



NARROMINE
SHIRE COUNCIL
ANNUAL REPORT
2018/2019





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MESSAGE FROM THE MAYOR

Looking back on the past twelve months the overriding element in all that has occurred has been the extenuating of this incredible drought and the impact on the entire Shire. Unprecedented in its nature and unrelenting in its progress it is the single issue that holds back not just livelihoods and progress but brings torment and depression. The only option is to accept that with each passing day we are a day closer to enjoying the much needed rain that will eventually bring the relief for all. In this regard Council is focussed on achieving better outcomes through government intervention than we are currently experiencing and there simply has to be light at the end of the tunnel and certainty of an ability to survive and flourish yet again. Our resolve is strong and determined.

The drought aside, I again feel most fortunate to be able to bring the Mayor's message and it is one of hope, positivity and vision. I am firmly of the belief that Council and our constituents are going to witness some major advances in our business and economic environments over the next 3-5 years. During the past three years much time has been consumed in bringing about a vision for our future and that vision is now starting to show the green shoots that will lead to a more diversified business environment bringing jobs and opportunities across many fields. The future is indeed very positive with the Inland Rail project being the catalyst for much of these activities. Enhancing Inland Rail with a multifaceted approach of attracting a diversified industry base will result in outcomes that will minimise the impact of drought situations such as we are currently experiencing. It has always been a focus of mine to ensure that job opportunities for our younger generation exist across a wide range of roles here in our Shire without the need for our youth to leave.

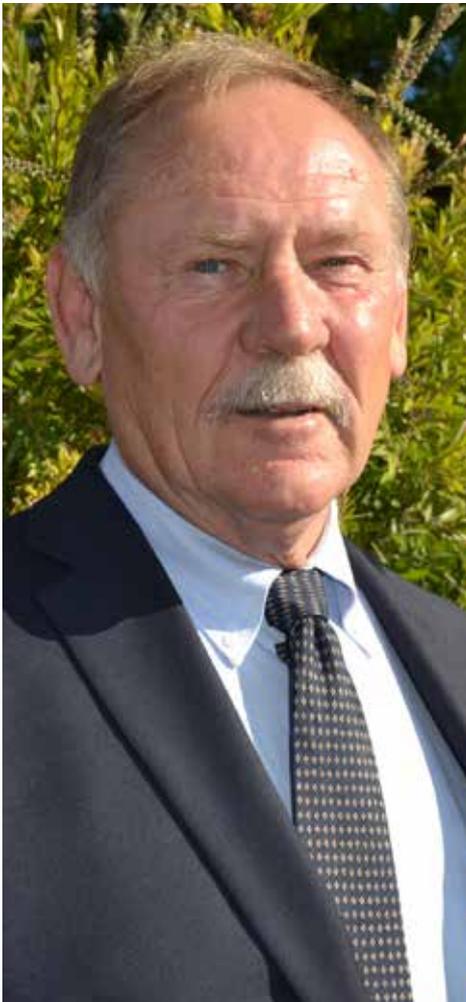
Council has continued its approach of upgrading amenities across the Shire and so many projects have now been completed or commenced. The pools have all had an upgrade and sporting precincts have master plans ready to

apply for the funding to allow them to proceed that will give the Shire facilities to be envied. Much of the funding for these projects has come from a heightened level of engagement with our local member to ensure we get the grants we need and deserve. To that extent our relationship has been excellent and continues to grow.

Water infrastructure has been a focal point with significant funds spent and allocated to ensure our water security, particularly in this critical period. Our bore is being upgraded currently with a new and specific filtration system to guarantee our water into the future. The drainage program will commence in the coming months that will also lead to the establishment of the wetlands on the southern end of Dandaloo street bringing benefits across a spectrum of areas.

Lastly, I again thank our General Manager Jane Redden and staff across all levels of the Shire for their continued dedication and effort to make this a wonderful Shire for us all. It is so very encouraging to know the dedication and focus that exists within the ranks of our staff that is taking the Shire to greater achievements. I also wish to acknowledge the support and input of my fellow Councillors whose enthusiasm continues to push for better outcomes. It is a privilege to work with them all.

Clr Craig Davies, **Mayor**
Narromine Shire Council



MESSAGE FROM THE GENERAL MANAGER

2018/19 was an amazing year which saw 93% overall progress of Council's Delivery program for the year. Unprecedented capital expenditure exceeded \$11.8 million for the year including significant projects such as the upgrade to the Duffy Street water reservoir, upgrades to Tomingley memorial hall, Trangie showground grandstand and Tom Perry Drive, redevelopment of the Glenn McGrath cricket net and Trangie Burns Oval, main street enhancements, the construction of a new truck wash at Narromine, substantial renewals to Council's works and services fleet and significant upgrades to the Eumungerie and Tantitha roads. In addition to this, Council graded over 470km of its road network during the 2018/19 year.

The further enhancement of our recreational facilities to satisfy the "active lifestyles" strategic theme for our community included major upgrades at our aquatic centres, sports and fitness centre and further strategic plans for Cale Oval and Burns Oval Sporting Precinct. This planning will provide the basis for a staged implementation of the upgrades over the next few years and enable Council to work with the community and sporting groups to secure funding opportunities. One of the truly great success stories of 2018/19 was the launch of the Narromine Wetlands Parkrun, an event which continues to gain great support.

Our increasing focus on economic development based around agricultural value add, and the opportunities from Inland Rail have delivered the potential for further investment in our shire. Proactive engagement with the community, business and investors has placed Council back at the forefront of business development. The installation of CCTV in the Narromine CBD also gained widespread community support.

Events also were a feature of the year with the first of our volunteer thank you morning teas and the annual welcome evening for new residents. The NAIDOC, National Sorry Day and reconciliation day week were also prominent reinforcing

Council's commitment to the MOU with the Aboriginal community. Planning for the inaugural Dolly Festival programmed for 2020 is also well underway.

The drought that has gripped our shire and the broader country also brought a number of challenges for our communities. Council worked hard to provide opportunities and wherever possible to provide support. Free entry to the 2018 Narromine Show and free family fun days at our pools were widely utilised and our towns became used to living with water restrictions.

Employee safety remains at the forefront of our work every day and the year saw a further reduction in our days lost to injury. Both these are positive indicators of an employer who values employee safety, and employees who take responsibility for their own health and wellbeing and actions in the workplace.

Council's 2018/19 financial results again exceeded previous years with financial ratios largely above industry benchmark. A focus on continuous improvement has enabled funds to be better utilised and reallocated to a number of other projects. Council continues to improve its financial position which secures the long term viability of our shire.

Council was awarded the runner up in the 2018/19 Bluett award at the recent LGNSW Conference. The A R Bluett Memorial Award for rural councils has been awarded annually since 1945 and is contested each year by NSW councils who would like to be recognised as being the most progressive in the state. This is an achievement that all involved with Council should be very proud.

Finally, I would like to thank the senior management team and staff for their ongoing support over the past year. Their commitment and dedication to their Council and community continues to ensure the ongoing success of the organisation. We can all look back with a sense of pride in the many accomplishments and look to the future with great optimism.

Jane Redden, **General Manager**



OUR SHIRE

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

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

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

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

as well as broadacre cereal crops.

Alkane Resources Limited provide significant employment opportunities.

Narromine Shire Council provides a range of services for our community. Our Shire's assets are valued at \$309 million and include roads, water and sewer infrastructure, footpaths, community amenities such as libraries, parks and playgrounds and sporting and recreation facilities. Our Council will continue to focus on improving our community for residents, businesses and visitors to our Shire.

TOTAL POPULATION

6,444

URBAN POPULATION

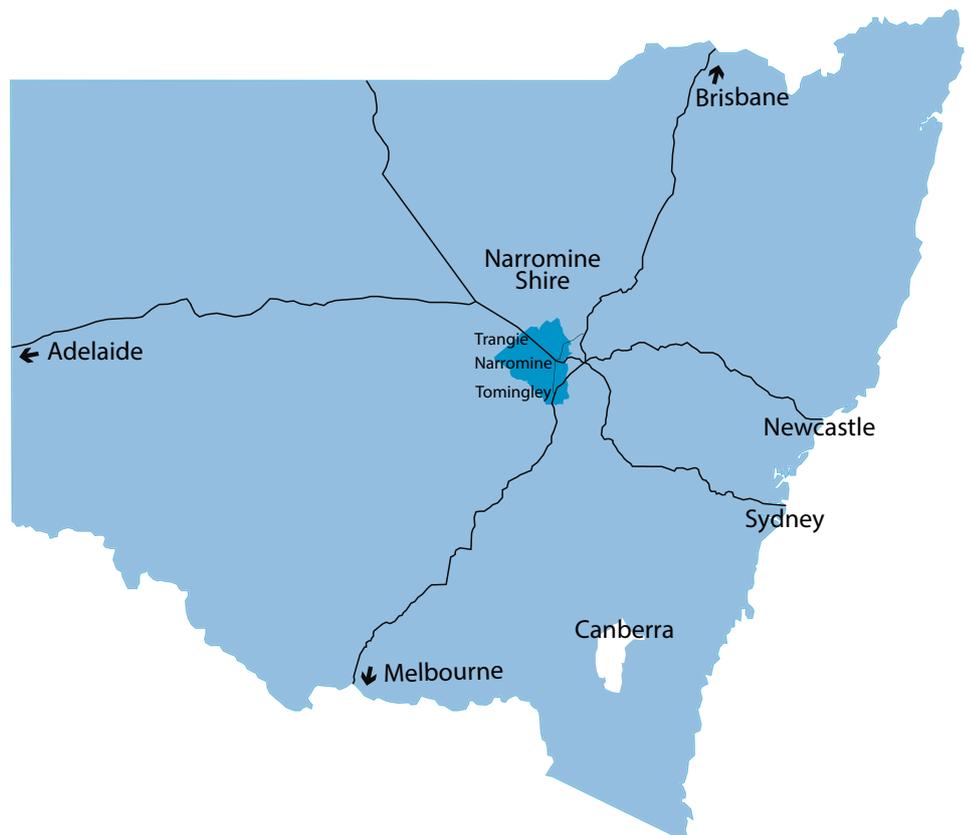
4,116

RURAL POPULATION

2,328

TOTAL AREA (SQ KM)

5,264



INTEGRATED PLANNING & REPORTING FRAMEWORK

Community Strategic Plan 2027

The Narromine Shire Community Strategic Plan 2027 sets out the community's main visions for 2027.

The following principles and goals were identified:

Vibrant Communities

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

Growing our Economy

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

Protecting and Enhancing our Environment

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

Proactive Leadership

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

Council's Delivery Program 2017/2018 - 2020/2021

The Delivery Program sets out the principle activities to be undertaken by Council over a Council term, to implement the objectives identified in the Narromine Shire Community Strategic Plan 2027.

Council's Operational Plan 2018/2019

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

Council's Resourcing Strategy

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

Council's Annual Report

The Annual Report focuses on Council's implementation of the Delivery Program and Operational Plan.



OUR COUNCILLORS



Cr Craig Davies, Mayor



Cr Dawn Collins, Deputy Mayor



Cr James Craft



Cr Trudy Everingham



Cr Colin Hamilton



Cr Lyn Jablonski



Cr Les Lambert



Cr Mark Munro



Cr Robert McCutcheon

ORGANISATIONAL CHART



OUR ACHIEVEMENTS

Delivery Program Achievements 2018/2019

In the 2018/2019 financial year, 83% of total actions from the Delivery Program were completed (160 actions completed, 29 actions not completed).

