



ANNEXURE ONE

STATE OF OUR SHIRE REPORT



Narromine

SHIRE COUNCIL

2021-2024 STATE OF OUR SHIRE REPORT



ACKNOWLEDGMENT OF COUNTRY



We acknowledge the traditional custodians of the land and pay respect to the elders, past, present and future, for they hold the memories, traditions and the culture of the land.

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MESSAGE FROM THE GENERAL MANAGER



The State of our Shire Report provides an opportunity to reflect on the achievements of Council in meeting the expectations of our community.

This term of Council (3 years) has been challenging for the community and Council, with a series of flooding events across the Shire, leading to damaged roads and other community infrastructure. Wet weather also delayed capital renewals and maintenance programs. Fortunately, in late 2023 Council was able to recommence capital works, and the remainder of the term focused heavily on improving the safety and reliability of our road network.

The severe supply chain shortages experienced in the early part of the term of Council, together with the tight labour market, contributed to the delay in delivering a number of major projects and programs. Despite these delays however, Council completed the Cale Oval Facility upgrade in 2023, the Dundas Park Playground upgrade in 2023, and the Trangie Truck Wash upgrade in 2024.

To encourage economic growth in the Shire, Council purchased a 522-ha rural property on Craigie Lea Lane, Narromine to take advantage of the unique opportunities presented by the Inland Rail project, and progress Council's industrial freight exchange hub. Large lot residential subdivision works at Wentworth Parklands in Narromine were completed in the 2023/2024 financial year, providing a further 15 housing blocks for future development. Council also commenced a 7-lot residential subdivision in Trangie.

Water management continues to be a priority issue for our Shire. A review of Council's Integrated Water Cycle Management Strategy (IWCM) is underway to assess

security of our town water supply as well as projected growth scenarios. Any future asset investment and management initiatives identified through the IWCM review process can then be prioritised for State Government funding.

In 2022, a revolutionary water treatment plant was installed in Tomingley to provide safe drinking water to the village. This innovative infrastructure project was a finalist in the 2023 NSW Water Awards.

The longstanding proposed Narromine levee extension culminated in the completion of the feasibility study in 2024, providing a cost estimate of \$109 M for its design and construction. Given government funding structures typically require a contribution of 6:1, Council resolved to finalise the detailed design and not proceed any further.

Council maintained strong relationships with a diverse group of stakeholders, including State and Federal Government Agencies to advocate for and/or provide important community outcomes. Key advocacy areas included water security, retention of health services, crime minimisation, regional connectivity, and roads funding.

Council's financial position continues to remain sound, supported by a number of successful grants, facilitating capital expenditure.

I would like to acknowledge the support of our staff and the significant contribution they have made in achieving the results detailed in this report.

Jane Redden
General Manager

NARROMINE SHIRE - OUR LGA

5,224 sq km

OUR LOCAL
GOVERNMENT AREA

6,360

LGA POPULATION

30.7%

AGRICULTURE, FORESTRY
AND FISHING

55.3%

HOLD A
QUALIFICATION

AGRICULTURE

LARGEST
INDUSTRY



NARROMINE SHIRE PROFILE SNAPSHOT

Our People

LGA Population – 6,360

Aboriginal and Torres Strait Islander
People -1,280

Median Age - 40 years

- 21.2% of our residents are 0 – 14 years old
- 11.2% are 15 – 24 years old
- 46.4% are 25 – 64 years old
- 21.5% more than 65 years old

Overseas born residents - 18.4%

Education

7.2% of our residents attending
Preschool

24.8% of our residents attending
Primary School

18.5% of our residents attending
Secondary School

8.2% of our residents attending
tertiary education

Housing

2841 private dwellings

Average household size – 2.5 people

Renting households – 24%

Median Weekly Rent - \$240

Economy

Median weekly household income -
\$1,308

High Employment Sectors

- Agriculture, Forestry and Fishing – 30.7%
- Education and Training – 10.9%
- Health Care and Social Assistance – 9.7%
- Mining – 7.8%
- Retail Trade – 5.9%

Participation in labour force of people
aged 15 years and over – 55.3%

Gross Regional Product - \$528 M

ELECTED COUNCIL

The elected Council is comprised of 9 Councillors, being the governing body of the Council.

The last local government election was held on 4 December 2021. (The September 2020 elections were postponed to December 2021 in response to the COVID-19 pandemic).

The Mayor and Deputy Mayor are elected by Councillors for a two-year period.



Craig Davies Mayor
(Dec 2021 – Sep 2024)



Dawn Collins Deputy Mayor
(Dec 2021 – Sep 2024)



Les Lambert
(Dec 2021 – Sep 2024)



Adine Hoey
(Dec 2021 – Sep 2024)



Diane Beaumont
Dec 2021 – Sep 2024)



Lachlan Roberts
(Dec 2021 – Sep 2024)



Ewen Jones
(Dec 2021 – Sept 2024)



Lyn Jablonski
(Dec 2021 – June 2023)



Casey Forrester
(Dec 2021 – April 2024)



THE COLLECTIVE ROLE OF COUNCIL'S GOVERNING BODY IS: -

- To direct and control the affairs of the council in accordance with the Act,
- To provide effective civic leadership to the local community,
- To ensure as far as possible the financial sustainability of the council,
- To ensure as far as possible that the council acts in accordance with the principles set out in Chapter 3 of the Local Government Act 1993 and the plans, programs, strategies and policies of the council,
- To develop and endorse the community strategic plan, delivery program and other strategic plans, programs, strategies, and policies of the council,
- To determine and adopt a rating and revenue policy and operational plans that support the optimal allocation of the council's resources to implement the strategic plans (including the community strategic plan) of the council and for the benefit of the local area,
- To keep under review the performance of the council, including service delivery,
- To make decisions necessary for the proper exercise of the council's regulatory functions,
- To determine the process for appointment of the general manager by the council and to monitor the general manager's performance,

- To determine the senior staff positions within the organisation structure of the council,
- To consult regularly with community organisations and other key stakeholders and keep them informed of the council's decisions and activities,
- To be responsible for ensuring that the council acts honestly, efficiently, and appropriately.

