and annual charges revenue	9.6	9.4
Grants and contributions revenue	18.0	17.1
Operating result for the year	8.1	10.3
Net operating result before capital amounts	(2.5)	1.1

Statement of Cash Flows

The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year and reveals that cash remained around \$24.1M.

Financial Position

External restrictions include unspent specific purpose grants, contributions and domestic waste charges, and water and sewerage funds. Balances are internally restricted due to Council policy or decisions for forward plans including works program. Unrestricted balances provide liquidity for day-to-day operations.

Cash and Investments	2022 (\$M)	2021 (\$M)
External restrictions	13.2	14.0
Internal restrictions	7.8	9.6
Unrestricted	3.1	2.7
Cash and investments	24.1	26.3

FINANCIAL SNAPSHOT

Performance Ratios

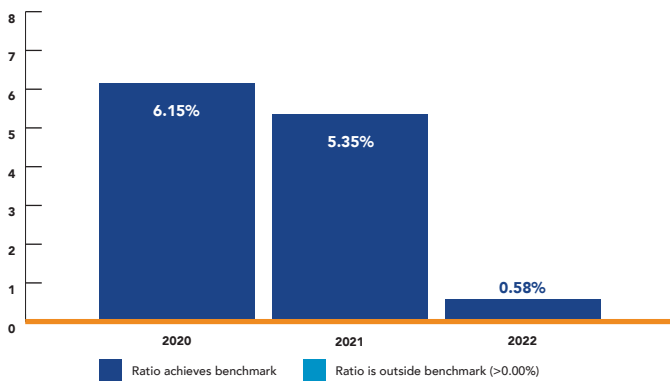
Note 26(c). Statement of performance measures - consolidated results (graphs).

Operating Performance Ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Council's operating performance ratio decreased significantly due to a financial loss, negative return on investments and is lower than the OLG benchmark.

2021/2022 ratio: 0.58%

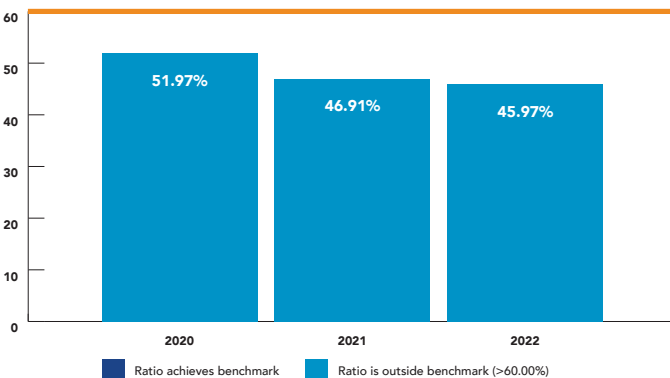


Own Source Operating Revenue Ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Narromine Shire Council is a rural Council with limited revenue generating opportunities. Council has generated 44% of its total revenue from own sources which is lower than the benchmark set by the OLG.

2021/2022 ratio: 45.97%

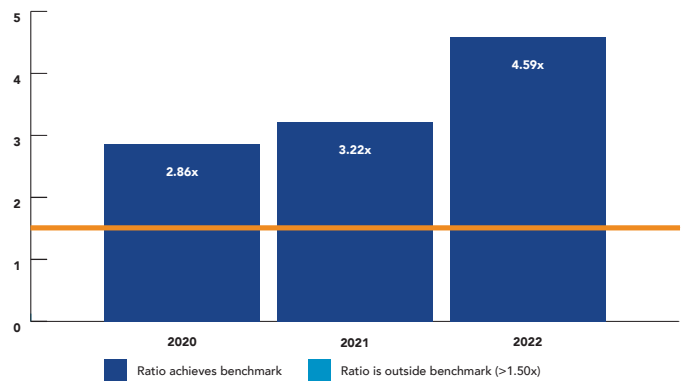


Unrestricted Current Ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Council's result is well above the benchmark of 1.5 times set by the OLG.