VIBRANT COMMUNITIES

83%

GROWING OUR ECONOMY

73%

PROTECTING AND
ENHANCING OUR
ENVIRONMENT

76%

PROACTIVE LEADERSHIP

98%

Organisation Achievements

In 2018/2019 Council has achieved the following;



93
EMPLOYEES



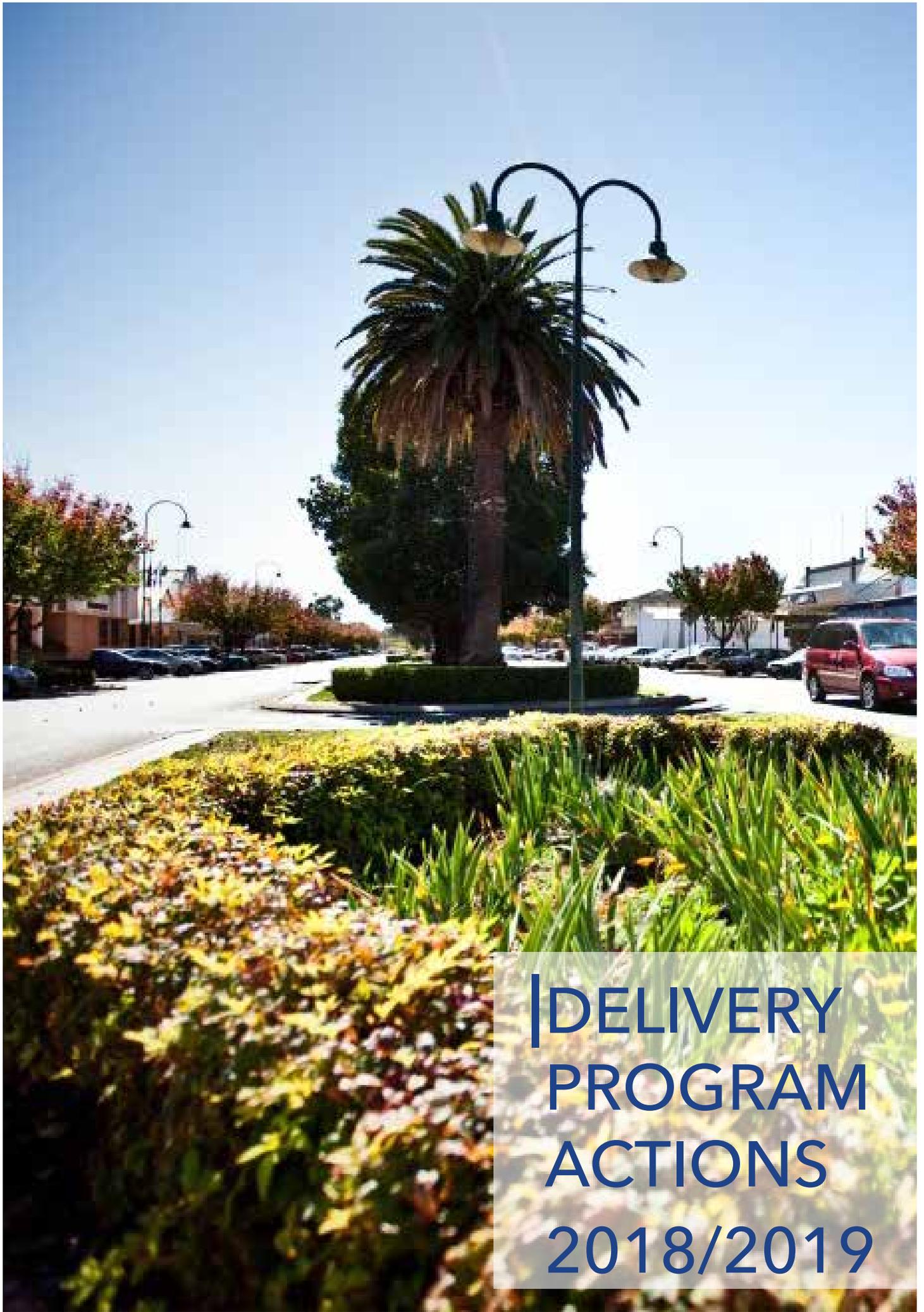
\$20.84M
RECURRENT
EXPENDITURE FOR
2018/2019



\$9.6M
DA APPROVALS



470 KM
ROADS GRADED



| DELIVERY
PROGRAM
ACTIONS
2018/2019

VIBRANT COMMUNITIES

“We want to create a safe, healthy and connected region that encourages participating and creates a strong sense of pride in our community and each other’s well-being”

Council achieved 83% of the actions set out in the vibrant communities actions in the 2018/2019 delivery program.

Action	Number of actions complete	Total number of actions
83% of actions completed		
1.1	20	27
1.2	14	15
1.3	5	5
1.4	4	5
	43	52



VIBRANT COMMUNITIES

A safe, active and health Community (SP Nos. 16, 23, 27)

Action Code	Action	Performance Measure	Action Progress	Comment
1.1.01.01	Liase with Police and other community groups.	Meet Quarterly with police.	100%	Regular meetings held with NSW Police and community crime representatives
1.1.01.03	Develop a Crime Minimisation Strategy.	Strategy complete by 31 December 2018	5%	Work will commence on the Strategy in early 19/20. Expect to be completed by December 2019.
1.1.02.01	Investigate installing CCTV cameras in CBD and appropriate avenues of grant funding.	Installation of CCTV cameras in CBD by 30 September 2018, subject to successful grant funding.	100%	This project was completed by April 30th 2019. Cameras being actively used by Police.
1.1.02.02	Coordinate annual inspection of Council streetlights to ensure adequate operation.	Audit conducted annually.	85%	Progressing program of inspections.
1.1.03.01	Participate in Interagency Meetings and provide Council assistance where appropriate.	90% attendance at Interagency meetings.	100%	Member of Economic Development team attends when possible. Communication with agencies ongoing.
1.1.04.01	Develop and publicise a brochure on the facilities available in the Shire.	Brochure developed and published by 30 June 2018. Update brochure annually.	100%	Updated every two years. Brochure to be reviewed and updated in 19/20.
1.1.04.02	Promote recreational opportunities for all ages through website, social media and other available networks.	Update information on a monthly basis.	100%	Regular updates on website, Facebook and traditional media. New programs implemented.
1.1.04.03	Installation of signage in parks, reserves and relevant facilities.	Prepare program and design signage by 28 February 2018. Install signage by 30 June 2019.	95%	Signs for parks and ovals have been purchased and will be installed thereafter.
1.1.04.04	Develop a plan for provision of cycleway routes.	Plan finalised by 30 June 2018.	100%	Plan finalised and adopted by Council 8 August 2018. Program will commence once funding is available.
1.1.05.02	Install automatic irrigation at Payten Oval Outer.	Install automatic irrigation by 30 June 2018.	100%	Funded through the Drought Communities program and completed.
1.1.05.03	Install Bollards on Payten Oval Outer.	Install Bollards by 30 June 2018.	100%	Bollards have been installed.
1.1.05.05	Oversee implementation of the Master Plan.	Implement key deliverables as per the Master Plan.	100%	Concept Plan for Cale Oval developed and adopted. Concept Plan for Burns Oval developed and adopted.
1.1.06.01	Collaborate with government and other health service providers to ensure high quality health care facilities and services are available to Shire residents.	Meet quarterly with State and Federal Local Members ensuring the provision of Shire health facilities a key agenda item.	100%	Meetings with State and Federal Members held with the provision of health care services on the standard agenda. Proactive and positive relationships maintained with Narromine Shire Family Health Care services. Recent meetings held with WNSWLHD and follow up meeting held August 2019.

VIBRANT COMMUNITIES

Action Code	Action	Performance Measure	Action Progress	Comment
1.1.07.02	Strengthen relationships with key medical agencies within the Shire.	Meet six monthly with Western NSW LHD Narromine and Trangie health care providers.	100%	Meeting held with local State Member and CEO Western NSW Local Health District. Follow up meeting with WNSWLHD held August 2019.
1.1.08.01	Install mobility chair at Narromine Pool.	Installation complete by 30 September 2017.	100%	Chair foundation completed. Mobility chair will be installed at the commencement of each season.
1.1.08.02	Install mobility chair at Trangie Pool.	Installation complete by 30 September, 2018.	100%	Chair foundation completed. Mobility chair will be installed at the commencement of each season.
1.1.08.03	Review operational costs of Narromine and Trangie pools and determine fees and charges annually.	Fees and charges reviewed and adopted by 30 June annually.	100%	New fees and charges adopted by Council.
1.1.08.04	Construct a water park at Narromine Pool.	Preliminary planning complete by 30 June 2018. Seek grant funding to construct by 30 June 2020.	100%	Grant funding has been received, Tender has been let and works are underway, due for completion in November 2019.
1.1.10.01	Support programs for the aged in the community with a healthy lifestyle focus.	Consult with Health Services and advertise programs monthly through Council's website and Facebook page.	100%	Council has commenced the following programs: Get Active and Stay Moving, Healthy Lifestyles Community Exercise, Pilates Classes and Tai Chi for Arthritis Classes. These programs are advertised via Facebook, Council's website, posters throughout the community and the Council Column.
1.1.10.03	Provide opportunity for reduced gym membership fee on receipt of Seniors Card.	Advertise reduced Seniors' gym membership monthly.	100%	New fees and charges have been adopted by Council providing reduced gym membership for Seniors Card holders. Advertising occurs through a variety of mediums.
1.1.11.01	Upgrade Men's amenities at Narromine Sports Centre.	Upgrade completed by 30 June 2019.	50%	Order has been raised and work commenced in October 2019.
1.1.11.02	Upgrade Women's amenities at Narromine Sports Complex.	Upgrade completed by 30 June 2018.	50%	Work order has been raised and work commenced in October 2019.
1.1.11.03	Paint exterior and interior of Narromine Sports Centre	Painting completed by 30 June 2018.	50%	Interior painting completed. Part exterior painting undertaken. Budget allocation for 19/20 to complete exterior painting.
1.1.11.05	Ensure adequate resources are allocated to the Sports Centre to maintain facilities in accordance with community usage.	Review fees and charges annually by 30 June.	100%	New fees and charges adopted by Council by 30 June 2019.
1.1.11.06	Upgrade existing disabled toilet to meet Australian Standards.	Upgrade completed by 30 June 2018.	50%	Work order raised and work commenced in October 2019.
1.1.12.01	Convene and support bi-annual sports user group workshops in winter and summer.	100% meetings held with sports user groups.	100%	Meetings held in Narromine and Trangie as required.
1.1.12.02	Prepare Leases/Licenses or User Agreements for all Sporting Groups using Council's sporting fields.	Agreements prepared for all user groups.	100%	Agreements are prepared for Sporting Groups as required.

VIBRANT COMMUNITIES

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

Action Code	Action	Performance Measure	Action Progress	Comment
1.2.01.01	Ensure facilities meet accessibility standards.	Review facilities annually to determine and address compliance issues.	80%	DIAP works have been finalised in the Narromine library and Administration building toilets to be commenced.
1.2.02.01	In partnership with the community, continue to facilitate events that celebrate community values including all groups within the community and provide financial and in-kind assistance for community and private events, e.g. Ausfly, Oz-Kosh.	Two major events annually.	100%	Australia Day completed. Pink Pigeon fundraising completed. Seniors Day and Youth Week activities completed. NAIDOC Day and Sorry Day participation. Continue to work with community groups as required.
1.2.02.02	Prepare Inclusion and Access Guidelines for cultural and community events.	Inclusion and Access Guidelines prepared by December 2018.	100%	Completed in 2017-18.
1.2.03.01	Provide grants through the Donations, Sponsorships and Waiver of Fees & Charges Policy process to community groups, with an emphasis on sports, recreation, arts, cultural, leadership and development activities.	Submissions advertised and received by 30 September, and applicants advised by 30 November each year.	100%	Submissions were advertised and received by 30 September, and applicants advised by 30 November 2018.
1.2.03.02	Continue to support the Local History Groups in Narromine and Trangie with a financial contribution to assist with their work.	Donation to both Local History Groups in the Annual Budget.	100%	Continue to communicate with Local History Groups. Financial contribution as per Council's 18/19 budget.
1.2.03.04	Give public recognition of volunteer service.	Hold annual volunteers recognition morning tea.	100%	Volunteer thank you functions held in early December in Narromine and Trangie.
1.2.04.01	Distribute information to all new residents and provide information on Council's website.	Review information six monthly.	100%	Information on website continues to be reviewed and updated. Note development of new guide information is due for completion in January 2020.
1.2.04.02	Host welcome functions for new residents, community group representatives, business owners and local agency representatives to enable new residents to establish contact with others in the community.	Advertise and promote welcome function to the broader community annually in March.	100%	Narromine region Welcome evening held 16 May 2019.