THE LOCAL GOVERNMENT ACT ALSO PRESCRIBES THE ROLE OF INDIVIDUAL COUNCILLORS: -

- To be an active and contributing member of the governing body,
- To make considered and well-informed decisions as a member of the governing body,
- To participate in the development of the integrated planning and reporting framework,
- To represent the collective interests of residents, ratepayers, and the local community,
- To facilitate communication between the local community and the governing body,
- To uphold and represent accurately the policies and decisions of the governing body,
- To make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

A councillor is accountable to the local community for the performance of the council.

OUR ORGANISATION

COUNCIL IS MADE UP OF FOUR DIRECTORATES, REPORTING TO THE GENERAL MANAGER.

General Manager



Infrastructure and Engineering Services	Finance and Corporate Strategy	Community and Economic Development	Governance
<ul style="list-style-type: none"> • Infrastructure and buildings • Roads, stormwater • Water and sewer • Waste • Parks, gardens, playing fields, swimming pools • Cemeteries • Fire protection and emergency services 	<ul style="list-style-type: none"> • Financial management • Information Technology • Customer service • Rating and valuations • Business analysis • Integrated Planning and Reporting 	<ul style="list-style-type: none"> • Economic Development • Community services • Library Services • Tourism and Events • Strategic Planning, Development and Assessment 	<ul style="list-style-type: none"> • Governance • Records • Property services • Legal and Insurance • Biosecurity • Animal Control • Health and Building Inspection • Human Resources

OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK

THE INTEGRATED PLANNING AND REPORTING PROCESS ENABLES COUNCILLORS TO: -

- Work directly with their community to identify long-term priorities for local identity, growth and lifestyle
- Understand the range of services the community wants, the service standards they expect and the infrastructure that will be required to deliver them.
- Have meaningful conversations about the cost of meeting community expectations and map out a four-year strategy to deliver key priorities, projects and services.
- Set appropriate fees and charges

- Monitor Council's progress
- Report back to the community on success in achieving goals
- Be assured that statutory and other planning, consulting and reporting requirements are being met

The framework begins with the community's aspirations for a period of at least 10 years. It includes a suite of integrated plans that set out a vision and goals and strategic actions to achieve them. It involves a reporting structure to communicate progress to Council and the community as well as a structured timeline for review to ensure the goals and actions are still relevant. See flowchart below.





PURPOSE AND CONTEXT OF REPORT

Our State of our Shire Report (formerly End of Term Report) is prepared in accordance with the Local Government Act 1993 and reports progress on the high-level guiding principles and outcome statements of the Community Strategic Plan 2022 - 2032.

The Community Strategic Plan is a visionary document for the community, partners, and the Council. The guiding principles and outcomes were developed through extensive community consultation and review of Regional, State and Federal plans and documents.

Although Council has a responsibility to achieve or facilitate implementation of these outcomes, the community, State and Federal government and non-government agencies may also have a role in helping to achieve our vision for 2032.

OUR 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 our 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

- 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 GUIDING PRINCIPLES

1. **Vibrant Communities**
2. **Growing our Economy**
3. **Protecting and enhancing our environment**
4. **Proactive Leadership**





HOW WE MEASURE



Over the past three years, Council has prioritised delivering projects and initiatives to support the goals outlined in the Narromine Shire Community Strategic Plan 2032.

While the Community Strategic Plan itself does not include specific progress measures, indicators have been developed for the State of Our Shire Report to track progress under each guiding principle.

These indicators are based on community-desired outcomes and were chosen to illustrate the impact of actions taken across the Narromine Shire Local Government Area.

Each indicator includes an assessment of the current trend as indicated below:

PROGRESS IN IMPLEMENTING THE COMMUNITY STRATEGIC PLAN



OUR ACHIEVEMENTS



Road Maintenance
\$11,36M



Tullamore Oaks Bridge
\$1,572M



Cale Oval
Sporting Precinct
\$2M



ACHIEVEMENT HIGHLIGHTS

- Completion of 98.4% of Council's Delivery Program actions
- Completion of Wentworth Parklands Residential Subdivision
- Cale Oval Facility Upgrade
- Dundas Park Improvements
- Narromine Wetlands Extension Project
- Tomingley Water Treatment Plant Installation
- Duffy Street Water Booster Pump Installation
- Extensive capital works and maintenance of road network
- Trangie Playground and Sporting Area Upgrades
 - Successful Grant Funding Applications
 - Narromine Levee Feasibility Study
 - Farrendale Road upgrades
 - Narromine Aerodrome – Industrial Area
 - Narromine Boat Upgrade
 - Trangie Heavy Vehicle Stop Area
 - Tullamore Oaks Bridge Road Realignment
 - Trangie Truck Wash Upgrade
 - Trangie Tennis and Netball Courts Upgrade
 - Tomingley Hall and Recreational Area Improvements

CHALLENGES

- Wet weather during 2021 and 2022 caused significant damage to Council roads.
- Council continued to experience a skills shortage in several occupations. Unplanned turnover was high, particularly during 2021 – 2022, with the COVID-19 pandemic further disrupting employee training requirements.
- Global supply chain disruptions continued during 2022 delaying several infrastructure projects and increasing costs.
- Emergency Services Levy increase.





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.





OUTCOMES

- A safe, active and healthy community
- A vibrant and diverse community that has a strong sense of belonging and wellbeing
- A community that can access a range of formal and informal education, information, and other services and opportunities to enhance their lives
- Accessible facilities and services are available for people with limited mobility



INDICATORS



-  Provision of a range of services to assist, link and support our community
-  Provision of a range of activities to keep active
-  Valuing our youth and providing access to good education and after school activities
-  Stakeholders continue to consider the needs of our population and our wellbeing in the delivery of initiatives, services and facilities

TERM IN REVIEW

COMMUNITY SAFETY INITIATIVES

Regular meetings continued to be held with NSW Police representatives and other partner agencies to advocate for community safety and crime minimisation. Council's Closed Circuit Television Camera (CCTV) network was extended in 2023 to include Dandaloo Street and the Goan Waterhole in Trangie and Burraway Street in Narromine. NSW Police can access the CCTV surveillance system 24/7, reducing response times to priority incidents, monitoring public assets and gathering evidence for prosecution.



