

1. REPORT OF THE RURAL FIRE SERVICE LIAISON COMMITTEE

The minutes of the Rural Fire Service Liaison Committee meeting held at the Narromine Shire Council Boardroom, on Tuesday 6 February 2018 are attached (see *Attachment No. 1*).

RECOMMENDED

That the report of the Rural Fire Service Liaison Committee and the recommendations from the minutes of 6 February 2018 be adopted.

2. REPORT OF THE TRANGIE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE

The report to and minutes of the Trangie Showground & Racecourse Advisory Committee meeting held at Trangie Showground, on Thursday 22 February 2018 are attached (see *Attachment No. 2*).

RECOMMENDED

That the report of the Trangie Showground and Racecourse Advisory Committee and the recommendations from the minutes of 22 February 2018 be adopted.

3. REPORT OF THE NARROMINE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE

The report to and minutes of the Narromine Showground & Racecourse Advisory Committee meeting held at Narromine Shire Council Chambers, on Thursday 15 February 2018 are attached (see *Attachment No. 3*).

It is noted that the repairs to the front gate are for the account of the Narromine Turf Club rather than the Committee as this work was for their benefit and was not authorised by Council. The Narromine Turf Club have since agreed to pay this themselves.

RECOMMENDED

That the report of the Narromine Showground and Racecourse Advisory Committee and the recommendations from the minutes of 15 February 2018 be adopted with the exception of the recommendation to pay the amount of \$1435.

4. REPORT OF THE ECONOMIC DEVELOPMENT GROUP COMMITTEE

The minutes of the Economic Development Group Meeting held at the Narromine Shire Council Chambers, on 20 February 2018 are attached (see *Attachment No. 4*) together with the draft Economic Development Strategy.

It is noted that there has been some confusion as to the quorum of the meeting. The quorum for this Committee is in fact four members, one of which must be a Council representative.

The draft Economic Development Strategy undertaken recently by Business Sense outlines a number of strategies to achieve economic growth within the Shire. These are all captured in the implementation plan which the Economic Development Group Committee will work through.

RECOMMENDED

That:-

1. The report of the Economic Development Group Committee and the adjourned minutes of 20 February 2018 be adopted.
2. That the Economic Development Strategy as attached to the minutes be adopted with the exception of adding an up to date map on page 7 and the addition of a numbering system to the implementation plan.

5. REPORT OF THE LOCAL EMERGENCY MANAGEMENT COMMITTEE

The minutes of the Local Emergency Management Committee meeting held at the Narromine Shire Council Emergency Services Complex, on Thursday 13 February 2018 are attached (see *Attachment No. 5*).

RECOMMENDED

That the report of the Local Emergency Management Committee and the recommendations from the minutes of 13 February 2018 be adopted.

MINUTES OF THE RURAL FIRE SERVICE LIAISON COMMITTEE MEETING HELD AT THE
NARROMINE SHIRE COUNCIL BOARDROOM ON TUESDAY 6 FEBRUARY 2018

PRESENT:

| | |
|----------------------|---|
| Cr Colin Hamilton | Chair, Councillor, NSC |
| Cr Rob McCutcheon | Councillor, NSC |
| Kerrie Murphy | Director Infrastructure & Engineering Services, NSC |
| Inspector Bob Conran | NSW Rural Fire Service, Orana |
| Neville Roberts | Group Captain, Euromedah Brigade |
| Lesley-Ann Roberts | Executive Assistant, NSC |

IN ATTENDANCE:

| | |
|---------------|-----------------------------------|
| Mick Bell | Manager Community Facilities, NSC |
| Mark Pickford | NSW Rural Fire Service, Orana |

1. WELCOME

The Chair welcomed those present and declared the meeting open at 10.08 am.

2. APOLOGIES

RECOMMENDED Neville Roberts/Cr McCutcheon that the apology of Superintendent Lyndon Wieland be accepted.

3. MINUTES OF THE PREVIOUS MEETING

RECOMMENDED Cr McCutcheon/Neville Roberts that the minutes of the previous meeting held on 21 November 2017 be accepted as a true and accurate record of the meeting.

4. BUSINESS ARISING FROM THE MINUTES

Item 6 RFS Finance

It was noted, Council are still awaiting feedback from Bush Fire Grant Programmes, regarding the outcome of their application for Chemical Works under Round 2 FY2017/18 Bush Fire Risk Mitigation and Resilience Programme.

Item 4 Business Arising: Item 7, General Business, 5) Item Water Tank at Trangie Airstrip

Discussion was had regarding the tank at Trangie Airstrip and the possibility surrounding its connection to a feasible water supply.

RECOMMENDED by consensus that Inspector Conran follow up with RFS Orana and report back to the Committee.

MINUTES OF THE RURAL FIRE SERVICE LIAISON COMMITTEE MEETING HELD AT THE
NARROMINE SHIRE COUNCIL BOARDROOM ON TUESDAY 6 FEBRUARY 2018

4. BUSINESS ARISING FROM THE MINUTES

Item 4 Business Arising: Item 7 General Business, 7) Station Builds

Manager Community Facilities advised that the scope of works had been modified slightly for the Fairview Station Build tender.

It was further noted, the tender should be ready for release sometime this week and construction is anticipated in early March 2018.

5. QUARTERLY PERFORMANCE REPORT

Inspector Bob Conran tabled the Quarterly Performance Report (see Attachment No. 1) and provided feedback particularly to the BP References 'Behind Target'.

These references include *D1.2, D1.4, D4.1, D8.1, D13.1, D18.6, D25.2, D27.5 and D28.1*.

RECOMMENDED Bob Conran/Cr McCutcheon that the Schedule Three Report and Quarterly Performance Report as presented to the meeting be accepted.

6. RFS FINANCE

It was noted, RFS are currently developing the 2018/19 budget which is due at the end of February 2018. It is likely, the funding in Narromine will remain the same.

It has been identified that the prospective station build for next financial year will be at Widgeree in Trangie.

Mark Pickford outlined the station build process to the Committee whereby Brigades work with RFS and Council to identify plausible sites for station builds.

Cr McCutcheon queried whether brigades were aware of Stock and Domestic water supplies available in various locations within Narromine Shire?

It was advised the Brigades are aware of this and in their brigade trucks they have access to laminated maps and have hydrants fitted on trucks to access water through standpipes.

7. INFRASTRUCTURE – STATION BUILDS

It was noted, Fairview station build will now be known as the 'Wyanga' station build as approved by RFS Orana.

It was further noted, that RFS have ordered the shed signage for Wyanga Station.

MINUTES OF THE RURAL FIRE SERVICE LIAISON COMMITTEE MEETING HELD AT THE
NARROMINE SHIRE COUNCIL BOARDROOM ON TUESDAY 6 FEBRUARY 2018

8. GENERAL BUSINESS

1) Roadside Slashing

It was noted that roadside slashing should be finalised at the end of this month. Discussion was had regarding the Hazard Reduction Funding changes and the convoluted application process.

Inspector Conran advised that the application process is currently undergoing a review and the process may be improved in future.

2) Inland Rail Proposed Closure of Level Crossings

It was noted Council have received a request from Australian Rail Track Corporation (ARTC) regarding proposed level crossing closures for the Parkes to Narromine section of the Inland Rail project and this request was being tabled at the February Council Meeting.

It is advised that Council will be recommending that any decisions are deferred until further information is received.

Bob Conran advised that Inland Rail had made representation at the last Local Emergency Management Committee meeting in this regard, so they were aware of the proposal.

3) NBN Landline Changeover

Discussion was had regarding the NBN changeover and the changes experienced thus far.

It was advised that Council are also moving away from landlines to NBN.

It was further noted, new and established stations have been fitted or upgraded to 3G alarm systems, with Euromedah Station, the only station with the older alarm system.

For the Narromine Emergency Operations Complex, the access lines were identified as the office line, duty line and the facsimile line however, if lines are to be reduced in future, the line to keep will be the duty line.

4) Water Quality Affecting Aluminium CAT610 Truck Tank

It was noted that due to the nature of the aluminium tank on the RFS CAT610 truck and the high levels of magnesium present in Narromine's potable water supply, the RFS CAT610 truck has had the anodes become corroded therefore, blocking the nozzles.

MINUTES OF THE RURAL FIRE SERVICE LIAISON COMMITTEE MEETING HELD AT THE
NARROMINE SHIRE COUNCIL BOARDROOM ON TUESDAY 6 FEBRUARY 2018

8. GENERAL BUSINESSS Cont'd.

RFS are liaising with Council's Manager Utilities to rectify this problem.

Further discussion was had regarding the use of river water and the standpipe localities relative to raw water access.

5) Brigade Inspections

Discussion was had regarding Brigade inspections previously outlined in *Attachment No. 1, BP Reference D13.1*.

RFS advised emails are sent out regularly to the brigades and in addition to annual equipment checks, quarterly drives are also undertaken on the subject of plant.

9. NEXT MEETING

The date for the next meeting is to be advised by NSW RFS Orana and the committee will most likely reconvene in early May 2018.

There being no further business the meeting closed at 11.00 am.

The minutes (pages 1-4) were confirmed on _____ 2018 and are a true and accurate record of proceedings of the meeting held on 6 February 2018.

CHAIR.

| | | | | | | QUARTERLY PERFORMANCE REPORT | | | | | |
|--------------|--|---|-------------------------------|--------|---------|------------------------------|---------------|---|--------------------|---|--|
| Region West | | | | | | QTR | | December | | Financial Year 2017/18 | |
| Orana | | | | | | | | | | | |
| BP Reference | INITIATIVE/PROGRAM/ACTIVITY (What are we doing to achieve the Corporate Objective) | EXPECTED OUTCOME (What do we expect to achieve through this initiative) | Q2 TARGET (Date, number or %) | x | y | KPI or Milestone Result | STATUS | OVERALL INITIATIVE STATUS (schedule and deliverables) | REASON BEHIND | WHAT HAPPENED (include any issues) | CORRECTIVE ACTION |
| D1.1 | Ensure effective and timely financial reporting | District PPE expenditure including commitments (x) against District PPE allocation (y) in line with estimated expenditure | x of y 50% | 9,900 | 40,000 | 25% | On Target | On Target | | The allocation of PPE funds to Head Office has not appeared on the ledger as yet. Expenditure should show 80+%. | |
| D1.2 | 0 | District Equipment expenditure including commitments (x) against District Equipment allocation (y) in line with estimated expenditure | x of y 50% | 12,650 | 92,422 | 14% | Behind Target | Behind Target | Priority change | Other functions have taken priority | Place a higher priority on equipment expenditure in Q3 and Q4 |
| D1.3 | 0 | District HR expenditure including commitments (x) against District HR allocation (y) in line with estimated expenditure | x of y 40% | 20,000 | 128,000 | 16% | On Target | On Target | | | |
| D1.4 | 0 | District Stations/FCC expenditure including commitments (x) against District Stations/FCC allocation (y) in line with estimated expenditure | x of y 45% | 750 | 280,000 | 0% | On Target | On Target | External factors | Councils are progressing with the selection of tenders and construction of the Stations and still expect to submit claims by June 2018. | |
| D1.5 | 0 | All Regional Managers and District Managers have completed the Management Certification Questionnaire in relation to internal controls annually (due 18 August 2017) | Q1 100% | 100% | | #DIV/0! | Completed | Completed | | | |
| D2.1 | Promote continuous improvement | Number of scheduled BFRMP treatments completed which are rated above very high (x); compared to total number of BFRMP treatments rated above very high in your Bush Fire Risk Management Plan/s (y) for the treatment years 2017/18 | x of y | 13 | 70 | 19% | On Target | On Target | | | |
| D3.1 | Enhance fire trail networks | Number of Districts that have held a FAFT workshop in accordance with the published schedule | Number | 0 | 1 | 0 | On Target | On Target | Other | Orana is due to commence the process in the 3rd Quarter | |
| D3.2 | 0 | Number of Districts that have an approved FAFT plan in accordance with the published schedule | Number | 0 | 1 | 0 | On Target | On Target | Other | Orana is due to commence the process in the 3rd Quarter | |
| D4.1 | All Bush Fire Management Committees have a valid bush fire risk plan | x of y BFMC Bush Fire Risk Management Plans outside of 5 Yr Review Period | x of y 0% | 1 | 1 | | Behind Target | Behind Target | Resourcing (human) | Orana has been short staffed for most of the past 12 months, and other tasks have had to take priority. | The review of the BFRMP has commenced, with considerable ground work having already been completed. The process will be completed as soon as workload and staffing levels permit it. |
| D5.1 | Review all s52 Plan of Operations at least every two years | x of y BFMC Plan of Operations outside of 2 year Review Period | x of y 0% | 0 | 1 | 0% | On Target | On Target | | This is due to be completed by mid February (Q3) | |
| D6.1 | Conduct Hazard Reduction programs to protect properties and other assets | x BFMC scheduled works completed compared to y BFMC works proposed and entered into BRIMS across the state YTD | x of y 80% Annually | 16 | 87 | 18% | On Target | On Target | | Most HR works are scheduled for Autumn/Winter period (ie Q4) | |
| D6.2 | 0 | x RFS HR scheduled works completed compared to y RFS works proposed and entered into BRIMS across the state YTD | x of y 80% Annually | 4 | 6 | 67% | On Target | On Target | | Further HR works are scheduled post Fire Season | |
| D7.1 | Plan, implement and record community education programs in accordance with Bush Fire Risk Management Plans and Service Standard 4.3.1 (SOP4.3.1-1) | x of y Total Community Engagement Activities / Treatments, completed and submitted into BRIMS | x of y (90%) | 25 | 25 | 100% | On Target | On Target | | | |
| D8.1 | Enhance leadership and operational capability of NSW RFS members | Number of Multi Agency Incident Management Exercises conducted at District level across the state (min 1 per district) by 1 October annually | 1 October 2017 | 0 | 1 | 0 | Behind Target | Behind Target | Weather | Multi-Agency Exercise was scheduled for December 2017, but was postponed due to adverse weather conditions | The Exercise has been re-scheduled for late March 2018 |
| D8.2 | 0 | Number of joint training activities undertaken between RFS and FRNSW in accordance with relevant district MAA/MOU (min 1 per year) | Number Q4 | 1 | 1 | 1 | Completed | Completed | | | |
| D9.1 | NSW RFS are in a state of operational readiness | x of y S52 pre-season checklists completed by 1 August annually | Complete | 1 | 1 | 100% | Completed | Completed | | | |
| D10.1 | Comply with data compliance requirements for Corporate Systems | x of y BIRS reports validated | x of y 90% | 261 | 261 | 100% | On Target | On Target | | | |
| D11.1 | Implement the GUARDIAN system to manage information regarding bushfire risk management | x of y staff trained in the use of GUARDIAN | x of y 90% - Q4 | 0 | 7 | 0% | On Target | On Target | | Not yet due (Q4). Guardian still under development. | |