VIBRANT COMMUNITIES

Action Code	Action	Performance Measure	Action Progress	Comment
1.2.04.03	Host Citizenship ceremonies upon receipt of relevant information from Department Immigration and Border Control.	Citizenship ceremonies held.	100%	Citizenship Ceremonies are organised when notification is received from the Department of Immigration. This year 2 ceremonies held with a total of 8 people naturalised.
1.2.05.01	Liaise with Local Aboriginal Land Councils to enhance the opportunities for the Indigenous community.	Two meetings per year.	100%	Continue to liaise with Community groups. Meetings established as per MOU. Two meetings held in 2018-19.
1.2.05.02	Assist with NAIDOC Week, Reconciliation Day and other events of importance to the Aboriginal community.	Involvement at these events on an annual basis.	100%	Assisted with NAIDOC Day on the 21st of September 2018. Assistance provided for other significant events as requested. NAIDOC 2019 held July 1.
1.2.05.04	Implement Targets in the MOU Action Plan	Meet twice annually to discuss targets in Action Plan. Undertake actions as per priorities set by working group.	100%	Meetings arranged and actions completed as per plan. Discussion being initiated with the Aboriginal Community around delays in progressing the action plan. Work through actions as per plan when time and resources allows.
1.2.06.01	Develop an urban branding strategy for the towns and villages within the shire.	Urban branding strategy complete by 30 June 2019.	100%	The urban branding strategy brings together Council's marketing plan, branding, communications plan and latest tourism brochure. The tourism brochure has been reviewed and updated. Next version will be undertaken in December 2019.
1.2.07.01	All new applicable applications for development comply with the National Construction Code.	100% compliance with National Construction Code.	100%	Applications are being assessed to ensure compliance with National Construction Code.
1.2.08.01	Support youth activities within the Shire.	Partner with other agencies to deliver annual youth week activities.	100%	Council supportive of youth week activities and additional events such as pool inflatable days at the Narromine and Trangie pools.

A community that can access a range of formal and informal education, information and other services and opportunities to enhance their lives (SP No. 15)

Action Code	Action	Performance Measure	Action Progress	Comment
1.3.01.01	Advocate where possible for the increased provision of educational opportunities for our youth within the shire.	Meet quarterly with State and Federal Local Members ensuring the provision of educational opportunities for youth in our Shire a key agenda item.	100%	Quarterly meetings with State and Federal Members held with education as a standard agenda item, Council provides ongoing financial and administrative support to the Girls Academy program at Narromine High School.
1.3.03.01	Lobby the government to continue to fund child care services in Narromine Shire.	Affordable provision of child care services within the Shire.	100%	Council is supportive of pre-school and child care centres in our shire. Advocacy undertaken as required.

VIBRANT COMMUNITIES

Action Code	Action	Performance Measure	Action Progress	Comment
1.3.05.01	Continue to lobby Federal and State Local Members and relevant Ministers for service delivery and presence of TAFE within our Shire.	Meet quarterly with State and Federal Local Members ensuring the delivery of TAFE services within the Shire.	100%	Quarterly meetings held with State and Federal Members with the delivery of TAFE services a standard agenda item.
1.3.06.01	Assist in providing industry specific reports to vocational sector.	Make representations to vocational sector.	100%	Representations provided as requested.
1.3.07.01	Provision of E resources, IT training workshops and advisory services to Libraries.	Free Wi-Fi and microfiche printer facility available for researching. Public computers provided. IT training workshops held.	100%	Work continues along with Macquarie Regional Library.

Accessible facilities and services are available for people with limited mobility

Action Code	Action	Performance Measure	Action Progress	Comment
1.4.01.01	Implement actions identified in Council's Disability Action Improvement Plan (DIAP).	100% DIAP targets met.	80%	Actions identified and works have commenced. New seats to be installed.
1.4.01.02	Implement actions identified in Council's Disability Action Improvement Plan (DIAP) in relation to community services.	100% DIAP targets met.	100%	Strategic actions implemented as per Disability Inclusion Action Plan.
1.4.02.01	Identify buildings in the CBD that are not 'mobility friendly' for access in Narromine and Trangie.	Identify buildings to provide access and report to owners for their consideration by December 2018.	100%	Audit was completed in January 2019 for both Narromine and Trangie CBD. Reports created and letters were sent to both owner and occupier advising them of audit result and inviting them to make contact should they wish to assess their disability access restrictions.
1.4.02.02	Undertake accessibility audit on all community / Council facilities.	Review facilities annually by 31 March 2018 to determine compliance issues.	100%	Ongoing inspections held and improvements done as funds become available.
1.4.03.01	Work with Government agencies to lobby for community transport access within the Shire and to Dubbo and on a regular basis.	Access to community transport locally and to Dubbo is maintained.	100%	Community transport access ongoing advocacy item for Council.

GROWING OUR ECONOMY

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

Council achieved 73% of the actions set out in the growing our economy actions in the 2018/2019 delivery program.

Action	Number of actions complete	Total number of actions
73% of actions completed		
2.1	7	10
2.2	8	12
2.3	3	3
	18	25



GROWING OUR ECONOMY

To sustain and grow our local population (SP No 3)

Action Code	Action	Performance Measure	Action Progress	Comment
2.1.01.01	Prepare and implement an Economic Development Strategy.	Implementation of Action Plan deliverables.	100%	The EDG Committee continues to meet every quarter to discuss priorities and delivery of the strategy deliverables.
2.1.02.01	Establishment of a retailers' network.	Network established and meeting quarterly by July 2018.	100%	Engage with retailers at specific times of the year to update them on marketing initiatives, tourism, new residents night, Events, Growing Narromine workshops among others. At this time there is not a demand from retailers for a formal network.
2.1.02.02	Continue association with 'Love the Life we Live' website and marketing campaign through the Economic Development network.	Monitor hits to Narromine component of 'Love the Life we Live' website and referrals.	100%	Works continue with Orana Economic Development Officer's group. Changed focus planned.
2.1.03.01	Develop a Shire wide Marketing Strategy.	Strategy developed by 30 June 2018. Implement the actions from the Strategy.	100%	Strategy completed. Continue to implement actions within the strategy.
2.1.03.02	Continue participation with Greater Western Plains Promotions Group.	Number of campaigns undertaken annually.	100%	Campaigns include brochure and website together with activities therein.
2.1.04.01	Finalise the peer review for the flood levee investigation and flood studies as per recommendations of the Narromine Floodplain Risk Management Study and Plan 2009 and feasibility study.	Peer review recommendations finalised by 30 June 2018.	95%	Office of Environment and Heritage informed about new options. Suggested to include new alignments in the Flood Risk Management Plan. Consultant has been appointed to conduct/ review Flood Risk Management Plan. Peer review completed.
2.1.04.02	Seek grant funding and determine loan funding requirements for the flood levee construction project.	Obtain grant funding by 30 June 2019.	0%	Cannot progress until Floodplain Risk Management Plan reviewed.
2.1.05.01	Review Land Use Strategies in line with results of Economic Development Strategy to ensure planned new land releases to stimulate economy.	Review of Land Use Strategies following adoption of the Economic Development Strategy.	80%	Rural Residential and Residential Land Use Strategy completed and endorsed by Department of Planning and Environment and Council.
2.1.05.02	Develop Employment Lands Strategy.	Strategy completed by 30 June 2018.	100%	Completed in August 2018.
2.1.05.02	Develop Employment Lands Strategy.	Strategy completed by 30 June 2018.	100%	Completed in August 2018.
2.1.06.02	Assist community with applications for grant funding by providing statistical data.	Update available information and promote as per communications strategy.	100%	Up to date information provided on the website and as community groups require.

GROWING OUR ECONOMY

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

Action Code	Action	Performance Measure	Action Progress	Comment
2.2.01.01	Hold a biennial industry event specifically targeting agricultural value add opportunities.	Industry event held.	100%	Assist with Growers workshop. Growing Narromine Workshops held in October 2018.
2.2.02.02	Establish interest of current owners of hangars / buildings at the Aerodrome to ascertain their interest in purchasing the site of their buildings.	Owner interest documented by 30 June 2019.	100%	This has been completed in the past. Will regauge interest once the Aerodrome Masterplan has been finalised and in light of suggestions for changed Council Policy.
2.2.03.01	Implement strategies contained in Aerodrome Strategic Master Plan.	Targets are met.	100%	Strategic plan to be updated 2019, consultation has commenced.
2.2.03.02	Update / Review Aerodrome Strategic Master Plan	Review of Plan completed and adopted by Council 30 June 2019.	80%	Initial consultation finalised. Reported to July 2019 Council meeting for formal community consultation. Expect to be finalised by December 2019.
2.2.03.03	Continue with the hangar light industrial precinct development for aviation related businesses in accordance with the Aerodrome Strategic and Master Plan.	First stage available for sale by 30 June 2018.	50%	Tender documents prepared. Funding has been allocated, tender put out on exhibition October 2019.
2.2.04.01	Work with State Government agencies to appropriately identify high value land resources, where Government priorities are identified.	Provide input to new State Legislation within advertised time frames for consultation.	100%	Council continues to explore opportunities to undertake strategic planning initiatives aimed at encouraging business development or reducing planning limitations where possible.
2.2.04.02	Identify appropriate sites, in accordance with Land Use Strategy, for value added agricultural related industries.	Work with Department of Planning & Environment to produce a broad scale value added sites plan by June 2018.	80%	Narromine Agricultural Lands Strategy (GHD, 2013) has been reviewed, recommendations include RU4 - Rural Small Holdings. This zone is not adopted by Council's LEP; to discuss with Department of Planning regarding introducing it in the next LEP review and to identify the need for small ag holdings in the LSPS with potential location. Reference has been made to the Study in the assessment of intensive plant DAs.
2.2.05.01	Provide improved information services to highlight tourism events and points of interest in the Shire.	Increased online engagement by 10%.	100%	Updates of information on Facebook and website as required. Ongoing support of Visitors Centre. Visitor Information signage completed.
2.2.05.02	In conjunction with other OROC councils undertake joint regional promotions such as through the 'Love the Life we Live' brand.	Annual promotion.	100%	Promotions through Love the Life We Live website. Note that the Orana group of Councils no longer support this initiative. Council will develop this further for promotion of Narromine, Trangie and Tomingley.

GROWING OUR ECONOMY

Action Code	Action	Performance Measure	Action Progress	Comment
2.2.06.01	Develop action plan for expenditure of water and sewer head works charges and Section 94A levies.	<p>Minimum 10% funds expended each financial year in accordance with growth area priorities.</p> <p>Investigate feasibility of Narromine Water Treatment Plant by 30 June 2018.</p> <p>Seek grant funding for Narromine Water Treatment Plant by 30 June 2019.</p> <p>Commence design / construction of Narromine Water Treatment Plant by 30 June 2020.</p>	75%	<p>Comments provided to DSP consultant and waiting for updated report which considers different cost scenarios.</p> <p>Funding for temporary plant approved.</p>
2.2.07.01	Work with existing tourist operators and community groups to promote Narromine Shire.	Undertake annual promotions.	100%	Work continues with existing stakeholders. Annual promotions include website promotions, social media promotions and brochures.
2.2.08.01	Encourage businesses to work with Council to support a business culture within our shire.	One business forum per year held by Council.	100%	Grow Narromine series workshops held in October 2018. Ongoing improved communications with businesses. Updated business prospectus. Ongoing Economic Development Officer's Group meetings.