PARK AND PLAYGROUND UPGRADES

Cale Oval

The Cale Oval Clubhouse and Bob Weir Grandstand project was completed in April 2023. The \$2M project included demolition of existing buildings and the construction of new amenities, removal and replacement of the boundary fencing and the construction of a grassed spectator mound. The grandstand was officially opened by Hon. Dugald Saunders MP, Member for Dubbo. The redevelopment of the Tennis Clubhouse in 2024 almost completes the Cale Oval Sporting Precinct Plan.



Dundas Park Playground

The \$400,000 Aussie Nature Theme playground was completed in 2023. The adventure playground includes climbing towers, flying fox, swing sets, learn to ride bike path, carousel, landscaping, shaded areas and seating.



Apex Park

Works at Narromine Apex Park included the construction of a netball shed in 2021 and installation of new park furniture.

Swift Park

Landscaping works undertaken in 2022 completed the new "Tree House Adventure Theme" playground project at Swift Park, Trangie.

Eric Woods and Dicken Park

Improvements to Eric Woods Park and Dicken Park in Tomingley were completed in 2023. Works included table and chair replacements, new signage, fencing and landscaping.



Rotary Park

In 2023, the concrete boat ramp at the Narromine Rotary Park was redesigned and upgraded to provide safer access to the Macquarie River. The project was valued at \$170,000. The public facilities located in the park were upgraded in 2023, providing safer and accessible amenities.



OPEN SPACES

Dundas Oval and Payten Park Precinct Plan

Given the importance of this precinct to Narromine, its location on the entrance to town and its important sport and recreation connection, a master precinct plan was endorsed in June 2023. The plan aims to connect both parks, upgrade existing facilities, create safe, accessible and inclusive public amenities and improve existing facilities. The works will be staged and considered when funding opportunities become available.



Trangie Tennis and Netball Courts

Implementation of the Trangie Sporting Precinct Concept Plan continued with completion of the outdoor court project in 2023. Works included installation of a new playing surface on two existing netball courts, installation of three synthetic grass tennis court surfaces, repairs to an existing synthetic grass court, and repairs and installation of a cushioned playing surface to the multipurpose court, along with dedicated grandstand seating, landscaping, new fencing and lighting.



Tomingley Multipurpose Court

The multipurpose court, located on the northern side of the Tomingley Memorial Hall, was completed in late 2021. The court is an all-weather surface that can be used for tennis, basketball, netball and handball. Works also included perimeter fencing, seating, lighting and trees for shade.

Swimming Pools

The 50-metre pool at the Narromine Aquatic Centre was refurbished in 2021 with the installation of a new membrane liner to prevent pool leaks, reduce chemical usage and provide a smoother pool surface. A pool heat pump and pool blanket were installed in 2023 at the Trangie Aquatic Centre to extend the swimming season.



NARROMINE SPORTS AND FITNESS CENTRE

The removal and replacement of sections of the roof at the Narromine Sport and Fitness Centre was completed in June 2024, together with the replacement of the air-conditioning units. The 24-hour access system was also upgraded, allowing members to join and pay online at any time. Council purchased various multifunctional training, strength and cardio equipment to provide a greater range of workouts for all fitness levels.



CONNECTED COMMUNITIES

HubnSpoke Co-Working Space

Stage two works to the Burraway Street building were completed in 2022. Works included the refurbishment of a portion of the building to provide a meeting/conference room for professional networking/workshops etc., upgrades to the interior atrium, and outdoor landscaping to facilitate break out meetings.

Youth Programs

Council continued to facilitate a number of sporting clinics with a range of activities for children to socialise, participate, improve and have fun. Clinics included rugby league, rugby union, soccer, netball, basketball, cricket, skateboard, little Athletics, swimming, gymnastics and tennis. There were also indoor and outdoor movie nights, arts and crafts, and free entry to both Narromine and Trangie pools during youth week.

The Narromine and Trangie Libraries continued to provide free youth programs including Storytime, Rhyme Time and Wriggle and Rhyme, 1000 Books Before School, Book Week, Lego Club, Curious Kids Club, Minecraft workshops, Youth Days etc.

Library Initiatives

Our libraries offer a free and inclusive space where anyone can learn, discover and develop, regardless of age, education and income. There is a vast book range and access to online databases, e-books, audiobooks, and other digital resources. In addition to programs for our youth, the libraries also offered programs and events for adults. Some of these included Author Talks, Art Workshops, Tea and Tech, Friday Flicks, Saturday Cinema, Australian Bush Poetry, Service NSW, Be Connected.

The local history groups continued to preserve our history by cataloging, storing and digitizing books, documents and photographs to ensure their longevity. Researchers and historians can access the information they need, and members of the public can also learn more about their history and the history of our communities.



Library Statistics 2021 - 2024	Registered Borrowers	Visitations	Loans	Info Requests	PC/Internet Users	Hot Spot Logins	Events Activities Programs	Attendees at events, activities etc.
2021/2022	3508	15,346	11,681	3030	2302	2890	257	2528
2022/2203	5484	25,783	17,126	5606	3780	3378	344	4263
2023/2024	3536	27,996	46,260	4816	4238	3889	276	3784



CELEBRATING SENIORS

Council's Senior Citizen Day is an opportunity to celebrate the role and contributions of older adults in our local community, with a number of events held: -

1 April 2022 – "Tune into Technology"

8 February 2023 – "Celebrate Together!"

14 March 2024 – "Celebrate NSW Seniors Festival"





COMMUNITY PARTNERSHIPS

Council partnered with community committees and organisations to facilitate various events including the Dolly Parton Festival, the Narromine Venetian Carnival and the Trangie Mainstreet Christmas Party.

Council continued to liaise with the local Aboriginal community to enhance opportunities for the indigenous community. NAIDOC Week, Reconciliation Day and other events of importance to the Community were supported.

Council also worked with Timbregongie House to progress development of the Blue Wren Estate Retirement Village for the release of 16 new residential building sites and planned development for over-55 residential living.

Applications for donations and sponsorships to community groups were considered by Council in October 2021, October 2022 and September 2023 with a total of \$82,123.04 provided to assist with various culture, recreation, sporting and development activities within the Shire.