| | | | | | | QUARTERLY PERFORMANCE REPORT | | | | | |
|--------------|--|--|-------------------------------|-----|------|------------------------------|---------------|---|---------------|--|--|
| Region West | | | | | | QTR | | December | | Financial Year 2017/18 | |
| Orana | | | | | | | | | | | |
| BP Reference | INITIATIVE/PROGRAM/ACTIVITY (What are we doing to achieve the Corporate Objective) | EXPECTED OUTCOME (What do we expect to achieve through this initiative) | Q2 TARGET (Date, number or %) | x | y | KPI or Milestone Result | STATUS | OVERALL INITIATIVE STATUS (schedule and deliverables) | REASON BEHIND | WHAT HAPPENED (include any issues) | CORRECTIVE ACTION |
| D12.1 | Ensure fire fighting appliances are inspected in accordance with the requirements of the Rural Fires Act | x of y District fire fighting appliances roadworthy inspections recorded on SAP EAM | x of y 100% | 38 | 111 | 34% | On Target | On Target | | | |
| D12.2 | 0 | x of y fire fighting appliances meet RFS servicing requirements of either annual or 100 hours | x of y 100% | 38 | 111 | 34% | On Target | On Target | | | |
| D12.3 | 0 | x of y defect notifications completed | x of y 70% | 25 | 28 | 89% | On Target | On Target | | | |
| D12.4 | 0 | x of y private plant with BFO inspected in accordance with Service Standard | x of y 100% | 0 | 0 | #DIV/0! | On Target | On Target | | No Private plant in Orana | |
| D13.1 | Ensure that all equipment listed in RFS Register will be maintained in a serviceable condition in accordance with the Service Standards | x of y Brigades where equipment is inspected year to date in accordance with s38c of the Rural Fires Act | x of y 100% | 35 | 60 | 58% | Behind Target | Behind Target | Other | Numerous brigades are yet to undertake their equipment inspections. This is despite numerous requests from staff for this to be completed. | Continue to encourage Brigades to undertake these inspections at the start of the Fire Season. Failing this, staff may need to be allocated to this task |
| D14.1 | Ensure training and process is in place to effectively manage Heavy Plant | x of y Districts that have at least one person (staff member or volunteer or council/agency) trained and qualified as a RFS Heavy Plant Operations Manager | x of y 100% | 1 | 1 | 100% | Completed | Completed | | | |
| D14.2 | 0 | x of y Districts that have at least one person (staff member or volunteer or council/agency) trained and qualified as a RFS Heavy Plant Supervisor | x of y 100% | 1 | 1 | 100% | Completed | Completed | | | |
| D15.1 | Youth initiative programs are implemented in all Regions | x of y Districts have completed the youth participation workshop | x of y 100% - Q4 | 1 | 1 | 100% | Completed | Completed | | | |
| D16.1 | Employees are supported and encouraged to enhance their capability by promoting the NSW RFS professional development and work plan framework | x of y current staff (established ongoing roles) with a 2017/18 work plan developed and agreed | x of y 100% | 5 | 7 | 71% | On Target | On Target | | Orana had 2x vacant positions as at 31/12/17 | |
| D16.2 | 0 | x of y current staff (established ongoing roles) have completed an annual review of their work 2016/17 plan with their manager | x of y 100% | 5 | 7 | 71% | Completed | Completed | | Orana had 2x vacant positions as at 31/12/17 | |
| D16.3 | 0 | x of y current staff (established ongoing roles) have completed a mid year review of their work 2017/18 plan with their manager | x of y Due Q3 | 0 | 7 | 0% | On Target | On Target | | Not due until Q3 | |
| D16.4 | 0 | x of y staff (established ongoing roles) with a 2017/18 Professional Development Plan in place | x of y 100% | 5 | 7 | 71% | On Target | On Target | | Orana had 2x vacant positions as at 31/12/17 | |
| D17.1 | Ensure compliance with DPC advice to maintain leave balances to less than 30 days by 30 June annually | x of y staff with recreation leave balance in excess of 30 days at the end of each quarter | x of y 0% | 0 | 5 | 0% | On Target | On Target | | | |
| D18.1 | Training provided is adequately planned and implemented in accordance with the RFS Training SOPs | x of y training plans endorsed by the District Managers annually | x of y Due Q3 | 0 | 1 | 0% | On Target | On Target | | Not due until Q3. A permanent L&D/Membership Services Officer has commenced in Orana as of Q3. | |
| D18.2 | 0 | x of y Total training activities planned within training plan entered into LSO upon approval of training plan annually | x of y Due Q3 | 0 | 1 | 0% | On Target | On Target | | Not due until Q3. A permanent L&D/Membership Services Officer has commenced in Orana as of Q3. | |
| D18.3 | 0 | x of y members with formal fire related competency (BFA, BF, AF, VF, CL, CLV, CLW, CLS, CLG, SI, CAA, CCO, CCS, ARO, ABO) | x of y 60% | 939 | 1391 | 68% | On Target | On Target | | | |
| D18.4 | 0 | Number of members with PBS qualification increased | Number | 15 | | 15 | On Target | On Target | | | |
| D18.5 | 0 | Number of members with RFI and ASA qualification increased | Number | 79 | | 79 | On Target | On Target | | | |

| | | | | | | QUARTERLY PERFORMANCE REPORT | | | | | |
|--------------|--|---|-------------------------------|-----|-----|------------------------------|---------------|---|--------------------|---|--|
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| Orana | | | | | | | | | | | |
| BP Reference | INITIATIVE/PROGRAM/ACTIVITY (What are we doing to achieve the Corporate Objective) | EXPECTED OUTCOME (What do we expect to achieve through this initiative) | Q2 TARGET (Date, number or %) | x | y | KPI or Milestone Result | STATUS | OVERALL INITIATIVE STATUS (schedule and deliverables) | REASON BEHIND | WHAT HAPPENED (include any issues) | CORRECTIVE ACTION |
| D18.6 | 0 | Number of members with specialist qualifications including Air Attack Supervisor (baseline 31), Air Operations Manager (baseline 14), Air Base Manager (baseline 24) and Aircraft Officer (baseline 16) increased | Number | 3 | | 3 | Behind Target | Behind Target | Resourcing (human) | Lack of take up of Aviation Specialist roles by volunteers | Continue to encourage participation in training programmes |
| D19.1 | Ensure audit recommendations are implemented | x staff of y District Staff have responsibility in their work plan to deliver outcomes contained within the District Training Plan (min 1 per District) | x of y | 1 | 7 | 14% | On Target | On Target | | Included in the Membership Services Officer's Workplan | |
| D19.2 | 0 | x staff of y District Staff have responsibility in their work plan to support volunteer recruitment and retention activities (min 1 per District) | x of y | 1 | 7 | 14% | On Target | On Target | | | |
| D19.3 | 0 | x of y total brigades have been provided a copy of the NSW RFS volunteer recruitment and retention kit | 100% - Q4 | 60 | 60 | 100% | Completed | Completed | | | |
| D19.4 | 0 | x of y total brigades that have undertaken a brigade health check with the assistance of DTZ staff in line with recruitment and retention kit (min 2 per district) | 100% - Q4 | 59 | 60 | 98% | On Target | On Target | | | |
| D20.1 | Ensure all brigade and group officers are appointed and authorised to enter premises in accordance with Service Standard 1.3.3 Authority Cards and 2.1.4 Appointment of Field and Group Officers | x of y brigade and group officers appointed and authorised to enter premises and issued an authority card in accordance with Service Standards | x of y 100% | 237 | 240 | 99% | On Target | On Target | | One Brigade still to hold an AGM | Continue to follow up |
| D20.2 | 0 | x of y Districts that have held Group Officer elections within three year term | x of y 100% | 1 | 1 | 100% | Completed | Completed | | New Elections are due for Orana in the 4th Quarter | |
| D21.1 | Members are publicly recognised for their outstanding contribution to the NSW RFS | Number of eligible members that have been presented with long service awards within 2017/18 Financial Year (minimum 30 per District) | Number | 4 | | 4 | On Target | On Target | | Orana is proposing to hold a District Medal Presentation Ceremony in the 4th quarter | |
| D22.1 | Effective consultation at all levels contributes to achievement of corporate objectives | x of y total district brigade AGMs attended by Staff Officer | x of y | 58 | 60 | 97% | On Target | On Target | | One Brigade still to hold an AGM. One Brigade did not notify the office of the date/time of their AGM | |
| D22.2 | 0 | X of Y Number of Captains Meetings 2017/18 FY (min 2 per year) | x of y 50% | 5 | 8 | 63% | On Target | On Target | | | |
| D22.3 | 0 | X of Y Number of district SMT meetings held 2017/18 FY (min 4 per district) | x of y 50% | 3 | 4 | 75% | On Target | On Target | | | |
| D23.1 | NSW RFS Rural Fire District Service Agreement and Schedules are current and relevant | x of y Rural Fire District Service Agreements that are current | x of y 100% | 2 | 2 | 100% | Completed | Completed | | | |
| D23.2 | 0 | x of y Rural Fire District Service Agreements revised as a result of Local Government amalgamations | x of y 100% by Q4 | 1 | 1 | 100% | Completed | Completed | | | |
| D24.1 | Actively engage with Local Government | x of y District Liaison Committee meetings held annually (min 2 per committee per year) | x of y 100% Annually | 2 | 6 | 33% | On Target | On Target | | | |
| D24.2 | 0 | x of y meetings held between Council General Manager/Mayor and District Manager to ensure key stakeholder engagement (min 2 meetings) | x of y 100% Annually | 1 | 2 | 50% | On Target | On Target | | | |
| D25.1 | Ensure effective and timely financial reporting in accordance with Rural Fire District Service Agreements | x of y District M&R budget reports (expenditure against allocation) provided to Regional Manager by 30 September for previous financial year | Complete | 2 | 2 | 100% | On Target | On Target | | | |
| D25.2 | 0 | x of y Districts Managers that have reviewed their M&R expenditure with council Quarterly in the current 2017/18 FY | x of y 100% Quarterly | 0 | 1 | 0% | Behind Target | Behind Target | | DM on leave for most of this Quarter | Follow up on return to work |
| D26.1 | Ensure Business Continuity Management (BCM) Program is continued | x of y District sites that have completed the BCM review annually | x of y 100% by Q4 | 1 | 1 | 100% | Completed | Completed | | | |

Attachment No 1
1.3

| | | | | | | QUARTERLY PERFORMANCE REPORT | | | | | |
|--------------|--|---|-------------------------------|----|----|------------------------------|---------------|---|--------------------|--|---|
| Region West | | | | | | QTR | | December | | Financial Year 2017/18 | |
| Orana | | | | | | | | | | | |
| BP Reference | INITIATIVE/PROGRAM/ACTIVITY (What are we doing to achieve the Corporate Objective) | EXPECTED OUTCOME (What do we expect to achieve through this initiative) | Q2 TARGET (Date, number or %) | x | y | KPI or Milestone Result | STATUS | OVERALL INITIATIVE STATUS (schedule and deliverables) | REASON BEHIND | WHAT HAPPENED (include any issues) | CORRECTIVE ACTION |
| D27.1 | Comply with HSW legislation for Districts and Brigades for the continuous improvement of District safety initiatives | x of y WHS validated Site Management plans reviewed annually and are current | x of y 100% Annually | 35 | 46 | 76% | On Target | On Target | | | |
| D27.2 | 0 | x of y district site management plans conform to current SMP templates in accordance with item 0022 DRS Directors communique 1/2016 | x of y 100% Annually | 46 | 46 | 100% | Completed | Completed | | | |
| D27.3 | 0 | x of y total WHS corrective actions in the district corrective action register completed by the agreed due date | x of y Quarterly | 0 | 0 | #DIV/0! | On Target | On Target | | | |
| D27.4 | 0 | x of y total non-compliant mezzanines permanently restricted (other than sign) where ongoing use of mezzanine is not desired | x of y Quarterly | 4 | 4 | 100% | Completed | Completed | | | |
| D27.5 | 0 | x of y FCC and brigade hazard and chemical registers reviewed annually and are current | x of y 100% Annually | 0 | 46 | 0% | Behind Target | Behind Target | Resourcing (human) | Higher priorities in other areas and reduced staffing levels have prevented this from being undertaken | As of Q3, an additional staff member has been allocated to the Infrastructure portfolio to assist with the excessive workload in this area. |
| D27.6 | 0 | x of y brigade and FCC site locations that have conducted an annual evacuation drill where specified on the site management plan | x of y 100% Annually | 46 | 46 | 100% | Completed | Completed | | | |
| D27.7 | 0 | x of y total RFS facilities where a residual current device (RCD) has been installed in compliance to the OHS amended RCD regulation 2011 | x of y Due Q4 | 46 | 46 | 100% | Completed | Completed | | | |
| D27.8 | 0 | x of y brigade stations where check has been conducted to ascertain if the Eaton Industries Pty Ltd Quicklag ELO Earth Leakage Circuit Breaker is present and recall process implemented where necessary in accordance with product recall notice issued 27/06/2017 | x of y 100% by Q4 | 31 | 43 | 72% | On Target | On Target | | | |
| D27.9 | 0 | x of y districts have undertaken consultation workshops to inform members of the WHS Consultation and Issue Resolution in accordance with SS7.1.8 | x of y Due Q4 | 1 | 1 | 100% | On Target | On Target | | | |
| D27.10 | 0 | x of y districts have undertaken a HSR election in accordance with SS7.1.8 when specifically requested by member/s following consultation workshops | x of y Due Q4 | 0 | 0 | #DIV/0! | On Target | On Target | | No requests have been received | |
| D27.11 | 0 | x of y elected HSRs have undertaken RFS 1 day mandatory training | x of y Due Q4 | 0 | 0 | #DIV/0! | On Target | On Target | | No HSR's in Orana at this time. | |
| D27.12 | 0 | x of y meetings held between District Manager and any elected HSR (min 2 per year) in accordance with SS7.1.8 | x of y Due Q4 | 0 | 0 | #DIV/0! | On Target | On Target | | No HSR's in Orana at this time. | |
| D27.13 | 0 | x of y ICAM Level 2 investigations completed within one month of being issued | x of y 100% | 0 | 0 | #DIV/0! | On Target | On Target | | | |
| D28.1 | Assist PSU with the roll-out of training for SS1.1.7 Code of Conduct and Ethics to staff | x of y staff competent in Code of Conduct and Ethics (Service Standard 1.1.7) | x of y Due Q4 | 5 | 7 | 71% | On Target | On Target | | 2x positions vacant in Orana at time of report | |
| D28.2 | 0 | x of y staff that have downloaded and acknowledged the Code of Conduct and Ethics via the eLearning portal in the SAP System by the end of September annually | Q1 100% | 5 | 7 | 71% | Completed | Completed | | 2x positions vacant in Orana at time of report | |
| D29.1 | Improve engagement with indigenous and Culturally and Linguistically Diverse (CALD) communities | x of y districts have engaged with an indigenous or CALD community eg meeting with Aboriginal Land Council, participating NADOC event, encourage attendance at BFMC | x of y Due Q4 | 1 | 1 | 100% | Completed | Completed | | | |

**MINUTES OF THE TRANGIE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE MEETING
HELD AT THE TRANGIE SHOWGROUND ON THURSDAY 22 FEBRUARY 2018**

PRESENT: Cr Dawn Collins (Chair), Cr. Craig Davies, Vas Roberts (Director Community & Regulatory Services), George Gibson (Macquarie Picnic Race Club), Andy McKinnon (Trangie Jockey Club), Wayne Foster (Trangie Pony Club), Amanda McCutcheon (Trangie Campdrafters), Paul Mitchell (Trainer).