To encourage employment and skills development to address industry needs and grow the Region's knowledge base (SP No 6)

Action Code	Action	Performance Measure	Action Progress	Comment
2.3.01.01	Advocate for the maintenance or increase of educational opportunities and training programs within the Shire.	Meet quarterly with State and Federal Local Members ensuring the provision of educational opportunities and training opportunities in our Shire a key agenda item.	100%	Quarterly meetings with State and Federal Members with educational opportunities and training programs as a key agenda item.
2.3.02.01	Develop a policy on industry incentives for existing and new businesses.	Policy completed by 30 June 2019.	100%	Incentives listed on Council's website including State and any Federal incentives at this time. Specific funds not allocated from Council at this time.
2.3.03.01	Upgrade truck wash facilities in Narromine and Trangie.	Upgrade of Narromine Truck Wash completed by 30 June 2019.	100%	Narromine facility upgrade completed. Trangie has now received funding and will commence following acquisition of land.

PROTECTING & ENHANCING OUR ENVIRONMENT

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

Council achieved 76% of the actions set out in the protecting and enhancing our environment actions in the 2018/2019 delivery program.

Action	Number of actions complete	Total number of actions
76% of actions completed		
3.1	5	12
3.2	14	16
3.3	3	4
3.4	2	3
3.5	9	9
3.6	6	7
	39	51



PROTECTING & ENHANCING OUR ENVIRONMENT

Manage our natural environments for current and future generations (SP No 22)

Action Code	Action	Performance Measure	Action Progress	Comment
3.1.01.02	Seek grant funding for the Wetlands redevelopment.	Grant funding finalised by 30 June 2019.	100%	Grant funding application successful. Planning and design has commenced, civil work to commence in November 2019
3.1.02.01	Maintain involvement with the Macquarie and LLS Weeds Group.	Representation and 90% attendance at Macquarie Regional Weeds Advisory Group meetings.	100%	100% attendance of both Macquarie Valley Weed Committee meetings and Central West Regional Weeds Committee meetings throughout 2018/2019.
3.1.02.02	Continue the annual fingerling release into the Macquarie River and into Goan Waterhole in conjunction with Macquarie Cotton Growers.	Funding application lodged each year and fingerlings released into River and Goan Waterhole - January annually.	100%	Despite funding program being under review, DPI contacted Council on 19 December 2018 to inform Council that DPI would be releasing 6000 Murray Cod fingerlings at the Narromine boat ramp. Release result of Council's long term (20yr) commitment to the program.
3.1.03.01	Install solar panels on suitable Council buildings.	Installation of solar panels by 30 June 2019.	10%	To be considered as part of an Orana JO initiative. Funding in 2019/20 for Customer Service and Payments Centre building.
3.1.04.01	Encourage owners of heritage items to contact Council regarding funding available for maintenance of their buildings and sites from State and Local Government.	Quarterly articles in Council's newsletter.	50%	Request has been made to Office of Environment and Heritage to extend funding for 6 months into next financial year as no request was made to extend the previous financial years funding.
3.1.04.02	Contact owners of sites where building is not maintained and negotiate action plan of maintenance.	Annual review undertaken and action plan complete.	80%	Will identify relevant buildings and negotiate plan of maintenance.
3.1.04.03	Manage heritage-related enquiries at Council.	Record number of enquiries taken and advice given.	60%	Responding to heritage inquiries, have advised applicant for local heritage funding that Council has requested an extension for funding for the next financial year. Anticipated to have access to the local heritage fund again next year.
3.1.05.01	Undertake commitments within the WAP1520 Weeds Action Plan.	Ensure that 90% of private property inspections are undertaken in accordance with commitments within WAP1520.	100%	Commitments under the WAP1520 Yr4 program are being met where possible considering drought conditions.
3.1.06.01	Ensure compliance with relevant building codes and regulations.	Development applications and construction certificates are accompanied by relevant Basix certificates or Part J relevant reports where required.	100%	All applications are being assessed and determined under the relevant legislation.
3.1.07.01	Review Narromine Shire Waste Management Strategy.	Update Narromine Shire Waste Management Strategy by 30 June 2018.	75%	Documents have been prepared and will go to quotation for the strategy to be completed by December 2019.

PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comment
3.1.07.04	Investigate alternative management options for the Narromine Waste Depot.	Determine suitable management options prior to 30 June 2018.	75%	Suitable management options will be determined as part of the strategy.
3.1.07.05	Continue to be a member council of Net Waste, attending regional forums to address waste management issues at a regional level.	90% attendance at NetWaste meetings.	95%	Ongoing Participation

We are a sustainable and environmental community with a great appreciation of our natural assets (SP No 22)

Action Code	Action	Performance Measure	Action Progress	Comment
3.2.01.01	Support natural resource initiative of Local Land Services (LLS).	80% attendance Local Government Reference Group meetings.	100%	100% attendance of Central West Regional Weeds Committee meetings throughout 2018/2019.
3.2.01.02	Engage with schools and local community groups to utilise the Narromine Wetlands as a learning resource.	Four school groups per year utilise the Narromine wetlands as a learning resource.	0%	Promotion with schools will continue after works have been completed.
3.2.01.03	Continue to conduct community education campaigns through Net Waste in accordance with the Waste Education Plan promoting the benefits of recycling and educating the community regarding which items can be recycled.	Carried out by Envirocon annually at each school. At least one community education program conducted annually.	100%	Education Plan is being implemented.
3.2.01.04	Continue involvement in the Waste Education Plan.	Education by Envirocon at schools in accordance with the Waste Education Plan.	100%	Education Plan is being implemented.
3.2.01.05	Promote environmental awareness.	Quarterly newsletter article.	100%	Information provided in quarterly Newsletter.
3.2.02.01	Conduct public education campaigns aimed at reducing littering, stray dogs/cats, and promoting the desexing of domestic animals, dog and cat registration, and micro-chipping.	Annual promotion in newsletter.	100%	Promotion through social media and in correspondence via companion animals registration process.
3.2.02.02	Investigate concerns or complaints in relation to overgrown allotments and buildings in a state of disrepair.	90% of complaints to have investigations commenced within 2 working days.	100%	Customer requests regarding overgrown blocks and dilapidated buildings are being investigated within 2 days and relevant Council staff are actively identifying issues prior to requests being lodged.

PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comment
3.2.03.01	Identify local environmental groups within the Narromine Shire	Contact local environmental groups by June 2018.	100%	Register maintained and updated as necessary.
3.2.03.03	Develop a working relationship with identified local environmental groups.	Arrange to meet six monthly.	50%	Opportunities for meetings to be held did not occur in the 18/19 period.
3.2.03.04	Identify any funding sources that can assist both the local environmental groups and/or Council.	Promote relevant grant funding sources throughout the year.	100%	Funding sources have been identified and forwarded to known environmental groups.
3.2.04.01	Encourage environmentally sustainable, safe and more economical utilisation of Council's fleet.	Install GPS tracking on larger plant by 30 June 2019.	100%	GPS units have been purchased and installed. Additional units purchased and installed to the rest of fleet after 1 July 2019.
3.2.04.02	Promote and encourage environmental sustainable practices to local business.	Annual promotional material to local businesses.	100%	Information developed for both Council Website and Social Media site.
3.2.05.01	Promote initiatives using Smart WaterMark.	Promotion materials sent out with rates notice. Participate in summer time television campaign through Smart WaterMark annually.	100%	Membership continued via participation in the Orana Water Utilities Alliance corporate membership and promotional activities such as billing inserts and promotional banners and website participation.
3.2.05.02	Maintain membership of Smart WaterMark through the LMWUA.	Renew membership annually.	100%	Membership continued via participation in Orana Water Utilities Alliance corporate membership.
3.2.05.03	Promote benefits of recycling using NetWaste resources.	Include statistics for recycling in Council's newsletter.	100%	Information provided for Newsletter, when available.
3.2.05.04	Promote the benefits of recycling and water conservation.	Publish recycling statistics at least monthly.	100%	Information provided for Newsletter, when available.

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

Action Code	Action	Performance Measure	Action Progress	Comment
3.3.01.01	Install rain sensors in parks and sporting fields.	Implement actions from the Strategy by 30 June 2019	100%	Payten and Dundas Ovals have smart systems installed.
3.3.02.01	Ensure all development approvals consider existing utilities infrastructure in their determination.	100% of approvals have had adequacy of existing utilities determined.	90%	Have considered utilities provision in DA assessment and referred to relevant utility provider where possible.
3.3.02.02	Utilities performance audited annually through Triple Bottom Line (TBL) reporting.	Report submitted by 15 September.	100%	Department of Industry Water opened reporting website late in 2018 closure date 21/10/2018. Report completed and submitted 19/10/2018. Achieved 100% compliance with TBL reporting.

PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comment
3.3.03.01	Advocate for reliable and affordable access to internet and communications technology.	Continue to lobby for the increase in the coverage area for mobile technology throughout the Shire.	100%	Council actively working with telcos in the sector to obtain funding for increased mobile coverage.

Ensure a range of housing options for the community (SP No 20)

Action Code	Action	Performance Measure	Action Progress	Comment
3.4.01.01	Work with relevant parties to identify aged care accommodation needs.	Attendance at relevant meetings in an advisory role.	100%	Working with identified potential suppliers of Aged residential care in both Trangie and Narromine.
3.4.02.01	Monitor take-up of all land use zones vacant land. Identify short falls.	Review supply of vacant land six monthly.	55%	Noted State Govt's Medium Density Housing Code and potential to provide further housing choice. Review LEP at health check stage.
3.4.04.01	Liaise with local real estate agents to ascertain changes in rental demand.	Discuss changes to local demand and supply with local real estate agents.	100%	Council continues to liaise with real estate agents.

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

Action Code	Action	Performance Measure	Action Progress	Comment
3.5.01.01	Liaise with transport providers to ensure that full suite of transport options are available.	Discuss with providers and at local interagency forums.	100%	Monthly attendance at interagency meetings which advocate for continued and increased transport options for residents of the Shire.
3.5.02.01	Provide support as required to the Dubbo Regional Council for the expansion of services at the Dubbo Regional Airport.	100% commitment to support Dubbo Regional Council.	100%	Council continues to provide ongoing support to Dubbo Regional Council for the expansion of services at the Dubbo Regional Airport and more recently support for the Qantas Pilot Academy in Dubbo.
3.5.03.01	Liaise with rail service providers to ensure rail service is maintained.	Discuss potential expansion and service contraction with local providers and stakeholders.	100%	Work being undertaken on commercial opportunities with rail operators, not passenger rail providers. Country rail buses continue to have a daily service from Narromine and Trangie.
3.5.04.01	Survey community biennially to ensure that transport issues of our residents are adequately addressed.	Survey question as part of residential survey.	100%	Survey completed.
3.5.05.01	Upgrade lighting on main runway (subject to CASA advice).	Seek grant funding to upgrade lighting prior to 30 June 2019.	100%	Council not required by CASA to upgrade lighting at this time.
3.5.05.02	Maintain the Narromine Aerodrome facility to meet reasonable user expectations and CASA requirements within the allocated budget.	Complete Obstacle Limitation Surface (OLS) annually by 30 November.	100%	OLS conducted November 2018. Maintenance carried out regularly as required.

PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comment
3.5.05.03	Undertake inspections on operational areas.	Minimum 52 inspections per year.	100%	Inspections undertaken as per schedule.
3.5.05.04	Maintenance of glider grassed runways.	Slashing undertaken minimum 26 times per year.	100%	Grassed runways maintained as required.
3.5.06.01	Ensure priority measures implemented from the PAMP.	Annual inspections of footpaths and cycleways prior to finalising works program. Annual works program identified by inspections and PAMP priorities, and adopted annually.	100%	Inspections undertaken as per schedule. PAMP used as basis of works program and funding applications have been completed.

Our road network is safe, well maintained and appropriately funded (SP No 10)

Action Code	Action	Performance Measure	Action Progress	Comment
3.6.01.1.1	Review and implement Council's ten year roads Capital Works Program.	Works Program updated annually and adopted by 30 June.	100%	Works Program adopted by Council 12 June 2019.
3.6.01.1.2	Review and implement Council's ten year roads Capital Works Program.	Ten Year Capital Works Program updated annually and adopted by 30 June.	95%	Works progressing as per program.
3.6.01.02	Continue to maintain roadside slashing when grass impedes visibility.	Undertake slashing program annually.	100%	Program completed.
3.6.01.03	Apply for hazard reduction funding through Rural Fire Fighting Fund.	Apply for funding prior to 31 March annually.	100%	Funding application submitted prior to 31 March 2019.
3.6.02.01	Convene Local Traffic Committee meetings.	Convene 6 meetings per year of the Local Traffic Committee.	100%	Local Traffic Committee meetings held as required.
3.6.03.01	Meet with State and Federal Members and the Roads Minister on rural road funding issues.	Quarterly meeting with State and Federal Members, and annually with Roads Minister.	100%	Quarterly meetings held with State and Federal Members.
3.6.03.02	Proactively engage with the Local Government Grants Commission.	Invite Local Government Grants Commission to present to Council biennially.	100%	Invitation to be extended to the Local Government Grants Commission for a meeting. They have advised they will be conducting sessions in Narromine 19/20.

PROACTIVE LEADERSHIP

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

Council achieved 98% of the actions set out in the proactive leadership actions in the 2018/2019 delivery program.

Action	Number of actions complete	Total number of actions
98% of actions completed		
4.1	10	10
4.2	20	20
4.3	18	18
4.4	12	13
	60	61



PROACTIVE LEADERSHIP

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

Action Code	Action	Performance Measure	Action Progress	Comment
4.1.01.01	Continue to gather feedback regarding community engagement strategies	Annual review of community engagement strategy to Council by 30 November each year	100%	Report to Council completed in September 2018.
4.1.01.02	Promote the positive aspects of Narromine Shire Council. Provide important information to the community.	Provide updates to the community on Council activities through all means available within the communications strategy.	100%	Extensive communications in the form of media releases and social media campaigns.
4.1.01.03	Prepare council columns and media releases for local media.	Weekly column provided to print media. A minimum of 12 media releases per annum.	100%	Weekly Council columns provided to print media and at least 10 media releases published per month, well exceeding target.
4.1.01.04	Information available on Council's website.	Website updated as required.	100%	Updates and press information available on Council's website.
4.1.02.01	Councillors maintain strategic community focus.	Positive media around Council's strategic approach.	100%	Media releases on Council's projects openly linked to the priorities in the Community Strategic Plan.
4.1.03.01	Review Council's Code of Meeting Practice.	Review complete by 31 December 2018.	100%	Council's new Code of Meeting Practice was adopted on 8 May 2019, to be enacted from 1 July 2019.
4.1.03.02	Provide an opportunity for the public to address Council on relevant issues through the Public Forum Policy at Council Meetings.	Advise the public of the availability of the public forum in the column and newsletter at least quarterly.	100%	Public forum has been advertised quarterly in Council's Column and newsletter.
4.1.03.03	Continue to facilitate S355 Advisory Committees.	Annual review of Section 355 Committee Charters and annual appointment of delegates (September).	100%	Council's Section 355 Committee Charters were reviewed in September 2018 and Council delegates duly appointed.
4.1.04.01	Respond to requests for access to public information as per legislative requirements.	100% compliance with GIPA Act 2009. Annual review of Council's Information Guide.	100%	Formal GIPA applications are processed in accordance with the Act. Council's Information Guide was reviewed and updated in January 2019.
4.1.05.01	Present a positive image of Council to the community.	Provide weekly communications via various means per the communication strategy.	100%	Weekly column provided to the print media and active social media campaigns.

Effective Council organisational capability and capacity (SP No 30)

Action Code	Action	Performance Measure	Action Progress	Comment
4.2.01.01	Encourage and reward innovative practices within Council's workforce.	One innovation introduced per directorate each year.	100%	Agenda item at monthly MANEX meetings to discuss innovation ideas.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comment
4.2.01.02	Foster a culture of continuous improvement.	Cultural change program progressively implemented across the organisation. Organisational values and behaviours developed and implemented.	100%	Cultural change program, incorporating employee awards that are based on recognising employees that espouse Council's values and behaviours.
4.2.02.01	Provide policies, programs and initiatives that support employee work/life balance.	Create, update and implement policies for a flexible workplace on an ongoing basis.	100%	Health and wellbeing has been made a priority this financial year with a comprehensive health and wellbeing program being rolled out by the committee which included lunchtime Yoga session, desk massages and healthy cooking classes. Leave balances have been reduced and the Christmas close down was extended to further support work/life balance. Mental health awareness training was rolled out to all employees.
4.2.02.02	Provide access to innovative leadership training programs.	Research and identify appropriate leadership training for Managers annually.	100%	Council's training budget was utilized in full this year for staff to attend various innovative training programs which included a team building and mentoring session with the MANEX team, mental health awareness and dignity and respect in the workplace training for all staff and numerous statutory training courses for outdoor staff to carry out their roles.
4.2.02.03	Promote and maintain coaching and mentoring programs across the organisation to support leadership growth.	Programs used to assist staff with leadership growth.	100%	Our leadership team have benefited this year from a mentoring program within the MANEX group. These leaders have also mentored their staff to achieve leadership growth within their positions for the benefit of the organisation.
4.2.02.04	Update and implement succession planning to support a high level workforce to meet the ongoing delivery program needs.	Implement succession planning system by December 2018.	100%	The succession planning framework has been implemented across the organisation with key critical roles identified and succession plans created for these roles to ensure a continuity of service to the community in the delivery of our operational plans.
4.2.02.05	Implementation of Councillor Training and Professional Development Program.	95% attendance by Councillors at scheduled training events.	100%	Councillor Professional Development has been organised in accordance with Councillor's self-assessments. There were 4 training activities provided from the Mayor and Councillors. The Councillor Induction and Professional Development Policy was adopted by Council on 13 February 2019.
4.2.03.01	Integrated Planning and Reporting documents reflect best practice.	Positive feedback from Office of Local Government.	100%	Narromine 2018/19 IP&R documents were peer reviewed at a workshop with other Councils in conjunction with LGNSW with minor recommendations suggested. 2019-20 IP&R was approved by Council 12 June 2019.
4.2.04.03	Customer Requests responded to within time frames agreed in Customer Service Policy.	100% compliance with Customer Service Policy.	100%	Weekly reporting is in place, achievement is being monitored.
4.2.05.01	Promote future workforce development with options such as traineeships, apprenticeships and cadetships within each department.	Increase the number of apprenticeships over the next 4 years.	100%	Council respects the need to provide opportunities for the youth of our region to gain skills in local government. As such, the IT traineeship has been extended for a further 12 months and a Trainee Storeperson recruited for commencement 1 July 2019. An engineering cadetship and water industry trainee have been approved and will join the team in 19/20.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comment
4.2.05.02	Develop and implement initiatives to support / promote workforce diversity.	Ensure the Disability Inclusion Action Plan is considered in all workforce activity. Create and implement an Aboriginal Employment Strategy by December 2019.	100%	Workforce diversity is promoted by the adoption of an Aboriginal Employment Strategy and the establishment of an Equal Employment Opportunity management plan and committee to ensure support for a workforce that is diverse in age, gender and culture. All recruitment encourages Aboriginal and Torres Strait Islanders and people with a disability to apply. Council has also teamed up with Break-Thru to assist community members with a disability to gain valuable work experience.
4.2.06.01	Councillors to act positively at all times in the public eye.	No negative feedback received.	100%	No instances of negative impact reported.
4.2.07.01	Continue to implement and improve the employee performance assessment system.	All Departments' performance assessments completed by 1 September annually.	100%	Council's online performance assessment system has been reviewed and changes made to improve engagement and accountability of staff. SMART goals are set for all staff and reviews conducted in a timely manner.
4.2.07.02	Review and implement the Work Health Safety Management System.	WHS Management System in place and functioning by December 2018 and on an ongoing basis.	100%	The WHS management system is under constant review with improvements being made on a regular basis to improve our safety record. Council has adopted new software for online risk assessments and safety inspections to be completed with accountability assigned for improvement areas.
4.2.07.03	Promote and support continuous improvement activities across council.	Review and document one area of Council operations each year per directorate.	100%	Contract Management is currently under review.
4.2.07.04	Develop and implement an Enterprise Risk Management Framework.	Policy, Plan and Strategic Register to be developed by 31 December 2018.	100%	Council's Risk Management Policy was adopted in December 2018. A Strategic Risk Assessment was undertaken by Council's Internal Auditor with the corresponding 18/19 Internal Audit Plan adopted at the Inaugural Internal Audit Committee Meeting held on 10 December 2018.
4.2.07.05	Establish an Internal Audit and Risk Management Committee in accordance with the OLG's proposed new legislation and based on a resource sharing model.	Committee to meet six monthly and provide report to Council.	100%	Council's Internal Audit Committee held its Inaugural Committee Meeting on 10 December 2018. Further meetings were held in March and June 2019. Report and minutes of the meeting are provided to Council for endorsement.
4.2.07.06	Maintain a database of legislative compliance obligations.	Distributed monthly to MANEX for 100% compliance with statutory obligations.	100%	The legislative compliance checklist is distributed to MANEX monthly for consideration and action. Notification of exceptions are to be reported to Council's Internal Audit Committee. No non-compliances were reported for the year.
4.2.08.01	Prepare Agenda, Business Papers and Minutes of Council Meetings.	Agenda and Business Papers to be distributed to Councillors 5 days prior to meeting. Minutes to be distributed to Councillors 7 days after meeting.	100%	The Agenda, Business Papers and Minutes of Council's Ordinary and Extraordinary Meetings are prepared and distributed accordingly.
4.2.08.04	Manage Council's Records System.	No breaches of State Records Act.	100%	Council's records are managed in accordance with the State Records Act 1998. There are no known breaches.