2021/2022 ratio: 4.59x

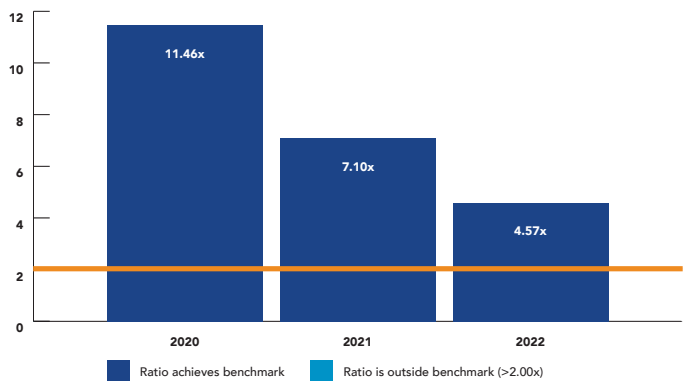


Debt Service Cover Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

Debt service cover ratio decreased due to the impact of negative investment returns on the operating income of Council for the financial year. Council continues to monitor its liquidity levels to ensure borrowing costs are met when they are due.

2021/2022 ratio: 4.57x



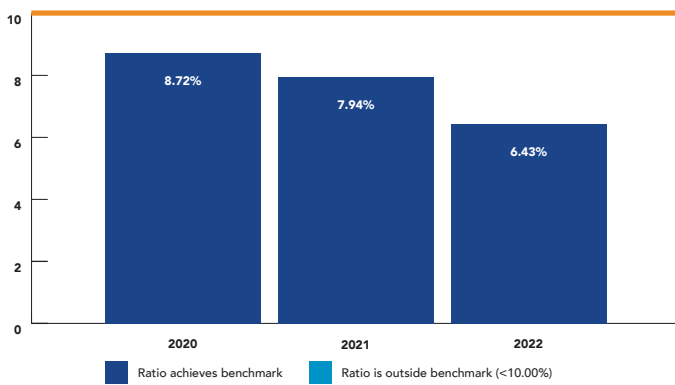
FINANCIAL SNAPSHOT

Rates and Annual Charges Outstanding Percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Council's result is 6.43% which exceeds the limit set by the OLG. The ratio improved from the previous year due to recovery of long outstanding debts.

2021/2022 ratio: 6.43%

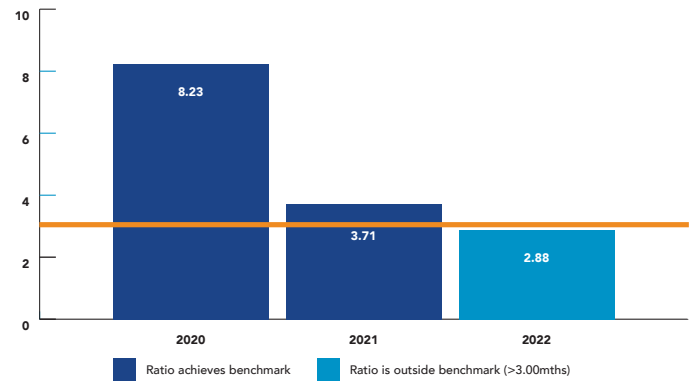


Cash Expense Cover Ratio

The liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Council is slightly below the benchmark set by OLG which is 3.0 times for rural councils.

2021/2022 ratio: 2.88 mths



OUR STATUTORY REPORT

Under the Local Government Act 1993 and Local Government (General) Regulation 2005, Narromine Shire Council must provide information to the Minister for Local Government annually. This information is provided below:

AUDITED FINANCIAL REPORTS

s428(4)(a) Council's audited financial reports

Refer to Annexure One for a full copy of our Financial Statements.

STATE OF ENVIRONMENT REPORT

Act s 428(3)

Refer to Annexure Two (State of Environment Report).

END OF TERM REPORT 2017 - 2021

Act s 428(2)

Refer to Annexure Three (End of Term Report 2017-2021) outlining Council's achievements in implementing the Community Strategic Plan over the previous 4 years.