1. WELCOME

The Chair welcomed those present and declared the meeting open at 4.00 pm.

2. APOLOGIES

RECOMMENDED A McKinnon/W Foster that the apologies of Tim Ferrari, Jaye Millgate and Terrie Millgate be accepted.

3. DECLARATION/CONFLICT OF INTEREST – None

4. CONFIRMATION OF MINUTES OF PREVIOUS MEETING

RECOMMENDED A. McKinnon/G. Gibson that the Minutes of the previous meeting of the Trangie Showground & Racecourse Advisory Committee held on 30 November 2017 be adopted as a full and accurate record of proceedings of that meeting.

5. BUSINESS ARISING FROM THE MINUTES

The business arising was dealt with in the Community & Regulatory Services Report.

6. COMMUNITY & REGULATORY SERVICES REPORT

6.1 Follow up Items from Last Meeting.

- i) The iron sheets and painting at the southern end of pavilion still to be done.
ACTION – COMMUNITY FACILITIES MANAGER
- ii) Judges Tower – flapping piece of iron. Andy McKinnon advised this has been fixed.
- iii) The extension of the fence past the dining room has been completed.
- iv) Old Concrete – Wayne Foster raised the issue of an old concrete pipe no longer in use which is close to the entrance where the road goes through into the ring. He said a lot of water lies in that area. This matter was further discussed and it was suggested a guide post be placed on either side so people know there is a drop there. It was also suggested that Council staff pack some fill into that area so vehicles can drive square through the gateway. Council staff to contact Paul Mitchell to ascertain the exact site where the repair is needed. **ACTION COMMUNITY FACILITIES MANAGER**

**MINUTES OF THE TRANGIE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE MEETING
HELD AT THE TRANGIE SHOWGROUND ON THURSDAY 22 FEBRUARY 2018**

2. BOOKINGS FROM STOCK HORSE ASSOCIATION FOR USE OF STABLES/FACILITIES

Amanda McCutcheon raised the issue of the new fees for the Stock Horse training events and thought they were a lot less compared to the approximately \$600 per event the Campdrafters are charged for their event. Amanda considered that there is no difference between holding a campdraft or the stock horse training events so thought the fees should be similar. She said the Campdrafters do not use much power at the Campdraft and they hire their own generators. Mr Paul Mitchell advised that there are campers who plug into the power in the stables area during the Campdraft.

The Chair suggested Amanda write to Council to raise the issue with her reasons why their fees should be reduced so the letter can be considered when the budget and fees and charges are considered by Council at its budget meeting.

RECOMMENDED A McKinnon/W Foster that the information be noted.

3. SECURITY LIGHTING – GRANT APPLICATION

Andy McKinnon advised that he had lodged the grant application for approximately \$40,000 for security lighting and signage for the Trangie Showground. The application was lodged jointly by the Trangie Jockey Club and Trangie Pony Club. It is expected to know the result of the application in March 2018.

Mr McKinnon thanked Mrs Roberts for her assistance with the preparation of the grant application.

RECOMMENDED A McKinnon/A McCutcheon that the information be noted.

4. PUBLIC RESERVES MANAGEMENT FUND (PRMF) GRANT OPPORTUNITY

There was some discussion on the condition of the seating at the Grandstand and the fact that some of the seats are only made from chipboard which are starting to rot.

RECOMMENDED A McKinnon/Paul Mitchell that the replacement of the seating in the Grandstand at Trangie Showground is considered a Workplace Health & Safety issue and an application be lodged under the PRMF for grant funds to replace the seating.

ACTION - DIRECTOR

5. BOOKINGS

RECOMMENDED Cr C Davies/G Gibson that the information be noted.

NOTE: Follow up whether the wedding scheduled for 8/9 March was confirmed.

**MINUTES OF THE TRANGIE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE MEETING
HELD AT THE TRANGIE SHOWGROUND ON THURSDAY 22 FEBRUARY 2018**

7. FINANCIAL REPORT

RECOMMENDED Cr C Davies/G Gibson that the Financial Report as presented be adopted.

NOTE: A query was raised on the \$585 expense for a water cart charged in January 2018. This to be followed up.

A query was also raised about the insurance excess amount of \$2000. To also be followed up and reported back to the next meeting.

Check also whether an account has been forwarded to the Macquarie Picnic Race Club for use of the Showground in December 2017. **ACTION DIRECTOR**

8. GENERAL BUSINESS

- a) There is a need for a gate valve tap to be installed near the existing taps 40m from the running rail on the arena side. One has a ball valve the other has a 3" tap.

RECOMMENDED P Mitchell/Cr C Davies that Council follow up this matter and have a gate valve installed.

(NOTE: Staff to liaise with Paul Mitchell regarding the exact location of the taps). **ACTION – COMMUNITY FACILITIES MANAGER**

- b) **Light Bulbs in old toilets** – Jaye Milgate sent a message by email to say that Maureen Coffee advised she had problems with the lights in the toilets at the back of the pavilion. She had installed new bulbs before the wedding on 27th January and they were taken, presumably by children. Maureen wanted to bring this to the matter of the Committee but did not know what could be done to stop this from happening.

Information was noted.

- c) **Wire near Irrigation Channels** – This matter was raised and will be referred to Council through the CRM system for action by Council staff to remove the wire. **ACTION DIRECTOR**

9. NEXT MEETING

The next meeting of the Trangie Showground & Racecourse Advisory Committee will be held on Thursday 24 May 2018 at 4.00 pm.

There being no further business, the meeting closed at 4.40 pm.

**MINUTES OF THE TRANGIE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE MEETING
HELD AT THE TRANGIE SHOWGROUND ON THURSDAY 22 FEBRUARY 2018**

The Minutes (pages 1 – 4) were confirmed at a meeting held on the _____ day
of _____ 2018 and are a full and accurate record of proceedings of the
Trangie Showground & Racecourse Advisory Committee meeting held on 22 February
2018.

CHAIR

.....Mayor

**REPORT TO TRANGIE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE
MEETING HELD AT TRANGIE SHOWGROUND ON THURSDAY 22 FEBRUARY 2018**

1. FOLLOW UP ITEMS FROM LAST MEETING

- i) Replacement of some iron sheets and painting at southern end of pavilion.

Still to be completed.
- ii) WH&S – Electricity box on pole near the rear Bar entrance has been vandalized. Electrician has been engaged to repair.

Work has been completed.
- iii) The outside tables around the verandah poles need fixing. Suggested they be permanently fixed rather than sliding up and down.

Work has been completed.
- iv) The fence will now be extended down towards the Dining Room end.

No Action yet. Unsure what exactly this refers to – more information needed from Committee.
- v) Access road at the north eastern corner gate to be fixed before the Picnic Races. It was suggested some loads of rolled bardens gravel should suffice.

This work has been completed.
- vi) Judges Tower – flapping piece of iron. Trangie Jockey Club to look into this.

Does Andy McKinnon have an update on this item?
- vii) Replacement of the double and small gate which were rusted off.

This work has been completed.

**REPORT TO TRANGIE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE
MEETING HELD AT TRANGIE SHOWGROUND ON THURSDAY 22 FEBRUARY 2018**

- viii) Old Concrete – Wayne Foster raised the issue of an old concrete pipe no longer in use which is close to the entrance where the road goes through into the ring. He said a lot of water lies in that area. Andy McKinnon said he would look into this.

Does Andy McKinnon have an update on this item?

- ix) Request from Trangie Playgroup for use of the verandah and lawn area for playgroup once per week and also to use the room under the grandstand for storage of equipment during the year.

This was approved by Council and the Trangie Playgroup have been advised of Council's decision.

- x) Race Track – It was noted that the race track has been re-levelled but there is some water lying there after rain. George Gibson to check where the water lies after the next rain.

Does George Gibson have any update on this?

- xi) Pavers Adjustment

This work has been completed.

2. BOOKINGS FROM STOCK HORSE ASSOCIATION FOR USE OF STABLES/FACILITIES

This matter was reported to Council and they agreed to some additional charges for the hire of the stables, use of toilets, bottled gas and power, and removal of rubbish bins by the Pony Club.

Council accepted the recommendations for the new charges. Also there were some charges that applied to Narromine Showground that had not been included in the Trangie Showground list. These have also been added in. Council resolved as follows:

That Council adopt the following fees and charges for Trangie Showground and Racecourse and the Fees and Charges Register be updated accordingly –

**REPORT TO TRANGIE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE
MEETING HELD AT TRANGIE SHOWGROUND ON THURSDAY 22 FEBRUARY 2018**

a) Use of facilities plus arena for horse training classes per day \$150 inc. GST; If stables are used in conjunction with the classes, per day \$50 inc. GST;

b) Hire of Stables - Nightly charge up to 3 nights per stall per night \$13.50 inc. GST; Weekly rate or more than 4 nights per stall per night \$9.50 inc. GST;

Cattle yards per pen per week \$10 inc. GST. (these are the general charges for hire of the facilities – excluding a stock horse event as above).

It is intended to reimburse the Trangie Pony Club for the use of their facilities ie showers and bottled gas and the cleaning of the toilets and removal of rubbish (when used by the Stock Horse Association for their event). It also covers the power used by the campers.

The fee of \$150 per day should be sufficient to ensure all costs are covered. There will also be an additional charge of \$50 per day if they use the stables. The reimbursement amount will be negotiated between the Trangie Pony Club and Council to be taken from the fees charged to the Stock Horse Association for the use of the facilities.

The abovementioned new fees have been out on public exhibition and finally adopted by Council at its February meeting and are now in force.

RECOMMENDATION

That the information be noted.

3. SECURITY LIGHTING – GRANT APPLICATION

The Committee resolved that Andy McKinnon follow up on a joint grant application from the Macquarie Picnic Races and Trangie Pony Club through the NSW Community Safety Fund 2018 which closed on 20th December 2017.

It was decided that the application should come from the Trangie Jockey Club and Trangie Pony Club. Council's WH&S Officer met with Andy McKinnon at the Showground and helped sort out the signage needed. Following this a meeting was held with representatives from the two Clubs and the Director to work on the application and a joint application was prepared and submitted in time to meet the deadline. The results of the grant application have not been received as yet. Andy McKinnon may wish to further elaborate on this application at the meeting.

RECOMMENDATION

That the information be noted.

**REPORT TO TRANGIE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE
MEETING HELD AT TRANGIE SHOWGROUND ON THURSDAY 22 FEBRUARY 2018**

4. PUBLIC RESERVES MANAGEMENT FUND (PRMF) GRANT OPPORTUNITY

The PRMF grant fund is now open for applications. They close in early March. It is intended to lodge an application to replace the timber seating at the Trangie Showground Grandstand with aluminium seating.

If any of the members feel there are other higher priority projects then please advise, otherwise the application will be lodged for the Grandstand seating.

It is important in the application that the need for the project has been recognized by the Showground Committee.

RECOMMENDATION

That the replacement of the seating in the Grandstand at Trangie Showground is considered a Workplace Health and Safety Issue and an application be lodged under the PRMF for grant funds to replace the seating.

5. BOOKINGS

Since the last meeting in November 2017, there has been one booking for use of the Showground facilities. The Pony Club also have regular rally days on the third Sunday of each month. There are three forward bookings so far received for use of the facilities over the next few months and they are provided under separate cover to Committee members for privacy reasons.

RECOMMENDATION

That the information be noted.

Vas Roberts

Director Community & Regulatory Services

**TRANGIE SHOWGROUND RACECOURSE
ADVISORY COMMITTEE**

**Statement of Income & Expenditure
Period Ending 8/02/2018**

INCOME

| | | |
|----------------------------|----------|------------------------|
| Contributions | | |
| Narromine Shire | 9,020.00 | |
| Macquarie Picnic Race Club | - | |
| Trangie Jockey Club | - | |
| Sundry | - | |
| | <hr/> | 9,020.00 |
| Fees | | |
| Private functions | - | |
| Other Facilities | 679.99 | |
| Stables | 1,385.26 | |
| | <hr/> | 2,065.25 |
| Interest | - | |
| | <hr/> | - |
| TOTAL INCOME | | <hr/> 11,085.25 |

EXPENDITURE

| | | |
|---|---|-----------------------------|
| Bank Fees | | - |
| Cleaning | | - |
| Electricity | | 2,557.57 |
| Insurance | | 2,000.00 |
| Repairs & Maintenance | | |
| Buildings | - | |
| Grounds | - | |
| Plant | - | |
| Turf | - | |
| Racetrack | - | |
| Toilets | - | |
| | | - |
| Rates & Water | | 2,110.39 |
| Interest Loan Dept of Lands - Amenities Block | | - |
| Wages & Security | | 443.68 |
| Sundry | | 585.00 |
| | | <hr/> |
| TOTAL EXPENDITURE | | <hr/> 7,696.64 |
| PROFIT/(LOSS) YEAR TO DATE | | <hr/> <hr/> 3,388.61 |

**TRANGIE SHOWGROUND RACECOURSE ADVISORY
COMMITTEE
Bank Reconciliation
As At 8/02/2018**

| | |
|--|----------------------------|
| Balance of Bank Account as at 01.07.17 | \$ 17,587.12 |
| Add Receipts | \$ 11,085.25 |
| Less Payments | <u>\$ 7,696.64</u> |
| Balance of Working Funds 08/02/2018 | <u>\$ 20,975.73</u> |
| Bonds Held | \$ - |
| Sub Total | \$ 20,975.73 |
| Balance as Per Bank Statement 8/02/18 | \$ 20,975.73 |
| Reconciled Balance | <u>\$ 20,975.73</u> |
| Check: | \$ - |
| <u>Balance Sheet Check:</u> | |
| Reconciled Bank Balance 1 July 2017 | \$ 17,587.12 |
| Profit Year to Date | \$ 3,388.61 |
| Security Bonds Held | <u>\$ -</u> |
| Reconciled Bank Balance 8/02/2018 | <u>\$ 20,975.73</u> |
| Reconciled Balance | <u>\$ 20,975.73</u> |
| Check: | \$ - |

**MINUTES OF THE NARROMINE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE
MEETING HELD IN COUNCIL'S CHAMBERS ON THURSDAY 15 FEBRUARY 2018**

PRESENT: Cr. Dawn Collins (Chair) Cr Les Lambert, Guy Marchant (Acting Director Community & Regulatory Services), Craig Roberts (Narromine Show Society), Libby Dennis (Narromine Turf Club) Alice Oates (Narromine Pony Club), Les Radford (Narromine Turf Club)

WELCOME

The Chair welcomed those present, and declared the meeting open at 3.00 pm.