PROACTIVE LEADERSHIP

A financially sound Council that is responsible and sustainable (SP No 30)

Action Code	Action	Performance Measure	Action Progress	Comment
4.3.01.01	Implementation of the Delivery Program and Operational Plan including Budget and Asset Management Plan on an annual basis.	Plans and Budget documentation endorsed by Council by 30 June each year.	100%	The Annual Budget and Long Term Financial Plan were completed and approved by Council on 12 June 2019 along with the remaining IP&R documentation.
4.3.01.02	Continue to prepare financially sustainable budgets for consideration by Council.	Council prepares annual balanced budget for adoption by Council.	100%	The Annual Budget was approved by Council on 12 June 2019.
4.3.01.03	Continue to develop revenue strategies that are equitable and contribute to a financially sustainable future.	Sustainable Statement of Revenue Policy endorsed by Council by 30 June each year.	100%	The Statement of Revenue Policy was completed and approved by Council on 12 June 2019.
4.3.01.04	Levy and collect rates and charges in accordance with statutory requirements and Council policies.	No known breaches of policy.	100%	There were no known breaches in the levying and collection of rates for the year.
4.3.01.05	Provide monthly cash balances and detailed quarterly financial reports to Council.	Reports prepared and accepted by Councillors and management.	100%	Reports were prepared and accepted by Councillors and management for the year with no exceptions.
4.3.01.06	Prepare Council's Annual Financial Accounts in accordance with relevant Acts and Regulations.	Unmodified audit report issued by 31 October each year.	100%	2017/18 accounts were completed 31 October 2019 when the NSWAO audit report was received.
4.3.01.07	Ensure Council has adequate cash flow to meet their needs.	Maintain level of outstanding rates and charges at below 10% at year end.	100%	Outstanding rates and charges are 9% which is below year end target of 10%.
4.3.01.08	Ensure Council's ongoing financial viability.	Maintain a debt service ratio below 10%.	100%	Council's debt service ratio is well below 10%, the theoretical benchmark set by the OLG under the defunct Fit For The Future criteria.
4.3.01.09	Ensure accounting data is recorded accurately and returns are filed in accordance with legislative requirements.	Positive audit findings. Reduction in issues raised in management letter of medium consequence or higher.	100%	All external deliverables for the year have been met.
4.3.02.01	Ensure Council's Operational Plan is well publicised with ample opportunity for community input.	Operational Plan on public exhibition for a period of 28 days. Comment invited on a variety of media platforms.	100%	Council's 2019/20 Operational Plan was placed on public exhibition for 28 days. Submissions were received and reported to Council. The 2019/20 Operational Plan was approved by Council on 12 June 2019.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comment
4.3.03.01	Maximise opportunities for utilising grants to supplement and support identified Council priorities and projects.	At least two successful grants received each year for projects within Council priority areas.	100%	Council continues to maximise potential. Successful Growing Local Economies Funding application made. Successful Drought Communities Funding Program application. Successful Stronger Country Communities Funding application. Successful Tourism and Environment Application.
4.3.03.02	Identify projects suitable for grant applications.	At least five identified projects per year in the operational plan, subject to grant funds.	100%	Projects include pool upgrades, wetlands project, multiple sporting field upgrades, variety of projects within the Drought Communities Program. Continue to identify further projects eg Sports precincts in Trangie and Narromine. Aerodrome amongst others. Wetlands project confirmed funding in 2019/20.
4.3.04.03	Review Asset Management Plans annually.	Asset Management Plans updated annually by 30 June.	100%	Asset Management Plans were reviewed and adopted by Council prior to 30 June 2019.
4.3.04.04	Update Long Term Financial Plans annually.	100% Long Term Financial Plans updated and adopted by 30 June annually.	100%	Undertaken in March as part of IP&R process.
4.3.04.05	Undertake monthly inspections of Regional Roads.	12 inspections of each Regional Road per year.	100%	Asset Inspector commenced and inspections undertaken
4.3.04.06	Undertake annual inspections of Local Roads.	100% Local Roads inspected minimum of once per year.	100%	Asset inspector commenced and inspections undertaken
4.3.04.07	Develop and implement plant and fleet strategy.	Strategy developed by 30 June 2018 and implemented thereafter.	100%	Plant replacement program reviewed and implemented annually.
4.3.05.01	Maintain sustainability ratios as per Fit for the Future Improvement Proposal.	Sustainability ratios calculated and reported to Council six monthly.	100%	Performance ratios including the OLG ratios are monitored and were reported to Council monthly.

Sound partnerships are encouraged and fostered (SP No 32)

Action Code	Action	Performance Measure	Action Progress	Comment
4.4.01.01	Active membership and representation on government, regional and other bodies.	Maintain membership of relevant government, regional and area bodies.	100%	Proactive member of the Orana Joint Organisation, member of Country Mayors Association.
4.4.01.02	Prepare submissions as required.	One submission prepared per year.	100%	Ongoing as required. Submissions made as part of election cycle. Submission re Tomingley Road made. Detailed discussions around opportunities with Inland Rail and Dubbo Rail maintenance.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comment
4.4.01.03	Continue to participate in shared opportunities through OROC.	Utilise internal audit and procurement shared services. Utilise panel tenders for fuels, reseals and bitumen emulsion. Participate in user groups for finance, HR, payroll, risk management and WHS.	100%	Transition of these opportunities to the Orana Joint Organisation model, internal audit set up internally.
4.4.02.01	Represent the community's interests and lobbying topics of significant impact to the Shire.	One submission per quarter.	100%	Submissions prepared to the Regional Infrastructure coordination unit, State and Federal Members.
4.4.02.02	Prepare submissions and lobby for community interests as required, e.g. funding for rural roads, infrastructure and services.	One submission per quarter.	100%	Submissions prepared as required.
4.4.02.03	Advocate to other tiers of government for a better allocation of funding to support the delivery of services for which other levels of government have primary responsibility.	Meet with State and Regional Local Members, six monthly.	100%	Quarterly meetings held with State and Federal Members.
4.4.03.01	Nurture relationship with key external organisations and individuals.	90% attendance at OROC and GMAC meetings.	100%	100% attendance at Orana Joint Organisation meetings and reformation of General Managers Advisory Committee for the Orana and Far West JO's.
4.4.03.02	Maintain partnerships with like-minded councils and other organisations to create stronger and more effective lobby groups.	Maintain active membership and representation on LMWUA, Local Government Procurement, Water Directorate, NetWaste, IPWEA.	100%	Active memberships maintained.
4.4.04.01	Build stronger relationships with State and Federal members, NSW Police, Interagency Group, Regional Development Australia.	Meet quarterly with State and Federal Members, NSW Police and Regional Development Australia. Attend monthly Interagency Group meeting.	100%	Quarterly meetings with State and Federal Members held, NSW Police and Regional Development Australia. Council representatives attend monthly interagency meetings.
4.4.04.02	Develop a Social Plan	Social Plan developed by 30 September 2017.	100%	Social Plan developed. Actions to be undertaken in the 2019/20 financial year.
4.4.04.03	Work with community groups and services to deliver actions in the Social Plan.	Implement actions in Social Plan.	0%	Social Plan completed. Actions planned for 2019/20.
4.4.05.01	Work collaboratively with community groups through greater representation at the Interagency Group.	Increase the representation of community groups within the Interagency Group by 30 June 2018.	100%	Represent the interests of Narromine Shire in Interagency discussions and with Government agencies.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comment
4.4.05.02	Work collaboratively with the community through greater representation at the Trangie Action Group.	90% attendance by Councillor Representative.	100%	Continue to liaise with Trangie Action Group. Council representatives maintain high level of attendance at meetings. Coordination of Community Allied Health initiative.

MAJOR CAPITAL WORKS UNDERTAKEN 2018/2019

- Duffy Street Reservoir upgrade - \$1,050,093
- Trangie Showground grandstand seating upgrade - \$86,073
- Tomingley Memorial Hall upgrade - \$112,104
- Tom Perry Drive upgrade - \$392,933
- Improvements to Narromine and Trangie Aquatic Centres - \$1,240,899
- Redevelopment of Glenn McGrath cricket nets - \$96,622
- Trangie Burns Oval redevelopment - \$1,026,221
- CCTV Cameras - \$225,253
- Electronic scoreboard at Cale Oval - \$64,439
- Digital LED Board in Dundas Park - \$70,511
- Customer Service Centre Upgrade - \$64,751
- Narromine Truck Wash - \$119,760
- Eumungerie Road upgrade \$912,136
- Tantitha Road upgrade - \$430,874
- Street Sweeper Truck (plant purchase) - \$339,848
- Burroway Road Renewal - \$537,083
- Prime Mover Western Star (plant purchase) - \$267,705
- Water Efficiency Project - Payten and Dundas Oval - \$218,643
- Trangie Collie Road Upgrade - \$442,797

MAJOR CAPITAL WORKS COMMENCED 2018/2019

- Narromine Aquatic Park Refurbishment and Splash Park
- Dappo Road Development
- Trangie Truck Wash
- Narromine, Trangie and Tomingley Streetscapes
- Narromine Aerodrome Industrial Park and Precinct
- Stages 5 - 7 Narromine Sky Park
- Wetlands Extension Plan
- Tomingley Water Tanks
- Tomingley Water Supply
- Trangie Showground Visitor Area Refurbishment
- Burns Oval lighting improvements

2018/2019 GRANTS

Successful

- Drought Communities Program- Community groups program, Pool works, Reserves program - \$1,000,000
- Safe and Secure Water Program - Tomingley - \$297,000
- Safe and Secure Water Program Narromine water security - \$2,000,000
- OEH Flood Plain Risk Management Study and Plan - \$150,000
- Public Reserves Management Fund - \$82,000
- Stronger Country Communities Program Round 2 - Pool, main street-\$1,500,000
- Local Sport Defibrillator Program - \$2,600
- Dollar for Dollar Native Fish Stocking Program - \$3,000
- Regional Growth Environment and Tourism Fund - \$2,400,000
- Clubgrants Narromine Aquatic Centre - \$300,000
- Glenn McGrath Cricket Nets relocation - \$100,000

Unsuccessful

- Building Better Regions Fund - Dappo Road Development - \$1,500,000

Pending

- Safe and Secure Water Program - Narromine - \$19,000,000



EVENTS

Learn, Innovate and Grow October 2018

The Learn, Innovate and Grow Workshop Series included workshops from modern marketing tactics, improved merchandising, grant writing and event management. Over 120 people attended the series of events.

Ausfly - 'All Aviators Under One Sky' 18 - 20 October 2018

The event included two days of seminars, a number of visiting exhibitors and over 200 planes. A community day was held on Saturday 20 October and included an airshow, static plane display, free admission to the Narromine Aviation Museum and much more.



Pink Pigeon Festival December 2018 and January 2019

The Pink Pigeon Festival is a group of activities run to raise money for the McGrath Foundation and included a Pink Sheep Sale, Pink Golf Day in Narromine and the Pink Pigeon Race in January.



Tomingley Memorial Hall Opening and Christmas Party 3 December 2018

Held in conjunction with the re-opening of the Tomingley Memorial Hall following renovations, the Tomingley Christmas Party included a BBQ for over 40 residents.

Volunteers Thank You Event 4 December 2018

Held in both Narromine and Trangie the Volunteers Thank You event was held to thank local volunteer organisations for the support offered to the community.

Australia Day Narromine 26 January 2019

Over 500 people celebrated Australia Day in Narromine and Trangie, at separate events. Narromine's Ambassador, Vivienne Kartsounis and Trangie's Ambassador, Fiona Nash both presented the following awards at the individual Australia Day Celebrations.

- Citizen of the year: Robyn Brown (Narromine), Andrew Cayzer (Trangie)



- Senior Citizen of the Year: Keith Elrington (Narromine), Jessie Quigley (Trangie)
- Young Citizen of the Year: Holly Monaghan (Narromine), Stacey Whitney (Trangie)
- Junior Sports Award: Montana White & Jannalie Dwyer (Narromine), Montanna-Jane Gall (Trangie)
- Community Event of the Year: Trangie Respite Centre, Mike and Chris Welch (Trangie)
- Senior Sports Award: Trangie Fire and Rescue (NSW Firefighter Championship team) (Trangie)

Seniors Week 11 April 2019

Held at the Narromine Aerodrome, the Seniors Week event gave locals aged over 60 a chance to make new friends and to get together with old ones. A transfer bus was offered to residents of Trangie.

Youth Week - Coming together to connect, Share speak out and Celebrate! 16 - 24 April 2019

Council partnered with Communities for Children, Breakthru Solutions, Catholic Care, Narromine USMC, Macquarie Library, Uniting and Trangie Action Group to deliver a number of events in Narromine and Trangie including Skateboarding Workshops, Sausage Sizzle, Fitness classes, Movie nights and story time.

Reconciliation Day 28 May & 31 May 2019

Council supported two events for Reconciliation Day in Narromine and Trangie. Narromine's event included a morning tea and celebration at Council's Chambers and Trangie's event included a morning tea, traditional dance and celebration at Wungunja Cultural Centre.

ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT > CSP OBJECTIVE 2.1

The Economic Development of Narromine Shire continued to be a focus of staff throughout 2018/19. This area of focus features heavily within the Community Strategic Plan and Delivery Program and of the Economic Development Committee of Council. This committee has focused on the development of our Economic Development Strategy and in 2018/19 has had three main areas of focus. These have included;

- Agriculture
- Industrial and Business
- Tourism and the Arts

The Economic Development Strategy and the prioritisation of projects has led to working with individual businesses such as NDF in Narromine to secure additional grant funding for their expansion, the successful grant application and funding of the upgrades to Tom Perry Drive at the aerodrome and final planning of the industrial subdivision to be built at the aerodrome, improvements to tourism marketing and web development, the ongoing development of community events across the Narromine Shire and the successful funding application for the Narromine Wetlands Project.

The ongoing drought continues to hamper spending across the Shire and has meant ongoing pressures for those in the Agricultural sector as well as town businesses. In 2018/19 a successful application was made to the Federal Government's Drought Communities Program with \$1M being spent on largely community projects across the Shire.

EMPLOYMENT LANDS STRATEGY > CSP OBJECTIVE 2.1

The Employment Lands Focus and Strategy is tightly aligned with the Narromine Shire Council Economic Development Strategy 2018-2021 which 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.

Council has undertaken a specific review of Industrial Lands and potential growth areas within Narromine and Trangie which has guided the preparation of the Employment Lands Focus and Strategy.

INLAND RAIL CONSULTATION > CSP OBJECTIVE 4.4

The development of the Inland Rail has continued throughout the 2018-2019 year. Construction has commenced on the line between Narromine and Parkes with much of the line being upgraded to allow for heavier loads and at greater speeds in the future. A number of passing loops are also to be developed so that trains may pass along the single track.

LEARN, INNOVATE AND GROW > CSP OBJECTIVE 2.2

A series of free business development workshops were held locally in Narromine as part of Council's Learn, Grow and Innovate series and NSW Small Business Month.

AUSFLY > CSP OBJECTIVE 1.2

In 2018 Narromine Aerodrome hosted Ausfly, a relaxed, traditional Aussie fly-in event where aircraft owners, pilots, builders, industry supporters and enthusiasts come along and soak up the true spirit of Australian general aviation. Over 700 people attended the event which will be an annual event held in Narromine each year.



FINANCIAL SNAPSHOT

Financial Performance

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

Income Statement	2019 (\$'000)	2018 (\$'000)
Total income from continuing operations	24,494	23,566
Total expenses from continuing operations	20,839	20,721
Operating result from continuing operations	3,655	2,845
Net operating result for the year	3,655	2,845
Net operating result before grants and contributions provided for capital purposes	265	14
Statement of Financial Position		
Total current assets	27,097	27,558
Total non-current assets	309,811	303,464
Total current liabilities	(3,751)	(3,216)
Total non-current liabilities	(3,052)	(2,550)
Total equity	330,105	325,256
Other Financial Information		
Operating performance ratio %	0.94%	(0.88%)
Own source operating revenue ratio%	53.89%	53.43%
Unrestricted current ratio	4.97x	5.98x
Debt service cover ratio	12.89x	12.68x
Rates and annual charges outstanding ratio %	10.38%	11.61%
Cash expense cover ratio	15.34 months	18.93 months

Cash Position

Council has cash and investment holdings of \$24.2m as at 30 June 2019. A summary of our cash flow for year ended 30 June 2019 is shown below:

Cash flows from operating activities	10,106	7,605
Cash flows from investing activities	(9,851)	(10,240)
Cash flows from financing activities	369	(163)
Net increase (decrease) in cash held	624	(2,798)
Cash at beginning of financial year	1,035	3,833
Cash at end of financial year	1,659	1,035
Additional information		
Plus investment on hand - end of year	22,573	23,320
Total cash, cash equivalents and investments	24,232	24,355

Income Statement

Council's operating result (\$3.66 million including the effect of depreciation expense of \$5.9 million) is \$0.8 million higher than the 2017-18 result. The increase from the previous period is mainly due to increased investment returns and grants.

The net operating result before capital grants and contributions (\$265,000) was \$251,000 higher than the 2017-18 result due to an increase in investment gains. Rates and annual charges revenue (\$8.9 million) increased by \$0.5 million.

Grants and contributions revenue (\$11.0 million) increased by \$0.2 million.

	2019 \$M	2018 \$M
Rates and annual charges revenue	8.9	8.4
Grants and contributions revenue	11.0	10.8
Operating result for the year	3.7	2.8
Net operating result before capital amounts	0.27	0.01

FINANCIAL SNAPSHOT

Statement of Cash Flows

The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year and reveals that cash remained around \$24.2 m.

Financial Position

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

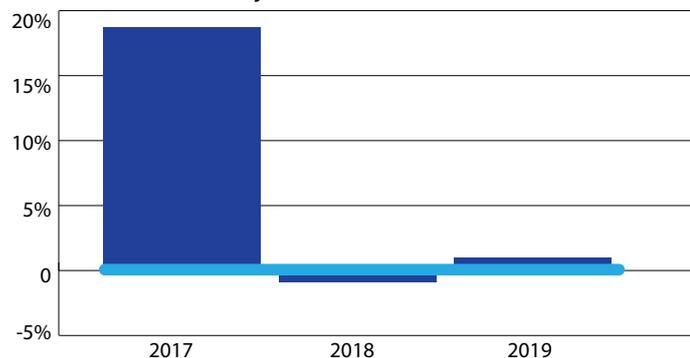
Cash and Investments	2019 \$M	2018 \$M
External restrictions	11.6	13.4
Internal restrictions	8.3	7.7
Unrestricted	4.3	3.3
Cash and investments	24.2	24.4

Performance Ratios

The definition of each ratio analysed below is included in Note 23 of the Council's audited general purpose financial statements (Annexure One)

Operating Performance Ratio

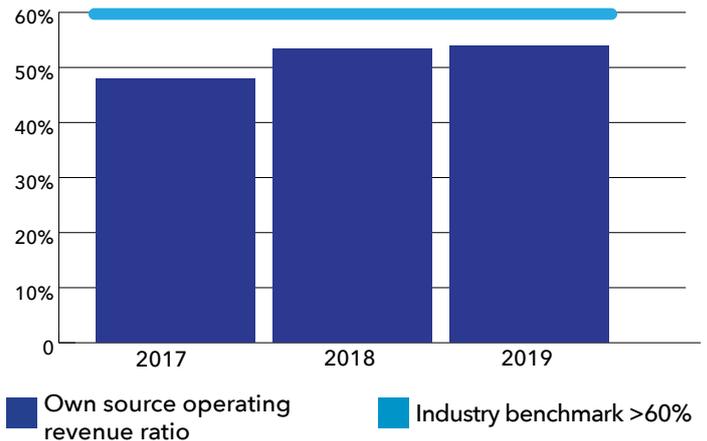
Council's Operating Performance Ratio of 0.94% is favourable (greater than 0%) indicating an operating surplus was made for the financial year.



■ Operating performance ratio ■ Industry benchmark >0%

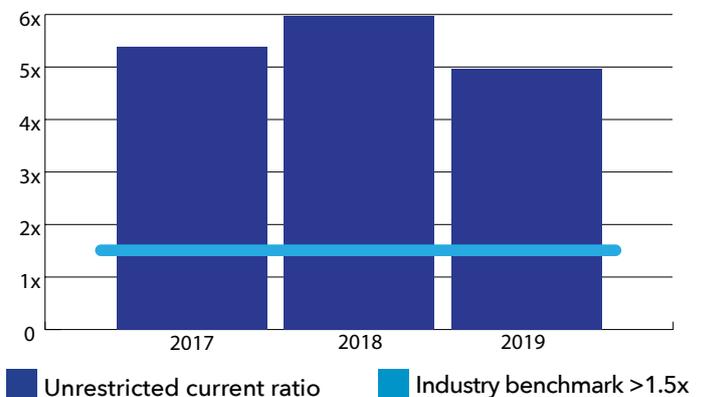
Own Source Operating Revenue Ratio

Council's ratio is 53.89 which indicates Council produces 53.89% of its own revenue. Whilst below the state-wide benchmark of 60% it is typical for a regional Council.



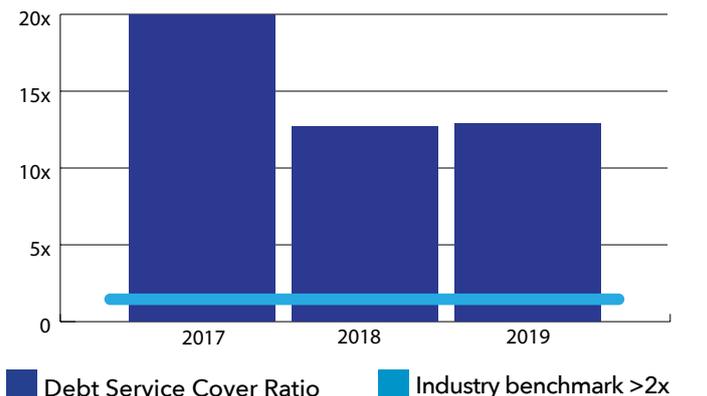
Unrestricted Current Ratio

This ratio indicated that Council currently had \$4.97 of unrestricted current assets available to service \$1.00 of its unrestricted current liabilities. This exceeded the industry benchmark (>1.5x).



Debt Service Cover Ratio

The debt service cover ratio of 12.89 times exceeded the industry benchmark (> 2x).

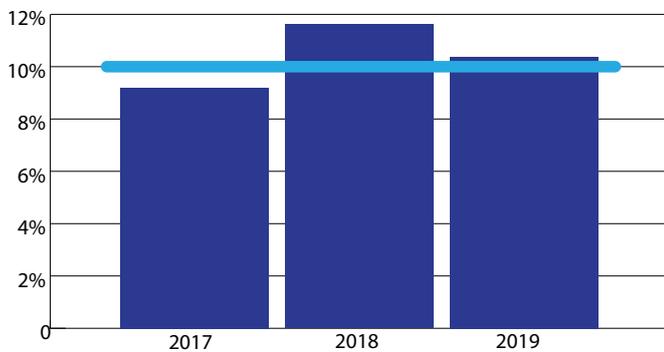


■ Debt Service Cover Ratio ■ Industry benchmark >2x

FINANCIAL SNAPSHOT

Rates and Annual Charges Outstanding Ratio

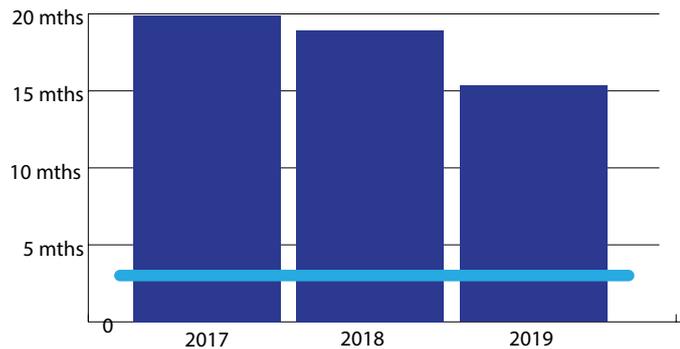
Council's ratio of overdue rates and charges of 10.38% is greater than the OLG benchmark (10.00%). While not within the OLG benchmark Council deems this acceptable given the drought conditions experienced across all ratepayers. This also an improvement on the previous year (11.61%).



■ Rates and annual charges outstanding ratio ■ Industry benchmark <10%

Cash Expense Cover Ratio

Council's cash expense cover ratio of 15.34 months well exceeded the industry benchmark (>3 months).