RATES AND CHARGES WRITTEN OFF

Cl 132 Local Government (General) Regulation 2021 (Reg)

\$7,340

OVERSEAS VISITS

Reg cl 217 (1)(a) Details of Overseas visits

There were no overseas visits during the year by any Councillors, Council staff or other persons while representing Council.

COUNCILLOR EXPENSES AND PROVISION OF FACILITIES

Reg cl 217(1)(a1) (i), (ii), (iii), (iv), (v), (vi), (vii), (viii) Total cost during the year of the payment of expenses of, and the provision of facilities to Councillors in relation to their civic functions.

Expense	2021/22
Mayoral Allowance	27,059
Councillor Fees	104,357
Provision of dedicated office equipment allocated to Councillors	9,000
Telephone calls made by Councillors	2,336
Attendance of Councillors at conferences and seminars	1,484
Training of Councillors and provision of skill development, including transport, accommodation and out-of-pocket expenses	5,517
Expenses of any spouse, partner or other person who accompanied a Councillor, in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines	-
Expenses involved in the provision of care for a child or an immediate family member of a Councillor	-
Interstate visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	958
Overseas visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	-
Other Councillor expenses (catering, stationery etc.)	21,850
Total	172,561

OUR STATUTORY REPORT

COUNCILLOR PROFESSIONAL DEVELOPMENT

- Elected Life Induction Workshop – Presented by LGNSW undertaken by:
 - Cr Craig Davies, Mayor
 - Cr Dawn Collins, Deputy Mayor
 - Cr Diane Beaumont
 - Cr Casey Forrester
 - Cr Adine Hoey
 - Cr Lyn Jablonski
 - Cr Ewen Jones
 - Cr Les Lambert
- Councillor Induction Workshop – Presented by Council Executive Staff:
 - Cr Lachlan Roberts.
- Essential Cybersecurity training was undertaken throughout the year by;
 - Cr Craig Davies, Mayor
 - Cr Dawn Collins, Deputy Mayor
 - Cr Diane Beaumont
 - Cr Casey Forrester
 - Cr Adine Hoey
 - Cr Lyn Jablonski
 - Cr Ewen Jones
 - Cr Les Lambert
 - Cr Lachlan Roberts
- All Councillors were provided access to various ‘Hit the Ground Running’ Webinars hosted by the Office of Local Government.

CONTRACTS AWARDED

Reg cl 217(1)(a2) (i), (ii) Details of each contract awarded for amounts greater than \$150,000

Name of Contractor	Nature of Goods/ Services Supplied	Total Amount Payable (incl GST)
Precinct Commercial Pty Ltd	Cale Oval Facility Upgrade	\$1,987,432.76
Avionics Airfield Lighting Ltd	Narromine Aerodrome Lighting Upgrade	\$605,000

JLE Electrical	Dappo Road Subdivision – Electrical & NBN	\$321,446.13
Robson Civil Projects Pty Ltd	Dappo Road Residential Subdivision – Construction	\$1,497,015.04

LEGAL PROCEEDINGS

Reg cl217(1)(a3) Summary of the amounts incurred by the Council in relation to legal proceedings

No legal action was commenced against Council in the period under review.

PRIVATE WORKS

Reg cl 217(1)(a4) & Act s 67, 67(2)(b) Summary of resolutions made under section 67 concerning work carried out on private land

Nil

CONTRIBUTIONS

cl217(1)(a5) & Act s 356 Total amount contributed or otherwise granted under section 356 (financially assist others)

\$44,431

EXTERNAL BODIES

cl217(1)(a6) Statement of all external bodies that exercised functions delegated by Council

Nil

CONTROLLING INTERESTS

cl217(1)(a7) Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which Council held controlling interest

Nil

JOINT VENTURES

cl217(1)(a8) Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which Council participated

Council was a party to the following joint venture during the year – Macquarie Regional Library.

OUR STATUTORY REPORT

EQUAL EMPLOYMENT OPPORTUNITY

cl217(1)(a9) Statement of activities to implement Council's EEO management plan

Council's EEO Committee is held in conjunction with Council's Consultative Committee Meetings.