In addition, the Voluntary Planning Agreement with Tomingley Gold Operations provides a community fund to support projects within the Shire that contribute to either economic development, community connectivity, education and training or community infrastructure. The panel meets in April and September each year to determine applications.

A total of \$50,350 was awarded in 2022; \$99,488 in 2023, and \$61,600 in the first half of 2024.

DISABILITY INCLUSION ACTION PLAN

The Disability Inclusion Action Plan was endorsed by Council in 2022, with particular emphasis placed on improvement of footpaths and upgrades of community amenities. Public amenity upgrades included Trangie Showground, Trangie Tennis Club, Narromine Rotary Park, Trangie Main Street, Cale Oval Grandstand and the Narromine Hub'n'Spoke building.

Footpath improvements undertaken during the term included Harris Street Trangie, Derribong Street (Narromine and Trangie), Nymagee Street Narromine, Burroway Street Narromine. In late 2023, Council sought community input into its Pedestrian Access and Mobility Plan (PAMP) to ascertain concerns and needs and identify new footpath and road crossing infrastructure required. Council placed the revised PAMP on public exhibition in June 2024.





GROWING OUR ECONOMY



GOAL - We have a diverse economy with thriving businesses that offer a range of employment opportunities supported by skill development options

OUTCOMES

- Sustain and grow our local population
- Ongoing development, diversification and sustainability of the local business and industry base
- Encourage Industry Development

INDICATOR

- ① Strategic framework provides short-, medium- and long-term strategies to build a diverse and robust economy
- ① Growth in tourism, aviation and community services
- ① New industries provide increased employment



COUNCIL RESIDENTIAL DEVELOPMENT

Wentworth Parklands

In 2023/2024, Council's Wentworth Parklands 15 Large Lot Residential Subdivision was finalised. Lots range in size from 1902m² to 2600m² and are located on flood-free land. Six lots have been sold with 3 development applications for dwellings lodged.

Derribong Street

In 2023, Council commenced subdivision works for the development of a 7-lot residential estate in Derribong Street, Trangie. The size of the serviced lots will be 928m². It is anticipated that completion of this residential subdivision will be completed in 2024.

COUNCIL INDUSTRIAL DEVELOPMENT

Narromine Aerodrome

In early 2023, the construction of two custom built light industrial hangars at the Narromine Aviation Business Park was completed to provide additional hangarage for the aviation industry and attract further economic development and growth in the industry. Council subsequently offered the hangarage for lease and/or purchase.

The lighting system at the Narromine Aerodrome was also upgraded along the all-weather sealed runway and taxiway to provide spaced lighting at 60 metre intervals as required by Civil Aviation Safety Regulations.

Narromine Freight Exchange and Industrial Hub

In late 2023 Council purchased a 522-hectare property on Craigie Lea Lane, Narromine to facilitate the development of the Narromine Freight Exchange and Industrial Hub. The property is bounded by Tomingley Road to the east, Inland Rail's Materials Distribution Centre to the west and the new Inland Rail to the south. It is intended that 28 individual lots ranging in size from 5,000m² to 20-hectares will be developed, to facilitate a mix of industrial use.





LOCAL BUSINESS SUPPORT

Shop Local Campaign

Council continued to facilitate the Shop Local Campaign to encourage people to visit and shop locally in the Narromine Region. The six-week campaign highlighted local stores and enabled businesses to work collaboratively to promote the region. Participating businesses received inclusion in all promotional material, including a television campaign. Approximately 30 businesses participated in 2021, 2022, and 2023.

Business Seminars

A number of free business development workshops were held to support local businesses and community groups.

In March 2022, Council hosted a Q&A evening with three successful businesswomen as special guests - Fiona Aveyard, founder of Paddock to Plate and Out Back Lamb, Fiona Hall owner of Bite Riot Operations and Fiona Nash, Regional Education Commissioner. During the month of March, a Digital Marketing Workshop and a Boss Skills Workshop NSW Farmers were also held.

Council held two business seminars in October 2022; Carol Bagaric presented a Visual Merchandising Workshop – Revamp your Retail Space and Central NSW Business HQ facilitated a social media workshop.

The 2023 Growing Narromine Workshop Series commenced in July with free lunch time sessions presented by Workforce Australia. The first session offered was Overcoming the Challenges of Attracting Staff; followed by Training and Development – Supporting your People and Business; Becoming an Employer of Choice – Creating a Culture of Loyalty; and lastly People Planning for Business Growth – the A-Z of People Planning.

Philippines Visit

In September 2022, the Philippines Ambassador toured the Narromine Shire to meet with prospective employers and share potential ideas on future employment opportunities. At the conclusion of the tour, a dinner was held at the Narromine Aeroclub with approximately 65 business owners in attendance.



EVENTS

Australia Day

Events were held in both Narromine and Trangie to reflect, respect and celebrate. Awards for outstanding citizen contributions were presented by Australia Day Ambassadors, and citizenships ceremonies held.

A total of 10 residents were naturalised between 2021/2022 and 2023/2024.

Aviation

The Narromine Aerodrome hosted numerous aviation events.

- 37th World Gliding Championships from 2 to 16 December 2023. Eighty competitors from twenty-one countries took part in the gliding event.
- NSW Aerobatic Championships from 12 to 15 May 2022.
- 2023 Australian Aerobatic Championships from 3 to 8 October.
- Aus Fly was held in September 2022, a fly in event for aircraft owners, pilots, industry supporters and aviation enthusiasts. Approximately 1,500 people attended.

New Residents Evening

Council hosted a new residents evening in February 2022. The evening provided new residents to the Narromine local government area an opportunity to gather, meet with Council representatives and service providers and meet others also new to the area.

Volunteers Day

A Volunteers Day thankyou was held in August 2023 at the Narromine Shire Council Chambers where forty-nine volunteers were recognised for their invaluable service to the community. The event highlighted the vital role volunteers play in our community and Council's appreciation for their dedication and hard work.