1. **APOLOGIES** – Bill Gibbs, Dr R Kirkby (Narromine Turf Club), Nick Powell (Narromine Show Society), Sue Walsh (Narromine Pony Club).

RECOMMENDED Cr Lambert/L Dennis that the apologies of Bill Gibbs, Dr R Kirkby, Nick Powell and Sue Walsh be accepted.

2. **DECLARATION/CONFLICT OF INTEREST** - Nil

3. **CONFIRMATION OF MINUTES OF THE PREVIOUS MEETING**

RECOMMENDED Cr Lambert/C Roberts that the Minutes of the previous meeting of the Narromine Showground and Racecourse Advisory Committee, held on 16 November 2017 be adopted as a full and accurate record of that meeting.

4. **BUSINESS ARISING FROM THE MINUTES**

Nil

5. **COMMUNITY & REGULATORY SERVICES REPORT**

- **Follow up Items from Last meeting**

RECOMMENDED A Oates/C Roberts that the information be noted.

- **NARROMINE PONY CLUB PROPOSED TOILET/CLUB COMPLEX**

RECOMMENDED Cr Lambert/A Oates that the information be noted.

**MINUTES OF THE NARROMINE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE
MEETING HELD IN COUNCIL'S CHAMBERS ON THURSDAY 15 FEBRUARY 2018**

- **WORKPLACE HEALTH AND SAFETY ISSUES**

During the discussion the following items were raised:

The Pony Club requested that the mesh and harrows be relocated from the arena to a more suitable site when not in use. Current location is endangering children and horses. **Action Turf Club** to look at relocating with other machinery close to cottage;

Risk Assessment has been undertaken (attached) and repairs have been made in line with the assessment;

Repairs made to front gate. Libby Dennis (Narromine Turf Club) advised the Turf Club had authorised repairs to the front gate of the Showground in January and asked that the Narromine Showground & Racecourse Advisory Committee pay for the repairs.

RECOMMENDED Cr Lambert/L Dennis that the Narromine Showground & Racecourse Advisory Committee pay the amount of \$1435.50 for repairs to the main entrance gate at the Narromine Showground.

- **BOOKINGS**

RECOMMENDED L Radford/C Roberts that the information on bookings be noted.

6. FINANCIAL REPORT

RECOMMENDED Cr Lambert/A Oates that the financial report as presented to the meeting be adopted.

7. GENERAL BUSINESS

- *Narromine Pony Club* - Advised that the Jamboree will be held on 28 October 2018.
- *Narromine Turf Club* – Advised that a new groundsman has commenced and is working towards completion of a Certificate III in Horticulture.
- *Narromine Turf Club* – Advised that up to 80% funding may be available from Racing NSW to upgrade the bar/dining area, including the addition of a second storey.
- *Narromine Turf Club* - Request to have the cattle yards removed as they are no longer used and are in a state of disrepair. **Action L Dennis** to contact Council and request removal of cattle yards.

**MINUTES OF THE NARROMINE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE
MEETING HELD IN COUNCIL'S CHAMBERS ON THURSDAY 15 FEBRUARY 2018**

8. NEXT MEETING

The next meeting of the Narromine Showground and Racecourse Advisory Committee will be held on Thursday 17 May 2018, commencing at 3.00 pm.

There being no further business, the meeting closed at 3.40 pm.

The Minutes (pages 1 - 3) were confirmed at a meeting on the day of 2018, and are a full and accurate record of proceedings of the Narromine Showground and Racecourse Advisory Committee held on Thursday 15 February 2018.

CHAIR

HAZARD INSPECTION Narromine Showground Broadcast & Steward Towers 17.12.2017

Completed by Bo Darcy (Asset Inspector) and Ashley Bullock (WHS & Risk Coordinator)

Good points

Tower 3 (400M)

- Tower appears to be in good condition (refer photo 6).

Issues Requiring Attention

Tower 1 (1000m)

- Restraint required to prevent fall at entrance to platform (refer photo 1).
- Rust areas on platform floor (refer photo 2).

Tower 2 (800M)

- Fall prevention bar needs welding to cage (refer photo 3).
- Rust appearing on floor of platform (refer photo 4).

Other Hazard

- Trip Hazard - old running rails and other rubbish to be removed (refer photo 5).

Ashley Bullock

WHS & Risk Coordinator

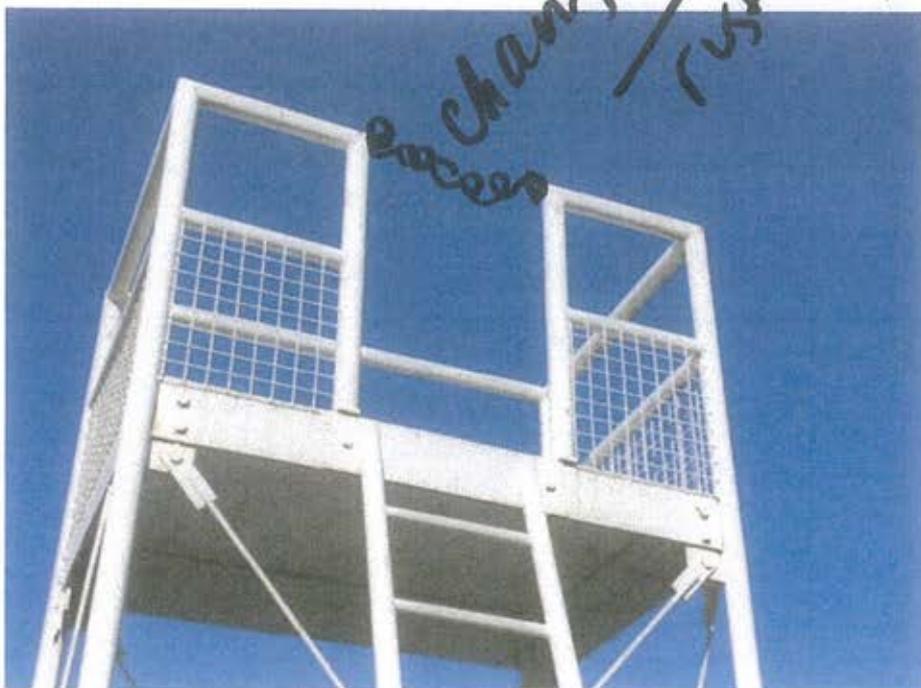
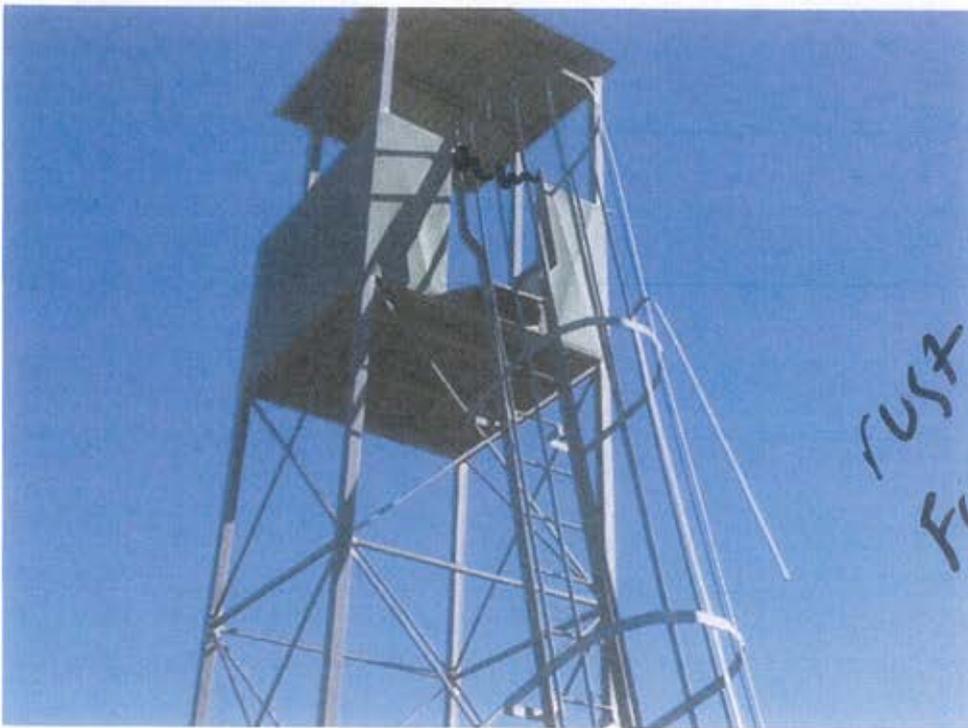


Photo1



Photo 2



rust
Full pressure bar
- Another
chain latched

Photo 3

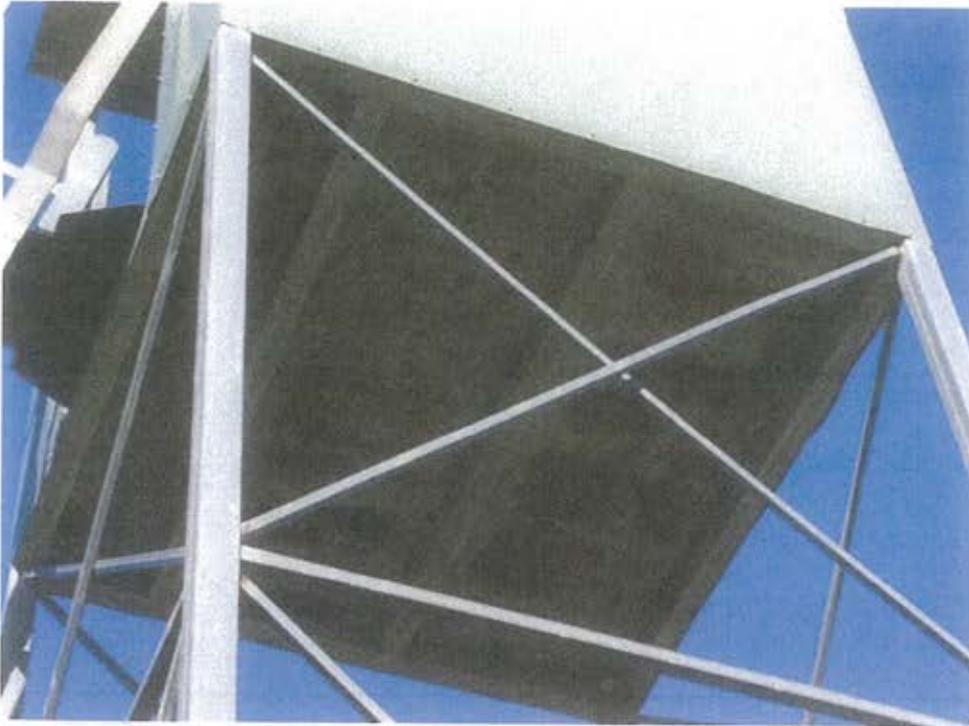


Photo 4



TROY
UP

Photo 5

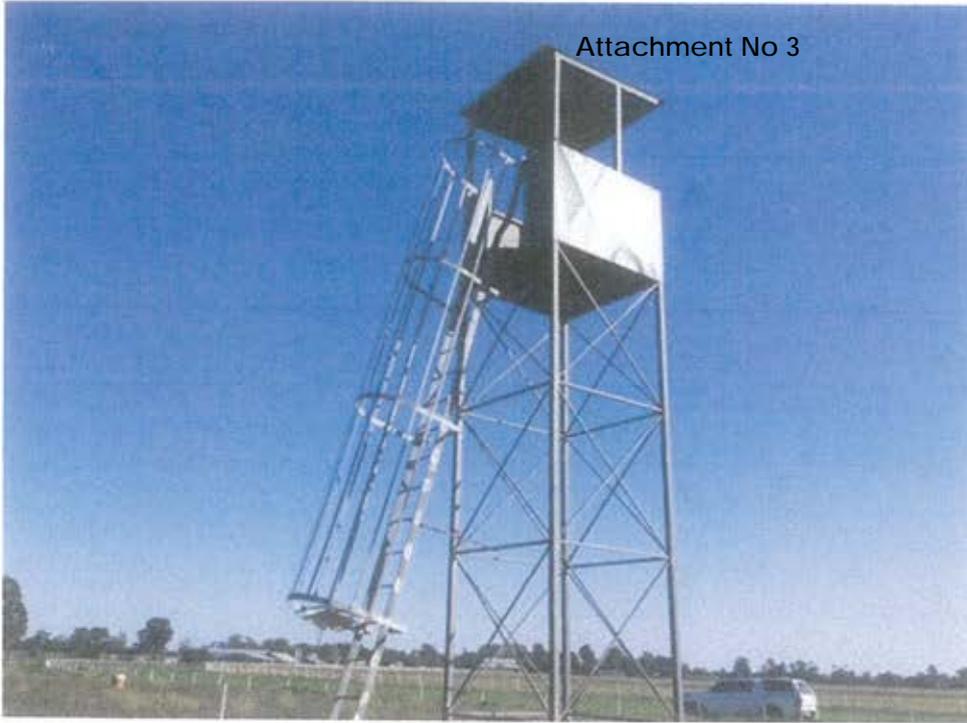


Photo 6

REPORT TO NARROMINE SHOWGROUND AND RACECOURSE ADVISORY COMMITTEE HELD AT COUNCIL'S CHAMBERS ON THURSDAY 15 FEBRUARY 2018

1. FOLLOW UP ITEMS

- a) Replacing Electrical Infrastructure in the Show Pavilion

Council agreed to the use of Showground funds to replace the electrical infrastructure in the Show pavilion and install security lighting in that area.

Order has been placed and work will commence shortly.

- b) Potholes in and around the bitumen driveway into the Showground near the pavilion and also to the Pony Club area – Action Engineering

Works to be completed.

- c) Check where tree was removed that the ground has not sunk especially with the rain.

No apparent subsidence.

- d) No Smoking in Grandstand sign to be placed in the Grandstand

Sign is awaiting installation.

- e) Septic Tank Pump

Temporary pump installed at septic tank near the toilets near the poultry shed. Check whether Council staff have been back to install a permanent pump.

Permanent pump still to be installed.

RECOMMENDATION

That the information be noted.

2. NARROMINE PONY CLUB PROPOSED TOILET/CLUB COMPLEX

I am very pleased to report that the Narromine Pony Club application for grant funding of \$58,000 to construct a new toilet/club complex at the Showground was approved.

This work should commence shortly.

RECOMMENDATION

That the information be noted.

**REPORT TO NARROMINE SHOWGROUND AND RACECOURSE ADVISORY
COMMITTEE HELD AT COUNCIL'S CHAMBERS ON THURSDAY 15 FEBRUARY 2018**

3. WORKPLACE HEALTH & SAFETY ISSUES

The Workplace Health & Safety issues identified at the last meeting have been investigated and attended to where possible.

Have members noticed any other workplace health and safety issues that need addressing? It is very important in managing risk that any issues are reported promptly to Council so they can be attended to.