Activities included:

- 5 meetings in the 2021/2022 year
- The promotion of EEO, anti-discrimination/harassment in the monthly staff newsletter
- Ensuring all opportunities to act in higher positions have been based on merit
- A review of the flexible work arrangement policies
- All staff interviewed on exit to ensure resignations are not due to EEO or harassment issues.

EMPLOYMENT OF SENIOR STAFF

Reg cl 217(1)(b) & (c) (i), (ii), (iii), (iv), (v) Statement of total remuneration comprised in the remuneration package of the General Manager and Senior Staff including Salary components, bonus, performance or other payments, Employer's contribution or salary sacrifice, non-cash benefits and fringe benefit tax for any such non-cash benefits.

During the year, Council had two senior staff as defined by the Local Government Act comprising of a General Manager and one other senior staff.

Total Remuneration Package	
General Manager	\$275,238
Senior Staff	\$199,619

LABOUR STATISTICS

Reg cl 217 (1)(d) (i),(ii),(iii),(iv)

Statement of total number of persons who performed paid work on Wednesday 25 May 2022.

Number of persons directly employed by Council:	
• On a permanent full-time basis	78
• On a permanent part-time basis	6
• On a casual basis	9
• Under fixed-term contract	3
The number of persons employed by Council as Senior Staff members	2
The number of persons engaged by the Council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person	0
The number of persons supplied to Council, on a contract or other arrangement with the person's employer, as an apprentice or trainee	1

STORMWATER MANAGEMENT SERVICES

cl217(1)(e) Statement detailing the stormwater management services provided (if levied)

Stormwater Management Services charged by Council in 2021/2022 are as follows:

- + \$25.00 for all residential lots with an area below 1200m²
- + \$50.00 for all lots with an area greater than or equal to 1200m² and below 5000m²
- + \$100.00 for lots with an area greater than or equal to 5000m² and below 10,000m²
- + \$375.00 for lots with an area greater than 10,000m²



OUR STATUTORY REPORT

COASTAL PROTECTION SERVICES

cl217(1)(e1) Statement detailing coastal protection services provided (if levied)

Nil

ENVIRONMENTAL UPGRADE AGREEMENT

s54P(1) Particulars of any environmental upgrade agreement entered into by the Council

Nil

SPECIAL VARIATION EXPENDITURE

Special Rate Variation Guidelines (SRV Guidelines) 7.1 Report on activities funded via a special rate variation of general income*

Nil

CAPITAL EXPENDITURE

*OLG Capital Expenditure Guidelines**

Capital Expenditure Guidelines Report on capital works projects

Review Notification was provided to the Office of Local Government for grant funded infrastructure at Cale Oval in Narromine.

This project is still in progress due to supply issues and wet weather delays. Cost variances for the financial year total \$78,855.

COMPANION ANIMALS ACT AND REGULATION

cl217(1)(f) Statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation

All pound data collection and reports relating to dog attacks are submitted to the Office of Local Government as required.

During 2021/2022 Council spent a total of \$139,772 on companion animal management and activities.

Council subscribes to a free online "Responsible Dog Ownership" program which is promoted through Council's website and social media. This program encourages responsible ownership, care of companion animals as well as promoting de-sexing of companion animals within the Narromine Shire. Council has a strong working relationship with various pet rescue organisations to ensure that as many companion animals are re-homed as possible. The re-homing rate for 2021/2022 was 74%, with 12% being returned to their owners and only 5% being euthanized due to being unsuitable for re-homing and/or dangerous.

A dedicated off leash area, including a fenced area is provided in Rotary Park, Narromine.