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

OUTCOMES

- Manage our natural environments for current and future generations
- We are a sustainable, environmental community with a great appreciation of our natural assets
- A community that values the efficient use of utilities, natural resources and energy
- Ensure a range of housing options for the community
- Our community is well connected through our cycleways, footpaths and public transport systems
- Our road network is safe, well maintained and appropriately funded

INDICATOR

- ⬆ Reduction of waste to landfill
- ⬆ Sustainable infrastructure, open spaces and community facilities
- ⬆ Zoned land meets residential needs

TERM IN REVIEW

SUSTAINABLE ENVIRONMENT

Waste Collection

Council's kerbside general waste, recycling and food and organics waste collection service continues to be carried out by JR Richards and Sons. There was a slight reduction of 3,205 kgs of general waste to landfill between 2021/22 and 2023/24.

A waste stream audit undertaken in late 2023 identified Narromine has very "clean" recycling and green waste. Council remains a member of NetWaste to provide innovative approaches to waste education and community engagement programs with a view to reducing waste to landfill. As general waste still contains a significant amount of food waste and a moderate quantity of recyclables, further education programs will be undertaken in an effort to reduce this.

Financial Year	Total Waste kg	Organics kg	Recycling kg	General kg
2020/2021	1,434,300	802,269	287,366	344,665
2021/2022	1,445,701	851,181	273,185	321,335
2022/2023	1,304,440	769,526	258,010	276,904
2023/2024	1,225,130	640,120	243,550	341,460

Return and Earn

In June 2023 a Return and Earn reverse vending machine was established at the entrance to the Narromine Waste Management Facility. Users can print a voucher for the refund amount, which is then redeemable, or choose a payment into a bank account, or donate the refund amount to a charity listed on the Return and Earn app. Use of the return point, together with household recycling, helps to reduce landfill, contributing to a more sustainable future. The Reverse Vending Machine has seen more than 1.1 million containers returned for recycling in the 12 months from June 2023.

Illegal Dumping Campaign

Council continued its campaign to reduce illegal dumping in the Shire by promoting appropriate dumping strategies, increasing public awareness and responsibility and monitoring hotspot areas. Installation of trail cameras, signage, bollards and CCTV pod surveillance cameras assisted with reducing the amount of illegally dumped rubbish from 101 reported incidents to 14 within a 12-month period.

Wetlands

The Narromine Wetlands is an important stormwater retention basin for the southern part of town. The ponds and regenerated areas provide vital habitat to native and exotic flora and fauna as well as an important community amenity, featuring walking tracks, car parks and picnic areas. The Wetlands extension project included the excavation of a further 2 ponds and the construction of an additional car

park and over 5 kms of gravel walking paths. Two additional shelters and barbeque areas were also installed. Over 300 saplings were planted to rejuvenate the area.

Native Fingerling Release

The annual native fingerling release is part of a 'Dollar for Dollar Native Fish Stocking Program' which sees thousands of Golden Perch and Murray Cod fingerlings released along various locations of the Macquarie River. Council, together with the Macquarie Cotton Growers Association, have for many years been working towards improving our threatened freshwater fish numbers and maintaining a thriving natural ecosystem.

Biosecurity

Weeds are regulated under the Biosecurity Act according to the risk they pose to the environment, community and economy. Management action, investment and compliance effort is therefore directed to priority weeds. Council's focus was the eradication and control of African Boxthorn, Galvanised Burr, Tiger Pear, Blue Heliotrope, Green Cestrum, Noogoora Burr, and St Johns Wart.

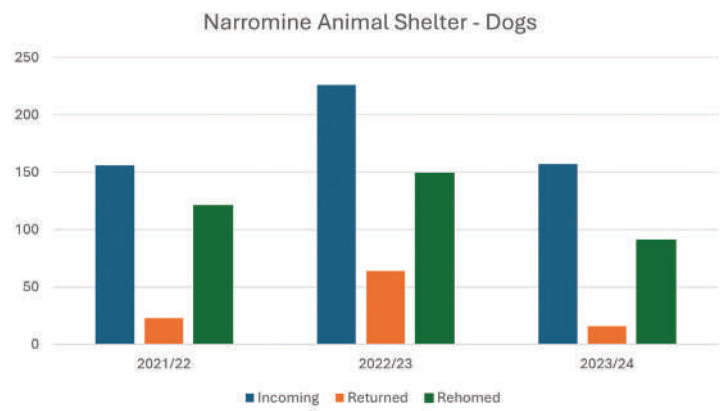
Length of roads inspected for weeds in the Narromine Shire include: 2021/22 – 2910km, 2022/23 – 1535km, 2023/24 – 3600km

Food Safety

Council conducted regular inspections of retail food businesses in the Local Government Area to ensure that good food safety practices were in place such as temperature control, cleanliness, hand washing and labelling.

Animal Control

Between 2022 and 2023, there was a sharp increase in the number of surrendered and abandoned dogs in the Shire. The Narromine Animal Shelter was upgraded in 2023 and 2024 to increase its capacity and improve drainage. Council continued to promote responsible pet ownership, with a focus on prevention of dogs escaping from properties, and the importance of microchipping and registration. Animal Welfare League (AWL) attended the Narromine Showground in June 2023, providing free health checks, vaccinations and microchipping. In May 2024, AWL provided a free desexing service at the Narromine Animal Shelter followed by a free health check, vaccination and microchipping program. A total of 66 animals were vaccinated, 33 microchips placed, and 11 dogs and 17 cats desexed.





WATER INITIATIVES

Water Treatment Plant

In 2022 \$720,000 was spent on design, construction and commissioning of a new water treatment plant to supply safe drinking water to Tomingley village. This is an innovative treatment plant with ceramic membrane technology, removing contaminants and hazards in one treatment, resulting in a reduction in treatment and maintenance costs. The treatment plant is setup with an extensive CCTV system which along with the online water monitoring system allows for remote monitoring and troubleshooting. This water treatment plant project was a finalist in the 2023 NSW Water Infrastructure Project Innovation Awards (Regional).

Council's Water and Sewer Team were awarded winner of the 2023 Australian Water Industry Operators Association NSW Team of the Year for their outstanding design input and work on this treatment plant whilst continuing to carry out other major projects across the Shire.

In support of the new water treatment plant in Tomingley, new rising mains and reticulation mains were installed throughout the town, with all water services replaced and all meters replaced with smart meters.

Narromine Booster Pump System

In 2023 a booster pump system was installed at the Duffy Street reservoir. This setup enables Council to better manage the pressure and water supply to residents and reduces negative impacts during summer demand periods. The booster pump was delivered under the Resources for Regions funding.