RECOMMENDATION

For Consideration

4. BOOKINGS

Since the last meeting in November 2017 there have been two functions at the Showground. Details of these and future bookings are provided under separate cover for privacy reasons however there are several functions booked for the next few months.

RECOMMENDATION

That the information be noted.

Vas Roberts
Director Community & Regulatory Services

**Narromine Showground and Racecourse
Advisory Committee
Statement of Working Funds
As at 08/02/2018**

| | |
|---|--------------------------|
| Balance Brought Forward as at 01/07/17 | 82,675.42 |
| Add Receipts | 22,704.45 |
| Less Payments | <u>(4,927.06)</u> |
| Balance of Working Funds 8/02/2018 | <u>100,452.81</u> |
| Security Bonds Held | <u>0.00</u> |
| Reconciled Balance | <u>100,452.81</u> |
| Check: | (0.00) |

Balance Sheet Check:

| | |
|---|--------------------------|
| Reconciled Bank Balance 1 July 2017 | 82,675.42 |
| Profit Year to Date | <u>17,777.39</u> |
| Reconciled Working Funds Balance 8/02/2018 | <u>100,452.81</u> |
| Plus Security Bonds Held | 0.00 |
| Reconciled Balance | 100,452.81 |
| Check: | 0.00 |

**Narromine Showground and Racecourse
Advisory Committee**

**Statement of Income & Expenditure
Period Ending 8/02/2018**

INCOME

| | | |
|-----------------------------|----------|------------------|
| Contributions | | |
| Narromine Turf Club | 2,274.54 | |
| Narromine Show Society | 1,137.27 | |
| Narromine Shire | 9,020.00 | |
| Sundry | - | |
| | <hr/> | 12,431.81 |
| Fees | | |
| Cottage Rent | 3,422.53 | |
| Other Facilities | 722.72 | |
| Stables | 6,127.39 | |
| | <hr/> | 10,272.64 |
| Other Income | | |
| Grant - Amentities Building | - | |
| Loan - Amentities Building | - | |
| Interest | - | |
| | <hr/> | - |
| | - | <hr/> |
| TOTAL INCOME | | 22,704.45 |

EXPENDITURE

| | | |
|--|---|------------------|
| Vandalism Repairs | | - |
| Cleaning | | 518.58 |
| Electricity | | 2,682.81 |
| Insurance - Excess | | - |
| Insurance | | 0.00 |
| Repairs & Maintenance | | |
| Buildings / Fixtures | - | |
| Grounds | - | |
| Plant | - | |
| Turf | - | |
| House Repairs | - | |
| Toilets | - | - |
| Rates & Water | | 1,135.62 |
| Wages & Security | | 462.89 |
| Sundry | | 127.16 |
| | | <hr/> |
| TOTAL EXPENDITURE | | 4,927.06 |
| | | <hr/> |
| PROFIT/(LOSS) YEAR TO DATE | | 17,777.39 |
| | | <hr/> |
| ADJUSTED PROFIT/(LOSS) YEAR TO DATE | | 17,777.39 |
| | | <hr/> |

MINUTES OF ECONOMIC DEVELOPMENT GROUP COMMITTEE DISCUSSION HELD AT THE
NARROMINE SHIRE COUNCIL CHAMBERS ON TUESDAY 20 FEBRUARY 2018
COMMENCING AT 5PM

PRESENT: Cr Mark Munro (Chair), Cr Craig Davies (Narromine Shire Council, Mayor), Jane Redden (Narromine Shire Council, General Manager), Phil Johnston (Narromine Shire Council, Manager Economic Development), Jodie Browning, Phil MacInnes, Peter Kierath, Kelly McCutcheon (Narromine Shire Council, minute secretary)

WELCOME - The Chair of the Economic Development Group, Cr Mark Munro welcomed those present and declared the meeting open at 5pm.

Due to a lack of a quorum the Chair adjourned the meeting at 5.15pm and reconvened for Monday 16 April 2018 at 5pm.

The Minutes (pages 1) were confirmed at a meeting held on the _____ day of _____ 2018 and are a full and accurate record of the meeting held on the 20 February 2018.

Chair

The following discussion was noted.

- The apologies of Cr Lyn Jablosnski, Robert Handsaker, Tracey Macintyre, Suzie Rae and Andrew Cayzer were noted.
- The group agreed that meetings need to occur more regularly with the suggestion of every two months agreed upon.
- Chairman to contact current members to confirm commitment to the committee. A suggestion was made to discuss the option of reducing the size of the committee to ensure a quorum at each meeting.
- Members are asked to select their top 5 priorities from the Economic Development Strategy Implementation Plan and to send through to Council. Council will collect the data and list the top three priorities of the group. The Committee will be asked to divide into working parties to work with Council to complete the actions over the next 12 months. The top three priorities will be put to Council for inclusion in the budget where required.
- The Manager Economic Development gave an overview of several potential developments for the local area.



NARROMINE SHIRE COUNCIL
**ECONOMIC DEVELOPMENT
STRATEGY**

Narromine Shire Council
PO Box 115
124 Dandaloo Street
Narromine NSW 2821

Tel: (02) 6889 9999
web: www.narromine.nsw.gov.au

The Narromine Shire Council Economic Development Strategy was adopted by the Narromine Shire Council at its Ordinary Meeting of Council on xxx (Resolution Number xx).

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

Acknowledgements

This document has been prepared by Business Sense for Narromine Shire Council. Council wishes to thank all those people, businesses and organisations who attended the forums, met with the consultants and provided information for this Economic Development Strategy for Narromine Shire Council.

Disclaimer

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INTRODUCTION

Economic development is about improving the economic wellbeing of a community through attraction of employment generating investment, leading to improved quality of life.

The Narromine Shire Council Economic Development Strategy (EDS) 2018 - 2021 represents a fresh and coordinated approach to improving the economic wellbeing of the Narromine region, leading to an improved quality of life for residents and an enhanced experience for visitors to the Shire.

The Economic Development Strategy incorporates objectives and strategies which aim to achieve a united vision for the region's economic growth, by strengthening the economic base of the Narromine Shire. The Economic Development Strategy focuses on creating a framework for enhanced growth and development across key economic sectors including agriculture, retail, aviation, transport and tourism.

The creation and nurturing of partnerships and alliances with all tiers of government, business, investment and industry is an essential element which will assist in achieving the Shire's vision for economic growth.

To stimulate economic growth, Narromine Shire Council has implemented a focussed economic development strategy that:

- aligns local, regional, state, national and international strategies;
- will become a pillar in the strategic direction of the Shire;
- builds and participates in partnerships and collaborations with business and industry;
- provides guidance for education and training providers, business groups, community organisations, Government, authorities and regional organisation; and
- will continue to be updated through the latest research on current and future industry trends, gaps and deficits and plans for future growth.

The Strategy recognises Council's ongoing commitment to provide high quality services, programs and events for businesses and the community.

The purpose of the EDS is to bring together information on economic strengths, needs and opportunities in an action plan that supports a cohesive and prosperous business environment for all areas of the Narromine Shire. It is both a guide and a resource, helping to inform future decisions and actions to expand the economic base of the Narromine Shire.

Local Economic Development, as defined by the World Bank, is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which government, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation.

The Economic Development Strategy is designed to:

- Complement and interact with other Council strategic planning documents, notably the Community Strategic Plan and the Local Environmental Plan (LEP);
- Recognise the importance of community development for the Shire;
- Ensure that economic development builds upon and supports the values and attributes that make Narromine unique to its residents;
- Ensure the right mix of infrastructure to retain existing and attract new residents;
- Actively market and promote Narromine Shire to potential investors and strategic partners; and
- Be regularly monitored and reviewed to ensure it remains synchronized with actual economic activity and related infrastructure investments.

Strategic Framework

The Economic Development Strategy is closely aligned to the Narromine Shire Community Strategic Plan 2027. The Community Strategic Plan shares the community vision and aspirations for the future of the Narromine Shire and provides the long term framework on how all stakeholders will work towards the future of the Narromine Community.

The Economic Development Strategy is a direct result of an action detailed in the Community Strategic Plan under the Growing our Economy Goal. It will assist in meeting objectives identified in the Narromine Shire Community Plan 2027.

Implementation

Narromine Shire Council recognises the importance for the Narromine Shire to have a strong, diverse and sustainable economy. The Economic Development Strategy will include the development of an annual plan and identify the priorities, key stakeholders, resources and critical steps required to meet the desired outcomes of the Strategy. Council's communication strategy will support the action plan to ensure that the Narromine Shire community are informed on the on-going actions and outcomes from the Economic Development Strategy.

Monitoring and Evaluation

The Economic Development Strategy will be monitored by the Economic Development Unit within Narromine Shire Council. The team, led by the Executive Manager, Economic Development, will collaborate with the Narromine Shire Council Economic Development Group and other key stakeholders, to undertake an annual review to ensure that the Economic Development Strategy remains relevant and responsive. A progress report on the strategy's actions and outcomes will be provided annually to Council.

As with any program, it is important to monitor and evaluate the success of the Economic Development Strategy and associated Action Plans. Monitoring of the Strategy will focus on the extent the actions within this Strategy are being successfully implemented and meeting their objectives. It is intended that the Economic Development Strategy will be reviewed by Council every second year from the date of Council adoption.



ECONOMIC SNAPSHOT

Narromine Shire is located within the Orana region of New South Wales, 430 kilometres west of Sydney. The Shire is centrally located in the State with excellent links to Brisbane, Melbourne and Adelaide and the port of Newcastle. The Shire covers an area of 5,224 square kilometres and is bounded by six Local Government Areas; Parkes, Lachlan, Cabonne, Dubbo, Gilgandra and Warren.

Narromine Shire has a population of 6,599 people (ABS: 2016) with a median age of 42 years. The Shire comprises of three urban centres, Narromine (population 4,690), Trangie (population 1,191) 35 km to the west and Tomingley (population 303) 35 km to the south. The remaining residents live in the surrounding rural areas. The Shire is located within Wiradjuri Country and almost 20% of Narromine's population identifies as Aboriginal or Torres Strait Islander.

There are three main population centres within the Shire. Narromine has a diverse economic base and is the main centre of Government Services including medical and education services and a host of non government organisations. The main street of Narromine hosts a busy retail sector and a number of regional manufacturing and agricultural value adding businesses can be found within the industrial areas. Large grain revival businesses have developed along the rail corridor and abundant recreation facilities can also be found.

Trangie to the west of Narromine is an important agricultural hub with family and corporate farms enjoying the good soils, water allocations and general climate that provides this region with growing agricultural opportunities. A large cotton gin, grain handlers, value adding agricultural businesses and the Trangie research station are all important employers. The ability to load directly to rail along with the Mitchell Highway are important transport linkages.

Tomingley to the South of Narromine makes an important contribution to the agricultural wealth of the region and most importantly is home to the regions largest business. Tomingley Gold Operations began in 2014 and produce between 50,000 and 70,000 ounces of poured gold each year. Just over 200 people are either directly employed or contracted to the mining operations with many businesses form Narromine supplying to the mine.

NARROMINE SHIRE



POPULATION

6599

Narromine 4690
 Trangie 1191
 Tomingley 303
 (ABS 2016)



GRP

\$378million

(NEIR and REMPLAN)



VALUE ADD

Agriculture \$78.1m
 Rental Hiring & Real Estate \$50.7m
 Mining \$45.3m
 Education & Training \$19.6m
 Health Care & Social Assistance \$18.1m
 (NEIR and REMPLAN)



BUSINESS

1-4 employees 286 (30%)
 5-19 employees 78 (8%)
 20-199 employees 6 (1%)
 (ABS Business Entries & Exits
 2016)



EMPLOYMENT

Agriculture, Forestry & Fishing 712 (32.7%)
 Education & Training 239 (9.9%)
 Health Care & Social Assistance 215 (9.5%)
 Retail Trade 185 (7.7%)
 Mining 185 (8%)
 (ABS 2016)



UNEMPLOYMENT RATE

Narromine 3.4%
 Orana Region 3.6%
 NSW 4.6%
 (SALM JUN 2017)



OCCUPATIONS

Managers 617 (23.5%)
 Professionals 298 (12.1%)
 Technicians & Trade Workers 289 (12.7%)
 Machinery Operators and Drivers 288 (10.7%)
 Labourers 233 (11.1%)
 Community & Personal Service Workers 231 (10.5%)
 (ABS 2016)



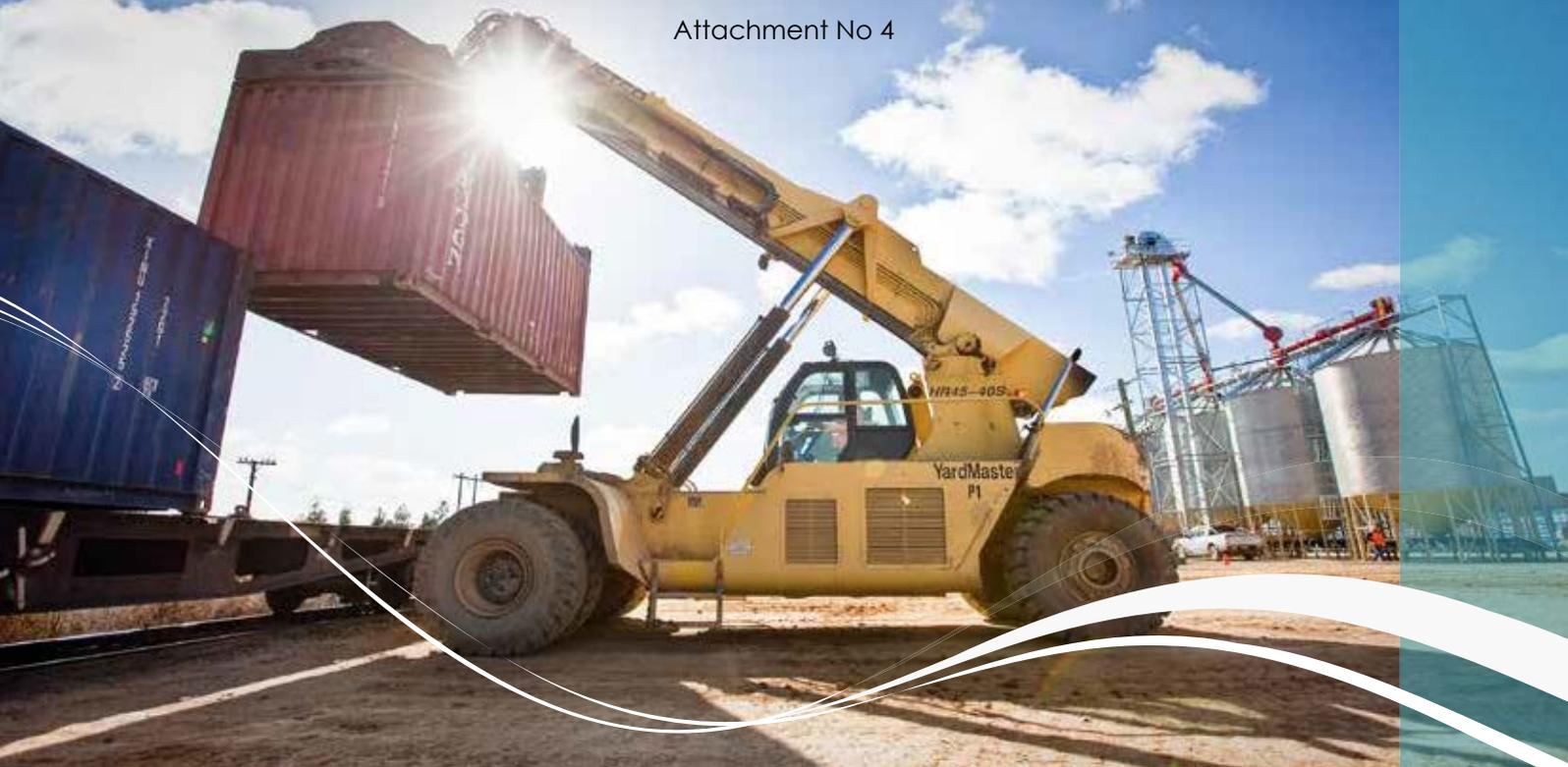
AGE GROUPS

Under 15 22.6%
 65+ 21.5%
 Median Age 42 years
 (ABS 2016)



QUALIFICATIONS

Undertaking tertiary study at
 TAFE or university 9%
 Cert level qualifications 42%
 Bachelor Degree 15%
 (ABS 2016)



Regional Connections

Narromine and Trangie are situated on the Mitchell Highway and provide vital transport linkages to and from the western area of the state. The village of Tomingley, located on the Newell Highway, is the southern access point for the Tomingley/Narromine/Gilgandra loop, which is becoming an increasingly important road freight corridor in NSW.