OUR STATUTORY REPORT

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

s125(1) & cl8, Schedule 2 Information included on GIPA activity -

Council's program for the proactive release of information involved providing as much information as possible on Council's website. During the reporting period Council received 42 formal access applications details of which are as follows:

Table A - Number of Applications by type of applicant and outcome:

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private Sector business	3	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	14	0	0	0	1	0	0	0
Members of the public (other)	24	0	0	0	0	0	0	0

Table B - Number of Applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Personal information applications	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	41	0	0	0	1	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0



OUR STATUTORY REPORT

Table C – Invalid Applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently become valid applications	0

Table D – Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

Table E – Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of times consideration used
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0



OUR STATUTORY REPORT

Table F – Timeliness

	Number of applications
Decided within the statutory time frame (20 days plus any extensions)	42
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0

Table G – Number of applications reviewed under Part 5 of the Act

	Decision Varied	Decision Upheld
Internal Review	0	0
Review By Information Commissioner	0	0
Internal review following recommendation under section 93 of Act	0	0
Review by ADT	0	0

Table H – Applications for review under Part 5 of the Act

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Table I – Applications transferred to other agencies

	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0

OUR STATUTORY REPORT

PLANNING AGREEMENTS

s57.5(5) Particulars of compliance with and effect of planning agreements in force during the year

Council is party to a voluntary planning agreement associated with the Tomingley Gold Operations development and compliance with the agreement was maintained during the reporting period.

PUBLIC INTEREST DISCLOSURES

s31 & cl4 Information on number of public interest disclosures and whether public interest disclosure policy is in place

Council did not receive any public interest disclosure reports made by public officials performing their day to day functions. There were no public interest disclosures finalised in the report period. Council has adopted an Internal Reporting Policy for Local Government. Council's General Manager has taken action to meet staff awareness obligations through links on the staff intranet site, Council's website, message in staff newsletters and poster displays.

CARERS (RECOGNITION) ACT

s8(2) Report on compliance with the Carers (Recognition) Act

Council is not a Human Service Agency under the Act; however, Council has formulated a policy on our obligations under the NSW Carers (Recognition) Act 2010. We value the diversity of our employees and promote inclusive human resource practices. Council also recognises the importance of flexible work arrangements. All employees have the same rights, choices and opportunities. Allowance is also made to refund Councillors expenses involved in the provision of care for an immediate family member to allow the Councillor to undertake their civic duty.

DISABILITY INCLUSION PLAN

s13(1) Information on the Implementation of Council's Disability Inclusion Plan

Council continues to maintain a Disability Inclusion Action Plan with the purpose of enabling greater access to Council information, services and facilities. This plan was updated in conjunction with other strategic documents. In 2021/2022 there has been particular emphasis placed on the improvement of footpaths and upgrades of community amenities. In this regard work has commenced on the upgrade of public toilets at the Trangie Showground, Rotary Park Narromine and the Trangie main street.

RECOVERY AND THREAT ABATEMENT PLANS

Fisheries Management Act 1994, s220ZT (2)

Council has not been identified in a recovery and threat abatement plan under the Act.

SWIMMING POOL INSPECTIONS

s22F (2) Details of Inspections of private swimming pools

Inspection Category	Number
Swimming pool inspections made by Council	17
Swimming pool inspections made by Council of tourist and visitor accommodation	1
Inspections of premises with 2 or more dwellings	0
Inspections resulting in the issuing of a certificate of compliance	17
Inspections resulting in the issuing of a certificate of non-compliance	0



CONTACT

Customer Service & Payments Centre

118 Dandaloo Street, Narromine

Open from 8.30 am to 5.00 pm Monday to Friday
Telephone 02 6889 9999

(for payments and general enquiries)

Council Chambers

124 Dandaloo Street, Narromine

By appointment only, Monday to Friday
Telephone 02 6889 9999 (for general enquiries)

Correspondence

All correspondence should be addressed to the
General Manager and sent to:

Narromine Shire Council
PO Box 115, Narromine, NSW, 2821

Email: mail@narromine.nsw.gov.au

Fax: 02 6889 9998

Website: www.narromine.nsw.gov.au

Council's Contact Directory

Administration	6889 9999
Animal Control	6889 9999
Narromine Public Library	6889 1088
Trangie Public Library	6888 7501
Narromine Swimming Pool	6889 9976
Trangie Swimming Pool	6888 7536
Narromine Sports Centre	6889 9977
Narromine Waste Depot	6889 9957
Tourist Information	6889 7131
SES (Floods and Storms)	132 500
After Hours	6889 9999