NSC Water

In 2023 Council launched NSC Water, an online portal for customers with smart water devices. The portal provides residents and ratepayers with valuable insights into how they use their water, and has the ability to notify users of potential leaks or unusual water usage. The enhanced data allows Council to monitor the condition of various water supply networks and assists in early detection of leaks.

Council currently has 2,325 smart meters within the Aqualus Portal, with 40 meters still manual reads.

During the review period 189 customers have registered for access to the portal. The portal has been instrumental in assisting customers with finding and repairing leaks to minimise bills. It also enables customers to better understand their water usage and actively manage high water use activities.

Leakage Detection Project

Council participated in Phase 2 of the NSW's Governments Regional Leakage Reduction Program. The program aims to save NSW councils billions of litres of lost water every year. Specialist contractors use state of the art technology, including high powered listening devices, to pinpoint leaks in pipes, meters and valves, allowing Council to quickly fix them. Council had contractors in to access the network and found one water main leak and 13 service leaks. This number was exceptionally low and confirmed that Council's leak management system is effective at reducing leaks and water loss.



Integrated Water Cycle Management Strategy

NSW Councils are required to undertake a comprehensive review of their water and sewer undertakings every eight years. This process is called Integrated Water Cycle Management (IWCM) and provides a formal summary outlining the long-term plan for water and sewer schemes. The first part of the IWCM is the issues paper, this paper identifies all of the existing and potential issues and risks for the three towns: Narromine, Tomingley and Trangie. The main issue identified within the report is the lack of water security at Narromine. The Issues Paper was completed in mid-2023.

Council considered the Integrated Water Cycle Issues Paper, Water Quality Options Report at its December 2023 meeting. The IWCM Strategy is in the final review stage. Council continues to liaise with State Regulatory bodies to progress the preferred option for a new water treatment plant in Narromine.

To address the main concern identified within the Issues Paper, Council is currently undertaking an Options Assessment for a new water treatment plant. This paper is currently being reviewed by State Regulatory Bodies and once approved will result in additional funding to progress the water treatment plant to concept design phase.

Narromine Flood Levee

Following extensive community consultation around Narromine's flood mitigation strategies over the last five years, a feasibility study was conducted to provide a cost estimate for the concept design works of a 6,100-metre levee. The cost estimate for the levee construction is \$109 M:

including the finalised design, project management, riverbank stabilization, retaining walls, modifications to stormwater, road works, landscaping, railway culverts, materials and land acquisition. Grant funding is available for levee works; however, the funding structure typically requires a contribution of 6:1. Council would therefore be required to contribute over \$15 M to the project. In March 2024, Council determined that the detailed levee bank design would be completed, however no further action would be taken with the flood levee project.

The Narromine levee bank feasibility study was finalised in 2024.

Sewer Works

Council upgraded the Trangie Sewer Pump Station and Treatment Plant in 2022. The Narromine Sewer Pump Station was also upgraded in 2022. During the review period Council upgraded the access to Sewer Pump Station 1 in Narromine.





ROAD NETWORK

Roads Management Strategy

In 2022, Council commenced a review of its Roads Management Strategy including the Roads Hierarchy and proposed levels of service for our rural roads. Numerous community consultation sessions were held and all landholders and road users were requested to complete a survey to provide Council with a clearer understanding of traffic numbers and productivity use of the road network. After a change in management and further community consultation in early 2024 Council finalised and endorsed the revised Strategy in May 2024.

Road Renewals

Throughout the review period Council undertook numerous renewal projects across the Local Government Area including road resheeting, reseals, footpath construction, culvert replacements etc. Major capital works were undertaken on: -

- Farrendale Road - \$2.15 M
- Willydah Road - \$749 K
- Raeburn Lane - \$445 K
- Belmont Road - \$312 K
- Oaks Bridge Road realignment \$1.5 M
- Gainsborough Road - \$2.01 M
- Tullamore Road - \$1.75 M
- Backwater Road - \$373 K
- Pineview Road - \$320 K
- Newhaven Road - \$245 K
- Tomingley Road - \$265 K
- Tomingley West Road - \$536 K
- Peakhill Railway Road - \$572 K
- Tantitha Road - \$401 K
- Burroway Road - \$440 K
- Bulgandramine Road - \$253 K

KM of Capital Works

2021/22 - 51.4kms; 2022/23 - 71.8 kms and 2023/24 - 100.8 kms.

Road Maintenance

Due to wet weather throughout the review period, Council's unsealed road network required significant maintenance, with major repairs including:

- Narromine - Eumungerie Road - \$424
- Narromine Tomingley Road - \$681K
- Tantitha Road - \$315K
- Dandaloo Road - \$301K
- Trangie Collie Road - \$274K

KM of Roads Graded 2021/22 – 437km; 2022/23 – 677km and 2023/24 – 623 km

Over 18,000 potholes were repaired between December 2022 and January 2024.

Significant Fleet Replacements

To ensure ongoing performance and high-level efficiency whilst also capitalizing on the high return rate of second-hand vehicles, Council replaced and procured the following major fleet:

- Front end loader – waste depot
- Vacuum trailer - water and sewer
- Prime Mover -Tipper and Trailer
- 3 x Tipper Trucks
- 4 x Crew Trucks
- Backhoe
- Excavator
- 2 x Road Graders
- 3 x Tractors

REZONING AND PLANNING APPROVALS

Several planning proposals were submitted during the term of Council to ensure zoned land continues to meet residential needs: -

- Temporary Workers Accommodation Amendment - planning proposal to allow for temporary workers accommodation development to offer certainty to larger scale projects and developments requiring a large workforce to support the project.
- Residential and Large Lot Residential Amendments – planning proposal to rezone and reduce minimum lot sizes in various locations in Narromine and Trangie to provide more residential land in serviceable areas and additional lots in Large Lot Residential areas.
- General Amendment - planning proposal to rectify minor mapping and descriptive errors identified in the Narromine LEP 2011.
- Dwelling Entitlement - planning proposal for a dwelling entitlement 211 Ceres Siding Road, Narromine
- E5 Heavy Industrial Land – planning proposal to rezone part Lot 2 from Primary Production to E5 Heavy Industrial for the purpose of a new industrial estate to service largely agriculture and transport sectors.