Rail lines service western NSW through Dubbo, Narromine and Trangie providing a transportation network for bulky goods from the agricultural and mining sectors. Narromine is a centre for aviation, boasting a fully-serviced, CASA-accredited aerodrome with sealed runways, conference facilities and is located within an easy walking distance to town. The Aerodrome is world renowned for its gliding facilities, regularly hosting national and international events attracting significant visitation to the region.

Additionally, Narromine Shire is well serviced by Dubbo Regional Airport which has four major airlines that provide around 200 direct return flights per week to and from Sydney, Brisbane, Melbourne, Broken Hill, Newcastle, Canberra and Cobar.

Economic Drivers

The Shire has an estimated Gross Regional Product of \$340 million and represents 4.4% of the \$6.893 billion value added in Orana region. The Agriculture, Forestry and Fishing sector contributes the largest proportion of value add, contributing more than \$73 million.

Narromine Shire is part of the rich Macquarie Valley, largely producing wheat, beef, sheep, wool and cotton. Irrigated agriculture in the Valley produces over 50% of the region's gross value of agricultural production from less than 5% of the land area and less than 20% of available water resources.

Narromine Shire has a workforce of 2,061 people representing 4.7 % of the 43,968 people employed in the broader Orana region. The Agriculture, Forestry and Fishing sector is the largest industry employing almost a third of the workforce. The Health and Social Assistance Sector and Retail Trade sectors are also significant employers within Narromine Shire.

STRATEGIC CONTEXT

Strengthening local businesses as well as the attraction and retention of new industry is vital to the economy of Narromine Shire, however this does not occur by itself. The Narromine Shire Council Economic Development Strategy has been informed by a range of local, regional, state and national policies and plans. The key policy documents and strategies are detailed below.

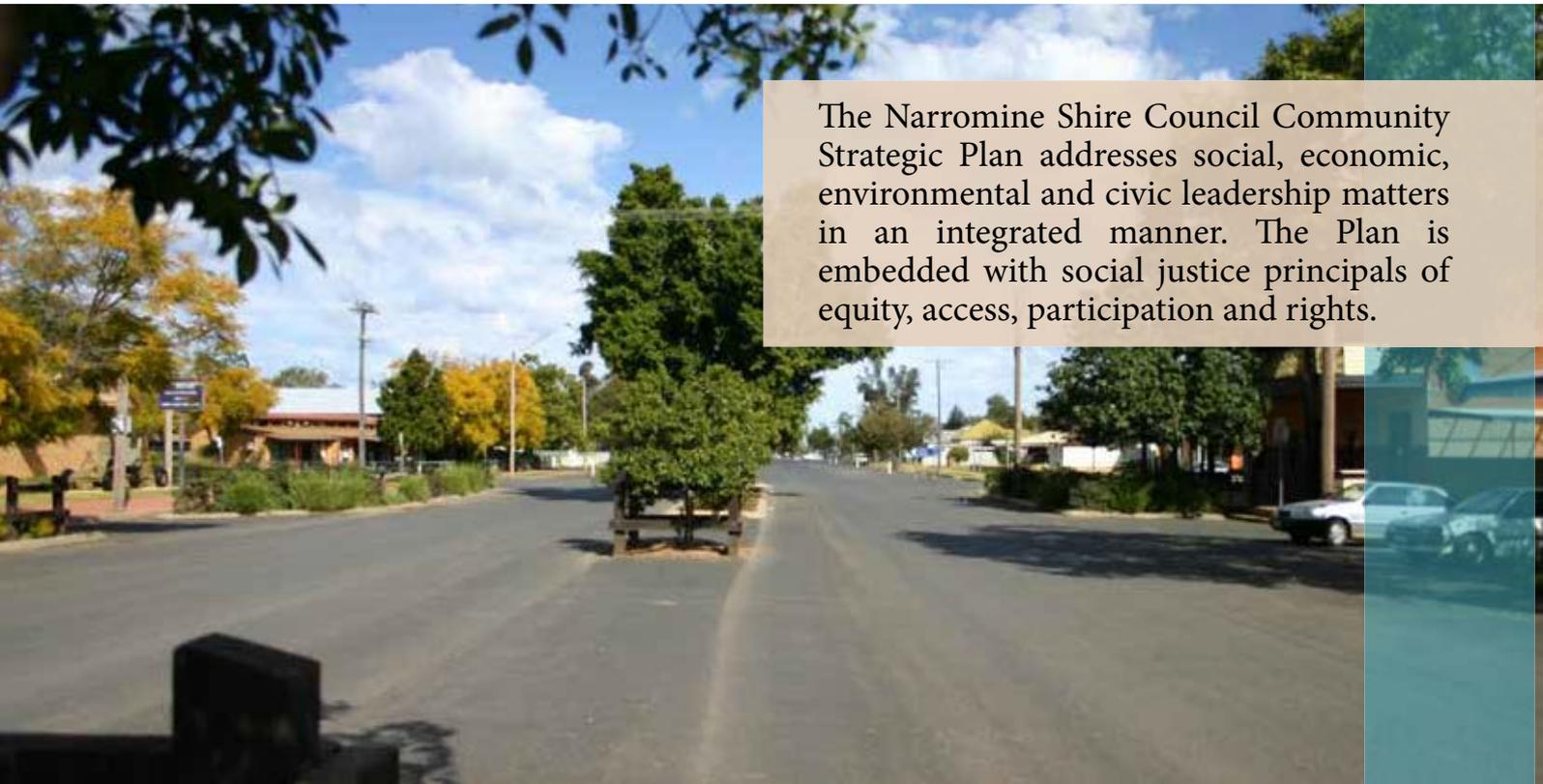
Narromine Shire Council Community Strategic Plan 2027

The Local Government Act requires every Council across NSW to develop a Community Strategic Plan. The Plan is the guiding document that directs Council's strategic business and features the aspirations and priorities for the Local Government Area as identified by its communities.

The Community Strategic Plan addresses social, economic, environmental and civic leadership matters in an integrated manner. The Plan is embedded with social justice principles of equity, access, participation and rights.

The Narromine Shire Council Community Strategic Plan was first developed in 2012 and reviewed in late 2016 with over 700 Narromine shire residents, businesses, groups and organisations participating in the Community Engagement for the Plan. This accounted for almost 10% of the Shire's population demonstrating high levels of involvement and ownership by the community in what is important for today and the Shire's future.

The Community Strategic Plan shares the community vision and aspirations for the future of the Narromine Shire. It provides the long term framework on how all stakeholders will work towards the future of the Narromine Shire Community. The Economic Development Strategy is a plan that will deliver on a range of goals and objectives outlined in the Community Strategic Plan.



The Narromine Shire Council Community Strategic Plan addresses social, economic, environmental and civic leadership matters in an integrated manner. The Plan is embedded with social justice principals of equity, access, participation and rights.

The four overarching goals were:

- Vibrant Communities
- Growing Our Economy
- Protecting and Enhancing Our Environment
- Proactive Leadership

Goal 2: Growing our Economy: We have a diverse economy with thriving businesses that offer a range of employment opportunities supported by skill development options. (2.1.1 *Develop and implement an economic development strategic framework that supports the growth of the local population base.*) The Strategy provides a framework to support growth in current key sectors of agriculture, tourism and aviation and diversify the economy via attraction of new businesses and events to the region.

Regional Development Australia Orana NSW Regional Plan 2013-2016

Narromine Shire is a part of Regional Development Australia Orana NSW. Developed in consultation with key regional stakeholders, local government, community and business organisations, the Regional Plan sets out the economic, environmental and social vision for the region. The Plan identifies key goals and priorities, outlines the strategic direction and describes the actions that will be taken to capitalise on opportunities and address the barriers to economic growth in the Orana.

The Economic Development Strategy identifies key industries within the Shire and provides actions to sustain and grow existing businesses as well as opportunities to diversify into growth sectors. It recognises the slowing of population growth and the challenges this provides for workforce planning. The consultation process identified the commitment of local business to encouraging growth and the relocation of a workforce to Narromine Shire.

The Strategy will drive new business investment in the region through the attraction of new industries particularly in the aviation sector, agriculture and tourism sectors. This will support existing industries located in the region through flow on effects, as a result of localised procurement and employment generation. The Strategy identifies the key infrastructure required to drive the regional economy and outlines actions to ensure that these requirements are met.

The Narromine Shire Council Economic Development Strategy supports the goals identified in the Orana NSW Regional Plan including:

- Economic diversification & sustainability
- Workforce planning & development
- Business investment
- Infrastructure
- Whole-of-government planning

Central West and Orana Regional Plan 2036

The Central West and Orana Regional Plan 2036 applies to 20 local government areas, covering an area of 125,666 square kilometres. The region is made up of two equally important areas – the Central West and the Orana. The notes that “each has its own unique economy, environment and settlements. Recognising and strengthening the role of the Central West and Orana will mean that communities can continue to access the infrastructure and services they need to sustain healthy, vibrant lifestyles.”

Narromine Shire falls within the Orana region and the agribusiness, transport and logistics and aviation sectors were identified as the “top three economic opportunities” for Narromine LGA during the strategic planning process.

The Regional Plan identified 4 key priorities for Narromine Shire including:

- Promote Narromine as a recreational aviation and gliding hub, encouraging aviation-related development around Narromine Aerodrome.
- Continue to invest in health care and education to support a steady urban and rural population.
- Identify and protect regionally significant agricultural land, including commercial irrigated crops and horticulture.
- Provide for strategically located employment lands and support the development of value-added agricultural industries.

These priorities are addressed as part of this Economic Development Strategy.

NSW Premiers Priorities

The NSW Premier’s Priorities sets 12 key priority areas which reflect the NSW Government’s commitment to whole-of-government approaches to tackling important issues for NSW. The Narromine Shire Economic Development Strategy aligns directly with these objectives including:

- Improve the performance of the NSW economy
- Building Infrastructure
- Drive economic growth in regional NSW
- Protect our natural environment
- Making housing more affordable
- Improving government services
- Driving public sector diversity
- Improving education Results

Diversification is critical to supporting a strong economic base. A strong economy generates opportunities for fulfilling jobs, choices and financial security. The Narromine Economic Development Strategy outlines actions to support the region’s industry strengths and assist in diversification strategies for other industry sectors such as the establishment of a Feedlot in the shire and supporting Agribusiness. With an Aboriginal population of 20% in the Narromine Shire, new employment opportunities will be created therefore supporting the reduction in employment outcomes for this key group, assisting to meet the Premier’s objective. The central focus of the Narromine Shire Economic Development Strategy is supporting the development of key industry sectors that can deliver economic growth and enhance the liveability of the Shire through increased employment opportunities for all key groups, training and skills development for the Shire’s workforce, infrastructure development and investment attraction. This clear focus will result in an overall increase in the Shire’s economic capacity delivering on the NSW Premiers Priorities.

Indigenous Economic Development Strategy 2011– 2018

The Indigenous Economic Development Strategy 2011–2018 sets out a long-term agenda for Indigenous economic participation that will guide government decision-making and program development through to 2018. The Strategy also details a program of specific initiatives and reforms that translate the Australian Government’s priorities into actions. These identified actions will be assessed and updated every three years to ensure that the Narromine Shire Strategy responds to changing circumstances and continues to remain relevant and results orientated.

The five priorities of the Strategy are to:

1. Strengthen foundations to create an environment that supports economic development
2. Invest in education
3. Encourage participation and improve access to skills development and jobs
4. Support the growth of Indigenous business and entrepreneurship
5. Assist individuals and communities to achieve financial security and independence by increasing their ability to identify, build and make the most of economic assets

Narromine Shire is located within Wiradjuri Country with almost 20% of Narromine’s population identifying as Aboriginal or Torres Strait Islander. The Economic Development Strategy supports a pathway for the indigenous in the region and supports the Commonwealth Government’s National Indigenous Economic Development Strategy.

Supporting jobs growth in the region will increase demand for indigenous employment, whilst improving and supporting job readiness, skills development, education and knowledge management will assist with closing the gap in Indigenous disadvantage and strengthen the economic growth across the Shire.



Murray Darling Basin Plan 2012

The Basin Plan (2012) is a coordinated approach to water management across the Murray–Darling Basin’s 4 states (South Australia, Victoria, New South Wales and Queensland) and the Australian Capital Territory.

The Plan was developed as a requirement of the Water Act 2007 (Cwlth) and is a significant step in the ongoing process of managing the Basin’s water for the benefit of all its users and the environment. The Basin Plan guides governments, regional authorities and communities to sustainably manage and use the waters of the Basin. Water allocation for the irrigated agriculture sector was raised as part consultation with key groups and businesses in the community. The Economic Development Strategy recognises the importance of water in the region for industry attraction and ensuring the growth and sustainability of the irrigated agricultural sector.

The Visitor Economy Action Plan

The Visitor Economy Action Plan outlines a number of key priority actions to enable the achievement of the NSW Government’s goal ‘to increase tourism in NSW with double the overnight visitor expenditure by 2020’.

A number of actions are outlined in the plan which are pertinent to the supply of tourist related infrastructure and activities to encourage increased length of stay. The Visitor Economy Action Plan also advocates implementation of a Destination Management Plan to enable a coordinated approach to addressing demand and supply, policy and planning issues including infrastructure requirements and the role of Crown land within the identified zones.