Council approved over \$49.2 million in development applications between 2021/22 and 2023/24. In that time 235 Development Applications have been received with an average approval time of 22 days.



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.



OUTCOMES

- Provision of accountable and transparent leadership
- Effective Council organisational capability and capacity
- Financially sound Council that is responsible and sustainable
- Sound partnerships are encouraged and fostered

INDICATOR

-  Elected members are representative of our community and provide strong and visionary leadership
-  Council is appropriately resourced to deliver services to our community
-  Partnerships and alliances with other government agencies advocate on issues affecting our Shire

TERM IN REVIEW

COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM AND OPERATIONAL PLAN

In February 2022, Council undertook a community survey to help inform the review of the Narromine Shire Community Strategic Plan. Council then adopted its revised Community Strategic Plan 2022 – 2032, Delivery Program 2022 – 2025 and Operational Plan 2022/2023. Council's Asset Management Policy, Strategy and Asset Management Plans, Workforce Management Strategy and Long-Term Financial Plan were developed and endorsed by Council prior to 30 June 2022.

LOCAL GOVERNMENT ELECTIONS AND INDUCTIONS

The 2021 Narromine Council Elections were uncontested, and the 9 candidates declared elected on 4 December 2021. Four Councillors were returned to office with five new members elected. Councillors were duly inducted to the new term of office.

CODE OF MEETING PRACTICE

In May 2022, Council endorsed the revised Draft Code of Meeting Practice based on the Office of Local Government's model code. Following public exhibition, the Code of Meeting Practice was adopted by Council in June 2022. The Code prescribes eight principles that meetings must follow. Public Forums are held prior to the meeting to allow members of the public to address the Council on matters requiring consideration and decision.

CODE OF CONDUCT

In September 2022, the newly elected Council adopted its Code of Conduct and Procedure for the Administration of the Code of Conduct based on the Office of Local Government's model code. The Code of Conduct prescribes the expected standards of behaviour for all Council Officials. At the end of year, Council is required to report on the number of Code of Conduct Complaints made about Councillors and the General Manager. This ensures that Councillors are individually and collectively accountable to their communities for their conduct and performance.

The Statement of Business Ethics outlining our ethical values and what we expect of ourselves, other organisations and individuals when we interact with each other was also reviewed and endorsed by Council in 2023.

AUDIT RISK AND IMPROVEMENT

The Internal Audit, Risk and Improvement Committee continued to provide independent assurance to Council through monitoring, reviewing and providing advice on governance process, compliance, risk management and control frameworks, external accountability obligations and overall performance.

A business continuity scenario exercise was conducted in November 2023 to ensure the Plan is fit for purpose and to increase awareness and build capability.

The Plan was subsequently updated.

In 2023, the Terms of Reference and the Internal Audit Charter were adopted; the 4-year internal audit strategic plan endorsed, and Council's Internal Auditor appointed.

In 2024 Council's Risk Management Framework, including the Risk Management Policy and Plan was reviewed. Strategic and operational risk registers were subject to review.

Internal audit reviews were completed on Development Applications and Consents, and Staff Attraction and Retention.

Work Health and Safety

Council continued to drive its health and safety culture, with regular policy reviews, health and safety self-audits, workplace risk assessments, plant safety checks etc. In 2024, Council focused on the management of psychosocial hazards, including provision of leadership and mental health awareness training.

An Employee Engagement Survey was conducted in 2024, to seek employee feedback, identify and understand key issues, identify opportunities for improvements and to benchmark for future and past performance.

The biennial employee wellbeing day was held in 2022 with guest speaker Darren Flanagan emphasizing the importance of risk management, mental health, perseverance, teamwork, workplace safety and leadership. The wellbeing day held in 2024 featured guest speaker Patrizia Cassaniti an advocate for shifting workplace complacency and creating a safe working environment for all work mates.



Further wellbeing initiatives included: -

- Employee Assistance Program (EAP) – confidential counselling services
- Skin cancer checks
- Influenza and COVID vaccinations
- Blood pressure and cholesterol checks

CUSTOMER SERVICE AND INFORMATION

Council is committed to providing quality service that is equitable to all customers. Feedback is valued and enables Council to monitor and improve its services.

Council uses a Customer Request Management (CRM) system that provides an environment that manages all forms of communication between Council and its customers.

 Customer Requests	2021/2022	2022/2023	2023/2024
No. Processed	3,286	3,724	2,601
 Government Information Public Access Applications	2021/2022	2022/2023	2023/2024
No. Processed	42	30	29

Communication

The Community Engagement Strategy provides how Council will engage the community in creating and reviewing the Community Strategic Plan.

Section 355 Advisory Committees also provided a forum for consultation and collaboration with relevant stakeholder groups including:

- Economic Development Group Committee
- Narromine Aerodrome Committee
- Narromine Australia Day Committee
- Narromine Floodplain Management Committee
- Tomingley Advancement Association Committee
- Trangie Showground and Racecourse Advisory Committee
- Narromine Showground and Racecourse Advisory Committee
- Rural Fire Service Liaison Committee
- Local Traffic Committee
- Local Emergency Management Committee
- Audit Risk and Improvement Committee

Council continued to use social media to provide important information to the community in addition to Council's website, LED Board and media releases.



Facebook followers -
Council Facebook posts
655 in 21/22; 691 in 22/23;
630 in 23/24



Council media releases -
31 in 21/22, 30 in 22/23
and 20 in 23/24



Business database subscribers -
143 in 21/22, 143 in 22/23;
and 129 in 23/24



Narromine Shire Residents database subscribers -
386 in 21/22; 388 in 22/23;
and 380 in 23/24

\$54.9 M

GRANTS

\$103 M

REVENUE

\$83.6 M

EXPENDITURE

\$445 M

ASSETS

GRANTS

Significant grant funding secured to complement the capitals works program and to support community groups across the Shire included: -

2021/2022

Resources for Regions Round 8 - \$2,325,222

Stronger Country Communities Round 4 - \$790,301

Local Roads Community Infrastructure Program Phase 3 - \$1,819,380

Murray Darling Basin Economic Development Program Round 3 - \$600,000

2022/2023

Resources for Regions Round 9 - \$4,026,811

Regional and Local Roads Repair Program - \$3,056,154

Stronger Country Communities Round 5 - \$1,026,938

Local Government Recovery Grant Flooding - \$1,000,000

Fixing Potholes Repair Round - \$575,608

Floodplain Management Program, Levee Feasibility Study \$499,660

Fixing Local Roads Program - \$1,072,245

2023/2024

Regional and Local Roads Repair Program - \$4,283,699

Community Assets Program - \$828,683

Restart NSW – Bridge and Route Loading Assessments - \$830,000

FINANCIAL PERFORMANCE

Council's financial position as at 30 June 2024 continues to remain sound.

Rates and annual charges revenue - \$10.4 M

Grants and contributions revenue - \$20.1 M

Net Operating Result - \$3.8 M

Cash and investment holdings - \$29.1 M

The following performance ratios remain above the benchmark set by the Office of Local Government: -

- Operating Performance Ratio of (22.56 %)
- Unrestricted Current Ratio of 5.42 times
- Debt Service Cover Ratio of 2.74 times
- Cash Expense Cover Ratio of 13.44 months
- Rates and Annual Charges Outstanding Percentage of 9.36 %

Own Source Operating Revenue Ratio of 43.57 % is below the benchmark set by the Office of Local Government. Being a rural Council there are limited revenue generating opportunities.

	2021/2022	2022/2023	2023/2024	Total
Total Assets	\$399.8 M	\$444.7 M	\$445 M	
Grants	\$18 M	\$16.8 M	\$20.1 M	\$54.9 M
Total Revenue	\$33.9 M	\$33.2 M	\$35.9 M	\$103 M
Total Expenditure Operating and Capital	\$25.8 M	\$25.7 M	\$32.1 M	\$83.6 M

PARTNERSHIPS AND ALLIANCES

Council maintained strong relationships with a diverse group of stakeholders, including State and Federal Government Agencies to advocate for and/or provide important community outcomes. Examples include: -

- Macquarie Regional Library – partnership with Dubbo Regional Council and Warrumbungle Shire Council to provide contemporary library and information services that support learning, cultural and social needs
- Orana Water Utilities Alliance – for the sustainable delivery of water supply and sewerage services
- Alliance of Western Councils – a group of 13 Councils to advocate to State and Federal Government, collaboration on common issues, networking for the benefit of delivering better local government and outcomes for communities, and resource sharing where possible. Issues advocated for included health services; biodiversity offsets scheme impacts; crime minimisation; tertiary education; housing shortages; roads and transport; communications; sustainable water resources.
- NetWaste – a voluntary regional waste group providing collaborative approaches to waste and resource management through targeting waste management projects, education and community engagement programs, and member council enablement.
- Local Land Services – implementation of the Weeds Action Plan to manage and control high priority weeds in the region.
- Dubbo Regional Council to develop a Regional Drought Resilience Plan for the Central Orana Region
- Country Mayors Association – to advocate and lobby State and Federal Government for equity of service provision – water security, health service, skills and training, housing, crime, roads and transport, telecommunications etc.
- Murray Darling Association – provide effective local government and community representation at a State and Federal level in the management of Basin resources.





PLANNED MAJOR PROJECTS



The following major capital projects are planned for the next term of Council -

- Narromine Industrial Subdivision – Craigie Lea
- Narromine Large Lot Residential Subdivision - Jones Circuit
- Narromine Water Treatment Plant
- Narromine and Trangie Stormwater Drainage Upgrades
- Narromine and Trangie Library Upgrades
- Trangie Sewer Treatment Plant Upgrade
- Road Upgrades



FUTURE LOCAL GOVERNMENT SECTOR CHALLENGES

Financial Sustainability

Local government's ability to provide essential services and infrastructure in their communities continues to be impacted by rate-capping and cost-shifting. The Office of Local Government has announced a review of the financial model for local government.

Climate change adaptation

Commencement of the Climate Change (Net Zero Future) Act 2023 and the NSW Net Zero Plan initiatives targeting energy, electric vehicles, hydrogen, primary industries, technology, built environment, carbon financing and organic waste.

Workforce

Skills shortages and long-term vacancies in key roles.

Cybersecurity

Increase in the frequency and sophistication of malicious cyber-attacks affecting online services at all levels of government due to the increasing dependency on the internet and hybrid working models.

Assets and Infrastructure

Significant increases to finance asset and infrastructure management due to inflation and supply chain disruption; natural disaster damage to critical infrastructure.

NEXT STEPS

Step 1

NOTATION OF STATE OF OUR SHIRE REPORT

This State of our Shire Report is presented within three months of the newly elected Council. The newly elected Council considers the information in this report to undertake a review of the Community Strategic Plan 2032.

Step 2

COMMUNITY ENGAGEMENT STRATEGY REVIEW

Council's Community Engagement Strategy must also be reviewed as part of the Community Strategic Plan review. The Community Engagement Strategy supports the development of all Council plans, policies, programs and key activities.

Step 3

COMMUNITY STRATEGIC PLAN 2032 REVIEW

Council may endorse the existing plan, endorse amendments to the existing plan, or develop and endorse a new plan covering at least the next 10 years.

The Community Strategic Plan is the highest-level plan which identifies the community's main priorities and aspirations for the future and to plan strategies for achieving these goals.

Step 4

RESOURCING STRATEGY

Following a review of the Community Strategic Plan, Council must establish its Resourcing Strategy to explain to the community how Council will allocate the resources to deliver its responsibilities under the Community Strategic Plan.

DELIVERY PROGRAM

Council must establish a new delivery program to cover the principal activities to be undertaken by Council to perform all of its functions including implementing the strategies established by the Community Strategic Plan using the resources identified in the Resourcing Strategy.

OPERATIONAL PLAN

Council must have an operational plan that is adopted before the beginning of each year detailing the activities and actions to be undertaken by Council during that year to achieve the Delivery Program commitments.



FURTHER READING

Narromine Community Strategic Plan 2032
Narromine Shire Council Delivery Program 2022 - 2025
Annual Report – 2023/2024



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