Narromine Aerodrome attracts six major local, regional, national and international events annually, due to the absence of a regular passenger transport services as this provides unrestricted airspace for light aircraft and the gliding fraternity. The importance of these events to the regional economy was highlighted as part of the consultation process. Capitalising on existing visitation and expanding this market are actions in the Narromine Shire Economic Development Strategy and directly support the aim of the Visitor Economy Action Plan to increase the length of stay of overnight visitors to NSW.

COMPETITIVE ADVANTAGE

The Narromine Shire is operating in a competitive environment against other areas within the Orana and Central West Regions. Each LGA is working to attract investment and development that will help drive population and economic growth. To attract new investment into the Shire, Narromine Shire's competitive advantages must be considered against factors potential investors and developers take into consideration when relocating.

These include but are not limited to:

- **Accessibility and Location:** accessibility to suppliers or materials (or other inputs) and/or services. local supply chain networks, accessibility for employees (and family networks).
- **Market:** access to markets.
- **Ecosystem Support:** networks.
- **Infrastructure:** all services required are available for connection and are adequate for current and future demands - electricity, water, gas, telecommunications and waste disposal.
- **Access to Employment and Labour:** With required skills and qualifications.
- **Affordability:** key cost comparisons between different locations, such as site costs, building or factory lease costs, energy costs, insurance costs and freight costs.
- **Lifestyle and Amenity:** Quality of life factors and general amenity including education facilities, recreation facilities and quality, availability and cost of housing.

KEY STRENGTHS

Proximity to Dubbo
Internationally recognised Aerodrome
Transport linkages
Aspect of main street in Narromine
Proximity to new mining developments
Natural environment

KEY WEAKNESSES

Declining population
Limited connection of business community
Limited coordination of major events
Lack of Funding

KEY THREATS

Water Licences
Council Amalgamations
Apathy
Funding Allocations
Continued decline of population

KEY OPPORTUNITIES

Inland Rail
International Events at Aerodrome
Innovative Agriculture
Health Hub
Main street amenity - day trip market
Agricultural Education

VISION

“The Narromine Shire will be a key hub in regional NSW with sustainable growth and investment in a local economy increasingly structured around innovative, highly skilled, and service oriented businesses.”

KEY INDUSTRY PILLARS

Agriculture

The Agriculture, Forestry and Fishing Industry is the largest employer within the Narromine Shire, accounting for almost a third of all jobs (711). The Sector contributes almost a quarter of value add in Narromine LGA (\$74 million) with regional exports valued at \$162 million in 2017. Sheep, cattle and wool production, as well as broadacre cereal crops and citrus fruit and cotton production being the major contributors. The Shire is home to thriving businesses and organisations such as Narromine Transplants, Enza Zaden, Grain Corp, Auscott, Agrigrain and the Trangie Agricultural Research Centre.

The Central West and Orana Regional Plan 2036 indicates that Narromine Shire's agricultural contribution to GRP relies on water allocations from upstream Burrendong Dam, with groundwater allocations during drier periods softening downturns. The shifting water allocations under the Murray Darling Basin Plan have proved challenging to many producers in the region which was raised throughout the stakeholder consultations. However, the changing nature of agriculture in the region has resulted in some innovative farming methods and new products being introduced within the Shire.

The "Farming Smarter" section within the 2015 Agricultural White Paper, addressed the need for Australian agriculture to have continued access to the most advanced farming technologies and practices and the skills and labour to drive innovation and growth.

In 2013, Narromine Shire Council recognised the need for agricultural innovation and developed a policy supporting intensive farming practices. The Intensive Plant Agriculture Strategy had two main objectives including the identification and protection of existing land utilised for intensive plant agriculture and the identification of any additional land appropriate for intensive plant agriculture.



The pristine soils and open spaces in and around Narromine Shire lend themselves to continued diversification into these intensive farming practices in the future.

Stakeholder feedback also identified an opportunity to develop feedlots within the Narromine region. Currently the closest feedlots are 400 kilometres to the north and south. It was noted that Narromine Shire is ideally located to develop feedlots given the access to available spacing and excellent transport linkages.

In addition to primary agricultural production, Narromine Shire has a large supporting agribusiness sector. Feedback from stakeholders estimated that 90% of all business for machinery agents in Dubbo, occurs to the west of Narromine. This presents an opportunity to attract this type of business to Narromine. The Central West and Orana Regional Plan 2036 identified containerised freight of grain as an opportunity that may trigger new infrastructure investment in the Orana region with Narromine LGA being identified as a key area, especially with planned links to the Inland Rail Project.

The Visitor Economy

Tourism is an important driver for the overall economy of the Narromine Shire. Positioned close to Dubbo, Narromine offers a day trip option for regional visitors or a stopover on a longer drive through regional NSW. The aviation related tourism activity associated with the Aerodrome attracts national and international visitors to the Shire.

Tourism is a key component of the Narromine Region's economy. The Sector contributes \$13.7million to GRP and \$6.2 million in value add to the regional economy. The Sector employs 69 FTE workers and contributes more than \$3.44 million in household income.



The 2016 Oz-Kosh event attracted over 1,800 visitors, injecting approximately \$417,000 into the local economy.

Visitation

There is limited research data available into the Shire's tourism industry. However, the National Visitor Survey rolling four-year average to September 2014 suggests that 28,000 domestic overnight visitors stayed an average of 2.6 nights, spending \$10 million in the last period (Destination NSW LGA Profile September 2014). In comparison, Dubbo LGA attracted over 863,000 overnight and domestic day-trip visitors, staying a total of 1,152,000 visitor nights and contributing \$209 million into the local economy during the same period. The Tourism Satellite Account reports that on average, a dollar spent by a visitor to Narromine benefits local industries. In 2015-2016 the key industries were Accommodation and Food Services (\$0.35), Transport, Postal and Warehousing (\$0.23) and Retail Trade (\$0.14)

Accommodation

Narromine has 3 tourist accommodation establishments with 15 or more rooms and a total stock of 63 rooms. (ABS Tourist Accommodation June 2016) and approximately 140 available beds. Trangie has a well established caravan park with other accommodation available at the towns two hotels. There are approximately 40 available beds in Trangie. The occupancy of these establishments varies over the year often linked to events being held at the Aerodrome. Over the July 2015 to June 2016 year, the highest occupancy rates occurred in April (49.1%) and the lowest in January (26.2%).

On average over the 12 months, Narromine had an occupancy rate of 38.1%. Over the same period, the Central NSW Tourism Region produced an occupancy rate of 55.6% and NSW 68.7% demonstrating Narromine has the capacity to increase length of stay.

Events

Aviation events attract significant visitation to Narromine contributing significantly to the visitor economy. The Aerodrome attracts six major local, regional, national and international events annually due to the perfect gliding conditions and the facilities available for gliding at the Aerodrome.

Narromine continues to attract and host large scale aviation events largely due to the absence of a regular passenger transport service as this provides unrestricted airspace for light aircraft and the gliding fraternity. National events include the Two Seat Nationals, NSW Aerobatic Club Trials and Nationals and hosts Australia's premier aviation event Oz-Kosh. In 2015, Narromine Aerodrome hosted the Junior World Gliding Championships, an international event attracting participants from 18 countries.

Narromine Aerodrome hosted the Australian Two Seat Nationals in February 2017. The eight-day event was hosted by volunteers and attracted more than 30 participants including six internationals from Holland, Belgium, New Zealand and the UK. Narromine Aerodrome was the venue for the 2016 Oz-Kosh event which was jointly hosted by number of aviation organisations including AOPA, Australian Parachute Federation, Australian Warbirds, SAAA, Recreational Aviation Australia, Australian Sports Rotorcraft Association and the Hang Gliding Federation of Australia. Narromine is scheduled to host the event again in October 2017.

Narromine has limited accommodation with only two motels and a caravan park in the area. Despite relatively low occupancy experienced at accommodation establishments at periods of the year, during major events, accommodation providers have 100% occupancy rates and the Shire is experiencing leakage to outlying centres. Accommodation during the Oz-Kosh event was fully booked in Narromine and Trangie with a large overflow staying in Dubbo, highlighting the need for additional accommodation at peak times to support major events.

The attraction of national and international visitors to Narromine presents a unique opportunity to leverage other attractions in and around the local region. Coordinating activities and ensuring that operators are aware that events are scheduled will allow Narromine to capitalise on visitors to the Aerodrome.

Aviation

The Narromine Aerodrome is currently owned and operated by Narromine Shire Council. Private operations on the site include agricultural activities, gliders, private and recreational aircraft, ultralight aircraft, as well as emergency services. The Aerodrome is home to the Narromine Aviation Museum, Narromine Aero Club, Narromine Gliding Club, the Sport Aircraft Association of Australia and other private operations in agriculture, gliding and ultralight training.

Industrial Precinct-Aviation Cluster

The Narromine Aerodrome Industrial Park Project will see the construction of a light industrial park including hangar development to capitalise on the Shire's current Aerodrome and assist in positioning the region as an aviation hub. The Project will assist in growing and diversifying the region's economic base, attracting visitors, extending visitors length of stay, generating economic activity through job creation and strengthening Narromine's position as the Gliding Capital of Australia.

The core objective of the Narromine Aerodrome Industrial Park is to create a vibrant self-sustaining industrial aviation hub that will leverage road, rail and air transport modes.

The Industrial Park will promote and encourage business, industry and commercial pursuits to stimulate net jobs growth in the Narromine region and build on existing industry sectors and resource capability strengths.

The Aerodrome site provides the basis to attract agricultural aviation businesses as well as capitalise on the existing gliding market with additional activities such as training and light aviation manufacturing. It is anticipated that most of the regional demand will come from the local market within the Narromine Shire. However, the cluster effect of the Aerodrome, the gliding sector and the Skypark Residential Development should provide economic linkages for businesses looking to support this sector.

Local businesses are usually a primary source of land sales in any community and the available land will encourage existing local business owners and entrepreneurs to expand into the industrial park.

Expansion from their existing location will ensure that they retain their workforce, resources and business support networks whilst providing the business with suitable land and facilities. This is reinforced and supported through the strategic planning frameworks for the Aerodrome.

“The specific goal of the Aerodrome Industrial Park is economic gain for the community through increased employment and the expansion of industry and commerce. Additional benefits accrue through increased usage of the aerodrome facilities and air transport services, the attraction of compatible neighbours to the aerodrome, and direct revenue from rates or lease payments.”
(Aerodrome Planning Strategy Review 2004)

The development of the Narromine Aerodrome Industrial Park will provide the region with employment, skill enhancement, business development, access to national opportunities and technological advancements; and further develop the existing aviation supply chain. Construction and release of the land will be in stages to ensure expenditure is closely linked with sale revenue.

Residential Land

The Narromine Aerodrome Residential Skypark is a unique development located on the eastern boundary of the Aerodrome. It has been designed primarily for people with an aircraft, who want to park their plane in their backyard and have taxiway access onto the two (2) sealed runways.

The Skypark Residential Estate has proved remarkably successful with all lots within Stages 1, 2 and 3 sold. Stage 4 contained 10 lots which were developed in 2014, and currently has only one (1) lot remaining. In all, Council has developed 43 Skypark blocks with 42 being sold so far.



Planning for Stage 5 of the development is due to commence shortly as a result of the strong demand. There is sufficient land available for 70 Lots in the Skypark which can be developed given continued demand.

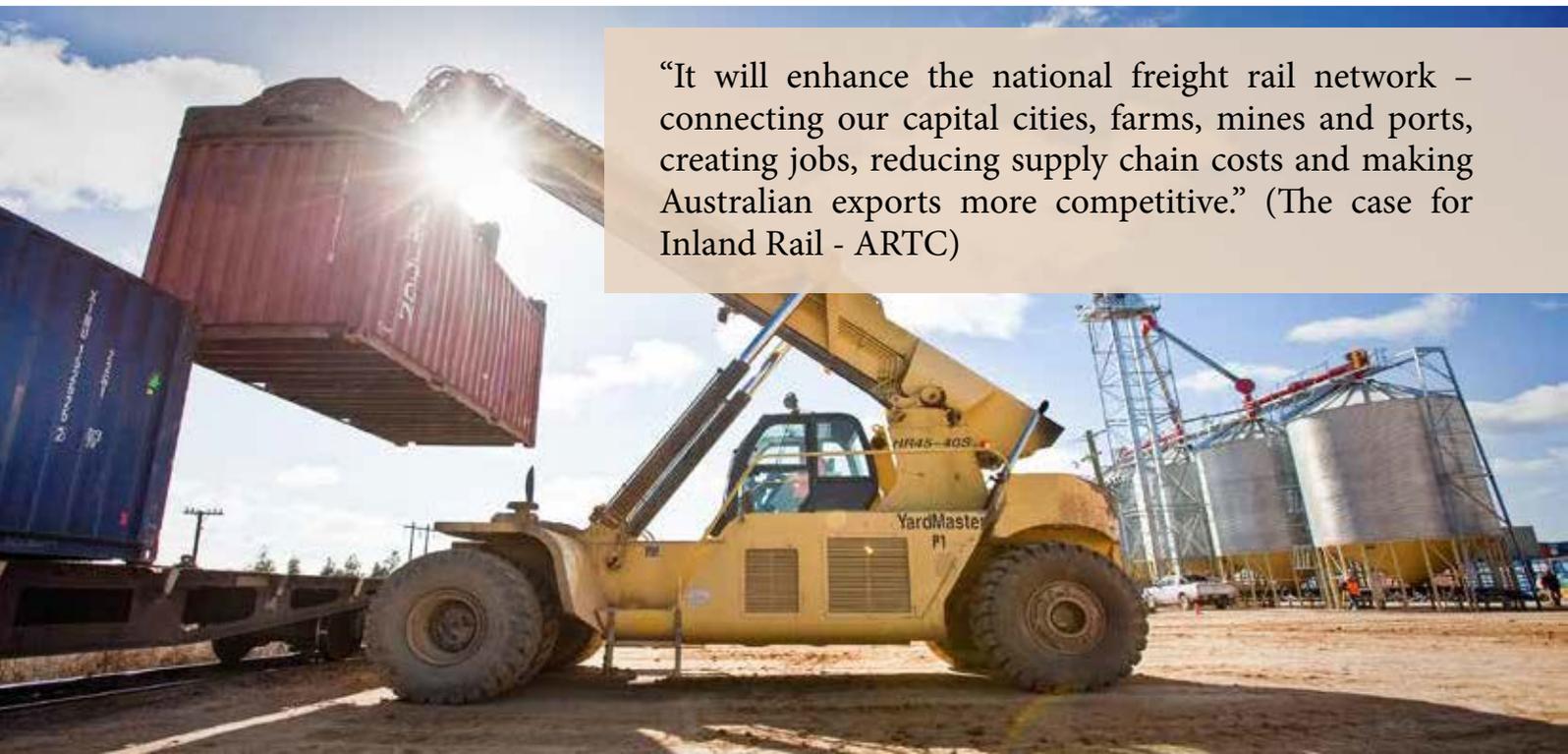
Transportation - Inland Rail

The Inland Rail Project presents a key opportunity for the Narromine Shire. The 1,700km line will connect key production areas in Queensland, New South Wales and Victoria with export ports in Brisbane and Melbourne, and provide linkages between Melbourne, Brisbane, Sydney, Adelaide and Perth. It will reduce freight transit times, reduce congestion on rail and road networks and enable the movement of larger freight volumes via rail by making longer and double stacked trains possible. It is the largest freight rail infrastructure project in Australia.

The Parkes to Narromine (P2N) section is one of the priority projects that completes Inland Rail and is an upgrade of an existing rail corridor, extending approximately 107 kilometres from the Goobang Junction at Parkes. This project also includes approximately 6km of new rail connection at Parkes and is identified as a key priority Project.

The Narromine to Narrabri (N2N) section comprises approximately 307 kilometres of new track. It is the longest and most significant new project within Inland Rail. This new track will reduce transit times and complete one of the missing freight rail links between Melbourne, Adelaide, Perth and Brisbane.

There is an opportunity to create a secondary inland hub focussing on agricultural commodities and assist in removing congestion at Parkes. In addition surrounding mining development such as Fifield, Tomingley and the newly proposed Alkane Zirconia mine outside of Dubbo may provide opportunities to centralise mining transport.



“It will enhance the national freight rail network – connecting our capital cities, farms, mines and ports, creating jobs, reducing supply chain costs and making Australian exports more competitive.” (The case for Inland Rail - ARTC)

There is a strong argument to ensure a high functioning road network to the Shire including the upgrade of the Narromine to Dubbo road to support the functioning of the siding. In addition, due to Narromine being situated in a high food production zone there is opportunity to investigate the transportation of snap freeze products and cotton. It is further identified the need for adequate industrial zoned land to support development in the region.

Health Hub

The Health sector has two important roles in economic development. Firstly, the sector provides significant employment within communities generating household income, which subsequently flows through the local economy. Secondly, health care is a quality of life factor impacting the retention and attraction of employment in other industries.

The Health Care and Social Assistance Sector contributes to \$24.4 million (or 6.8%) in value add to the Narromine economy. The Sector is the largest in both NSW and Australia mostly due to an ageing population and the rise of chronic disease. In Narromine, the Health Care and Social Assistance Sector is the second largest, representing 10.8% of employment or 196 jobs in 2016.

Over the last five years the Health Care and Social Assistance Sector has grown nationally by 16.8% and is expected to continue to grow 2.8% per annum (Labour Market Information Portal). The Orana and Far West Region is also expected to record strong growth in this sector, with the NSW Department of Industry projecting an increase of 13.8% in employment in the sector between 2015 and 2020.

Narromine is centrally positioned to the western communities to become a health hub. It is estimated that there are more than 16,000 people registered on medical books within Narromine which indicates a demand for medical services stretching beyond the Shire. This presents an opportunity for Narromine to capitalise on this market and become a medical centre for the communities that lie to the west. Narromine offers an alternative location for accessing health services for the broader region with abundant parking and good shopping, making it an attractive option, away from the busyness of Dubbo.

The ageing of the population of the community in the Narromine Shire, as well as in the bordering shires to the west and north west, indicate that the demand for the health services will only increase in the future. The population across this area is forecast to decline by approximately 10% between 2016 and 2036 (Department of Planning and Environment). However, the number of residents aged 65 and over is expected to increase by 12% over the same time period.

“With an ageing population, demand for health services will increase in both cities and local centres, as will demand and opportunities for skilled workers to provide these services”. (Central West and Orana Plan 2036)

With an ageing population, investment in health care could create new business and employment opportunities for Narromine Shire. The Australian Bureau of Statistics reports that Australian Government spending on aged care (including associated health services) will increase from 0.8% of Gross Domestic Product in 2009-10 to 1.8% in 2049-50. It is estimated that total government expenditure on aged care services was around \$15.8 billion in 2014–15, with the Federal Government providing approximately 95 per cent of this funding (Productivity Commission). With the ageing population more evident in rural areas than metropolitan areas, it could be expected that significant funding associated with ageing and health services will be invested in regional areas into the future.

As Narromine Shire currently provides health care services for a wider population, creating and sustaining a hub-based approach to the integration and coordination of comprehensive health services for the region could greatly increase the demand for health and aged care workers and lead to a substantial financial flow into the Shire. A recent example is the funding of the Trangie Community Connection Inc Respite Centre in the recent Australian Government's Building Better Regions Program. The Centre will provide respite for adults and children with a disability and enables these members of the community to remain close to their families. It will also provide additional employment opportunities for the residents of the Shire.

The Central West and Orana Regional Plan 2036 noted the importance and growth of the Health Services sector in the region. The Plan identified that the "ageing population will increase demand for higher-order and specialist medical services and tailored community-based healthcare facilities such as Multi-Purpose Services and e-health initiatives". The Plan also indicated that "smaller-scale clustering opportunities can be provided through complementary, flexible and adaptable health services in local service centres that respond to the needs of their local community." This presents a significant opportunity for Narromine Shire to develop a hub approach to health service delivery, to support not only the residents of the Shire, but as a service centre to the wider region.



IMPLEMENTATION PLAN



IMPLEMENTATION PLAN

Narromine Shire Council recognises the importance for the region to have a strong, diverse and sustainable economy. The Implementation Plan provides a focussed three-year delivery plan to assist in:

- Ensuring the effective use of Council resources
- Deliver a targeted approach to ensure effective economic outcomes
- Understanding the local issues
- Ensure improved knowledge management and fosters a culture that shares new knowledge and values experience.

The Implementation Plan provides suggested key activities during the next three year period which will unpin the major strengths of the Narromine economy and assist in achieving the Shire's vision for Economic Development. It is recognised that not all may achieved due to new opportunities arising and available funding to implement infrastructure projects. The activities identified can be summarised as the continuation of existing activities or new projects that will required consideration in each years budgetary process.

The Implementation Plan and the EDS will be reviewed from time to time to reflect the changing conditions, lessons learnt and available resources.

| TABLE LEGEND | | |
|-------------------------|---|---|
| TIMEFRAME | RESOURCES | COUNCILS ROLE |
| ✓ Short Term (Priority) | \$ Officer time / Process reform Limited / Recurrent | ● Actions Council can implement alone |
| ✓ ✓ Long Term | \$\$ Moderate | ● ● Council Advocacy Actions where Council influences others to act |
| ✓ ✓ ✓ Ongoing | \$\$\$ Significant | ● ● ● Council Collaboration Actions where Council works with other stake- holders |

GOAL 1: PLAN FOR A SHIRE THAT SUPPORTS INDUSTRY GROWTH, PRODUCTIVITY AND LONG TERM SUSTAINABILITY

| PROJECT | TIMEFRAME | RESOURCES | COUNCILS ROLE |
|---|-----------|-----------|---------------|
| Resolve issues relating to the levy and insurance premiums to foster affordable land development within Narromine. | ✓ | \$ | ● ● |
| Establish a register of industrial and commercial land available for sale in the Shire. | ✓ ✓ ✓ | \$ | ● ● ● |
| Review planning for appropriately zoned Industrial land within the Shire. | ✓ | \$ | ● ● ● |
| Continue to refine and streamline internal processes to minimise the time taken for a decision on development applications. | ✓ ✓ ✓ | \$ | ● |
| Ensure a coordinated approach when dealing with new investor and developer enquiries including effective procedures and protocols in handling development enquiries and applications. | ✓ | \$ | ● ● ● |
| Maintain a centralised developer/new business/investor enquiry database. Maintain and follow up on a regular basis | ✓ ✓ ✓ | \$ | ● |
| Investigate hosting grant writing training sessions for business and community organisations | ✓ | \$ | ● ● ● |
| Monitor mining developments in the region, especially around Tomingley, Dubbo and Lachlan Shire to ensure employment opportunities are accessed in the region. | ✓ | \$ | ● ● ● |

GOAL 2: ENHANCE AND GROW THE KEY INDUSTRY PILLARS IN THE NARROMINE SHIRE

| PROJECT | TIMEFRAME | RESOURCES | COUNCILS ROLE |
|---|-----------|-----------|---------------|
| AVIATION | | | |
| Seek funding and support for the establishment of a light industrial park (aviation related) at Narromine Aerodrome. | ✓ | \$ \$ | ● |
| Prepare a needs analysis for business attraction at the light industrial park at Narromine Aerodrome | ✓ | \$ \$ | ● ● ● |
| Investigate creation of aviation cluster at Aerodrome | ✓ ✓ | \$ \$ | ● ● ● |
| Continue to develop and promote the Skypark concept | ✓ | \$ | ● |
| HEALTH HUB | | | |
| Conduct a demand and needs analysis within the regional health sector to identify gaps that could be serviced through a Health Hub | ✓ | \$ \$ | ● ● ● |
| Explore models of Health Provision in other regional locations that could be implemented in Narromine | ✓ | \$ | ● |
| Ensure adequate provision of appropriate zoned land for the development of a range of aged care facilities providing independent, supported and full care residential facilities and support services to meet longer term demand. | ✓ ✓ ✓ | \$ | ● ● ● |
| Support the development of the Trangie Respite Centre | ✓ | \$ | ● ● ● |

| GOAL 2: ENHANCE AND GROW THE KEY INDUSTRY PILLARS IN THE NARROMINE SHIRE | | | |
|--|-----------|-----------|---------------|
| PROJECT | TIMEFRAME | RESOURCES | COUNCILS ROLE |
| Continue support for diverse aged care housing development across residential areas of the Narromine Shire. | ✓ ✓ ✓ | \$ | ● |
| TOURISM | | | |
| Enhance the visitor experience through the development of a Tourism Destination Management Plan | ✓ | \$\$ | ● ● ● |
| Develop a Narromine Shire Main Street MasterPlan to improve the amenity of the shopping precinct to accommodate a "boutique feel". | ✓ ✓ | \$\$ | ● ● ● |
| Develop a Narromine Shire Town Entrance Plan which links and supports the Main Street Beautification Plan | ✓ ✓ | \$\$ | ● ● ● |
| Explore the option of a boutique shopping and food day trip market | ✓ | \$ | ● ● ● |
| Work with the Trangie Arts Community to develop a visiting artist program | ✓ ✓ | \$ | ● ● ● |
| Develop a strategy to maximise the accommodation options for major events including home hire, temporary camping etc | ✓ | \$ | ● ● ● |
| Develop a strategy to leverage current events and support creation of additional events | ✓ | \$ | ● ● ● |
| Work with other Councils and tourism organisation to develop the Bland/Lachlan/Gilgandra alternative driving tour to the Newell. | ✓ | \$ | ● ● ● |
| Develop a business plan for the redevelopment of the wetlands as a tourism opportunity | ✓ | \$\$ | ● |
| Explore an education tourism model based around the Trangie Agricultural Research Station | ✓ ✓ | \$\$ | ● ● ● |
| Explore opportunities to package/partner Wunjunja Cultural Centre with other cultural tourism attractions. | ✓ ✓ | \$\$ | ● ● ● |
| Investigate the delivery of a customer service training model for tourism related business | ✓ | \$\$ | ● |
| AGRICULTURE | | | |
| Work with industry groups within the sector to lobby for adequate water licences for agricultural production. | ✓ | \$ | ● ● ● |
| Partner with key water management stakeholders to pursue regional and catchment scale approaches to better managing our water resources | ✓ | \$ | ● ● ● |
| Ensure Council policies recognise the value associated with the Shire's rural land and the areas which should be retained indefinitely to support agricultural production and flora and fauna ecosystems, protect heritage sites and to safeguard lifestyle and tourism attributes | ✓ ✓ | \$ | ● ● ● |
| Explore the potential for a feedlot development within the Shire | ✓ | \$ | ● |

GOAL 2: ENHANCE AND GROW THE KEY INDUSTRY PILLARS IN THE NARROMINE SHIRE

| PROJECT | TIMEFRAME | RESOURCES | COUNCILS ROLE |
|--|-----------|-----------|---------------|
| Further the links between industry, universities and the Trangie Research Centre | ✓ ✓ | \$ | ● ● ● |
| Investigate and a develop a strategy to attract and relocate agricultural support businesses to Narromine Shire | ✓ | \$ | ● |
| Support industry in furthering intensive agriculture | ✓ | \$ | ● ● ● |
| Develop and update case studies of innovative agricultural businesses | ✓ | \$ | ● ● ● |
| TRANSPORT | | | |
| Support initiatives to expand air services and increase air freight capacity through Dubbo Regional Airport | ✓ | \$ | ● ● ● |
| Work with the Economic Development Group to develop a business case utilising industry case studies that support the development of the Inland Rail Project. | ✓ ✓ | \$ | ● ● ● |
| Establish a Working Party: to guide the Shire's role in the Inland Rail to ensure Narromine maximises opportunities from this Project. | ✓ | \$ | ● ● ● |

GOAL 3: FOSTER AND PROMOTE A CONNECTED, WELL SUPPORTED BUSINESS ENVIRONMENT

| PROJECT | TIMEFRAME | RESOURCES | COUNCILS ROLE |
|---|-----------|-----------|---------------|
| Maintain an economic profile for the Shire (eg Remplan) | ✓ ✓ ✓ | \$ \$ | ● |
| Facilitate and support a business network, industry partnerships and alliances. | ✓ | \$ | ● ● ● |
| Review existing databases (internal and external) to develop and maintain a database of the region's businesses and other relevant organisations by name, address, email, industry code etc Prepare a GIS layer to identify industry clusters | ✓ | \$ | ● ● ● |
| Establish an effective communication tool to enable quick and effective communication with, and from, the Shires business community | ✓ | \$ | ● |
| Ensure that developers / investors and potential new residents and businesses have access to up to date, comprehensive information on Narromine Shire. | ✓ ✓ ✓ | \$ | ● ● ● |

GOAL 4: BUILD EFFECTIVE PARTNERSHIPS AND STRATEGIC ALLIANCES THAT ASSIST IN THE GROWTH AND SUSTAINABILITY OF THE NARROMINE SHIRE.

| PROJECT | TIMEFRAME | RESOURCES | COUNCILS ROLE |
|--|-----------|-----------|---------------|
| Continue to build and strengthen existing strategic alliances with Councils in the Orana, Central West and Far West regions. | ✓ ✓ ✓ | \$ | |
| Host meetings of regional organisations including OROC and RDA Orana | ✓ ✓ ✓ | \$ | |
| Foster relationships with Parkes and Narrabri Councils to discuss progress and initiatives of the Inland Rail Project. | ✓ | \$ | |
| Work with the NSW Government to deliver the priorities for Narromine from the Central West and Orana Plan | ✓ ✓ ✓ | \$ | |
| Work with State and Federal Governments to deliver key infrastructure needs | ✓ ✓ ✓ | \$ | |



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