■ Cash expense cover ratio ■ Industry benchmark >3 mths

STATUTORY REPORT

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

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

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

cl132 Amount of rates and charges written off during the year

\$8,488.00

s428(4)(b) Details of Overseas visits

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

cl217(1)(a1) Total cost during the year of the payment of expenses of, and the provision of facilities to Councillors in relation to their civic functions

Expense	2019
Mayoral Allowance	\$25,881
Councillor Fees	\$106,554
Provision of dedicated office equipment allocated to Councillors	\$4,500
Telephone calls made by Councillors	\$4,727
Attendance of Councillors at conferences and seminars	\$3,738
Training of Councillors and provision of skill development, including transport, accommodation and out-of-pocket expenses	\$12,367
Expenses of any spouse, partner or other person who accompanied a Councillor, in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines	-
Expenses involved in the provision of care for a child or an immediate family member of a Councillor	-
Interstate visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	-
Overseas visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	-
Other Councillor expenses (catering, stationery etc.)	\$42,166
Total	\$199,932

cl217(1)(a2) Details of each contract awarded for amounts greater than \$150,000

Beau Corp Projects Pty Ltd	Learn to Swim/Splash Park	1,662,733
Stanaway Pty Ltd t/a David Payne Constructions	Construction/ Redevelopment of Alan Burns Oval, Trangie	918,111
Simtec Surveillance and Security	CCTV Works Narromine	176,748
Millers Metals Pty Ltd	Rock Crushing for Narromine Shire Council	155,000
Regional Crushing and Screening Pty Ltd	Rock Crushing for Narromine Shire Council	150,000

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

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

s67(3), cl 217(1)(a4) Summary of resolutions made under section 67 concerning work carried out on private land

Nil

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

\$40,946.09

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

Nil

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

Nil

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

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

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

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

Activities included:

- 5 meetings in the 2018/2019 year
- The promotion of EEO, anti-discrimination/harassment in the monthly staff newsletter
- A review of the recruitment policy and advertisements to

STATUTORY REPORT

ensure gender based language is not used and at least 2/3 panel members have been trained

- Ensuring all opportunities to act in higher positions have been based on merit
- A review of the flexible work arrangement policies
- All staff interviewed on exit to ensure resignations are not due to EEO or harassment issues.

cl217(1)(b) Statement of total remuneration comprised in the remuneration package of the General Manager

Total remuneration package for the General Manager for the year was \$255,223.07. This includes bonus, performance or other payments that do not form part of the salary component; total amount payable by way of employer's contribution or salary sacrifice to any superannuation scheme to which the General Manager may be a contributor; total value of any non-cash benefits for which the General Manager may elect under the package and total amount payable by way of fringe benefit tax for any such non-cash benefits.

cl217(1)(c) Statement of total remuneration packages of all senior staff members, expressed as the total (not of individual members)

\$190,000.00

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

Nil

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

Nil

s428A(1) State of Environment Report

Refer to Annexure Two (State of Environment Report).

s54P Particulars of any environmental upgrade agreement entered into, in accordance with any requirements imposed under s406

Nil

s508(2) & A Report on special variation expenditure if required to do so by the instrument made by the Minister

Nil

Capital Expenditure Guidelines Report on capital works projects

Nil

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

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

During 2018/2019 Council spent a total of \$157,000 on companion animal management and activities.

Council subscribes to a free online "Responsible Dog Ownership" program which is promoted through Council's website and social media. This program encourages responsible ownership, care of companion animals as well as promoting de-sexing of companion animals within the Narromine Shire. Council has a strong working relationship with various pet rescue organisations to ensure that as many companion animals are re-homed as possible. The re-homing rate for 2018/19 was 67%, with 38% being returned to their owners and only 7% being euthanised due to being unsuitable for re-homing and/or dangerous.

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

STATUTORY REPORT

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

Council's program for the proactive release of information involved providing as much information as possible on Council's website. During the reporting period Council received 11 formal access applications details of which are as follows:

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private Sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	5	1	0	0	0	0	0	1
Members of the public (other)	2	0	0	2	0	0	0	0

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	7	1	0	2	0	0	0	1
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

Table C - Invalid Applications

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

STATUTORY REPORT

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

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

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

	Number of times consideration used
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F - Timeliness

	Number of applications
Decided within the statutory time frame (20 days plus any extensions)	11
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0

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

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

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

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

Table I - Applications transferred to other agencies

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

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

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

STATUTORY REPORT

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

In 2018/2019 Council did not receive any public interest disclosure reports made by public officials performing their day to day functions. There were no public interest disclosures finalised in the reporting period. Council has adopted an Internal Reporting Policy for Local Government. Council's General Manager has taken action to meet staff awareness obligations through NSW Ombudsman training, links on staff intranet site and Council's website, messages in staff newsletters and poster displays.

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

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

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

In August 2014, the NSW Disability Inclusion Act 2014 was passed. This Act requires Council to develop a Disability Inclusion Action Plan to help remove barriers and enable people with disability to participate equally and fully in their communities.

Council's vision is for an inclusive friendly place to live and work with a strong community that values our services, facilities and our natural rural environment.

Our community values the diversity of people, ideas, perspectives and experiences. We work together to strive towards a vibrant, safe and engaged community that provides opportunities for all its members. Our Council is a leader for our community sharing the responsibility for growth and provision of services.

On the 10th of May 2017 Narromine Shire Council adopted its Disability Inclusion Action Plan in accordance with legislation and in conjunction with the 2017-2021 Delivery Plan. At this time the Community views and suggestions for change focussed on four areas. These are:

- Positive community attitudes and behaviours
- Liveable communities
- Employment
- Systems and processes

A number of actions have been achieved throughout the year to June 30th 2019. These are summarised below:

Action	Achievement	Timeframe
Identify buildings in the CBD that are not 'mobility friendly' for access in Narromine and Trangie	Initial study undertaken, improvements being planned	2019/2020
Progress Actions in Council's Pedestrian Access Mobility	Priority areas undertaken as budget permits	Ongoing
Audit activities and events run by Council for accessibility	Narromine Shire Council's event management policy, forms and checklists have been reviewed and changed to reflect disability access	Completed each major event
Audit Council library equipment and facilities in Narromine and Trangie to ensure disability access	Audit completed by the Director Community and Regulatory Services. Note: Fire safety compliance works in library	Completed December 2017 July 2019
Work with Government Agencies to lobby for community transport access within the Shire and to Dubbo	Continue to liaise with those that undertake community transport.	Ongoing

In May 2019, the 2019/21 Social plan was adopted.

Overall Narromine Shire Council Officers are pleased with the completion of the actions to date that have been identified in the Disability Inclusion Action plan. Staff continue to ensure that the issues raised in the Action Plan are part of discussions with community groups, government departments and at an interdepartmental level.

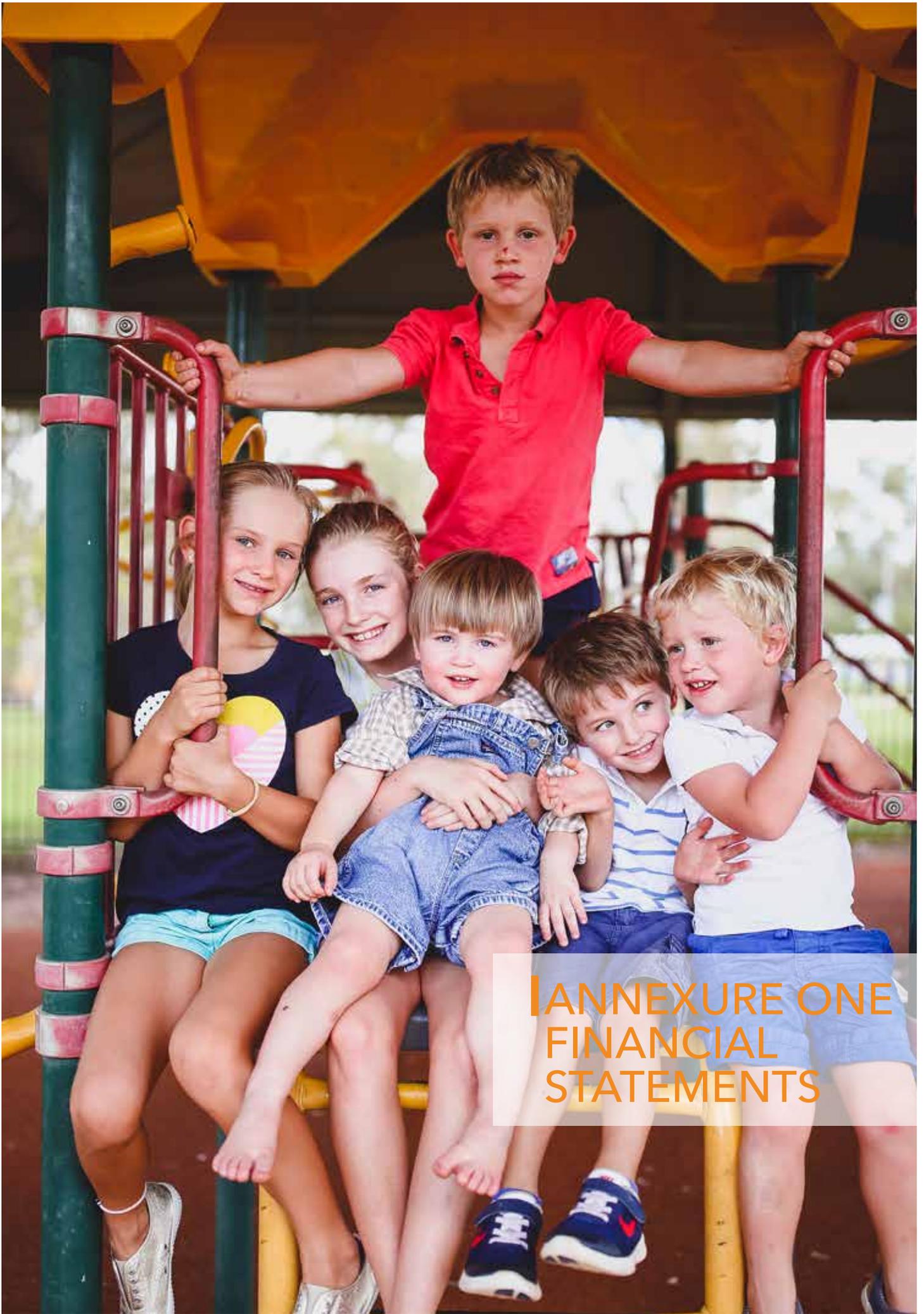
We will continue to remove barriers and enable people with a disability to participate equally and fully in their communities.

s220ZT Recovery and threat abatement plans

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

s22F (2) Details of Inspections of private swimming pools

17 private swimming pools were inspected in 2018/2019.



ANNEXURE ONE FINANCIAL STATEMENTS



ANNEXURE TWO
STATE OF THE
ENVIRONMENT
SNAPSHOT

CONTACT

Customer Service & Payments Centre

118 Dandaloo Street, Narromine
Open from 8.30 am to 5.00 pm Monday to Friday
Telephone 02 6889 9999
(for payments and general enquiries)

Council Chambers

124 Dandaloo Street, Narromine
Open from 8.30 am to 5.00 pm Monday to Friday
Telephone 02 6889 9999 (for general enquiries)

Correspondence

All correspondence should be addressed to the
General Manager and sent to:
Narromine Shire Council, PO Box 115, Narromine,
NSW, 2821
Email mail@narromine.nsw.gov.au
Fax 02 6889 9998
Website www.narromine.nsw.gov.au

Council's Contact Directory

Administration	6889 9999
Animal Control	6889 9999
Narromine Public Library	6889 1088
Trangie Public Library	6888 7501
Narromine Swimming Pool	6889 1448
Trangie Swimming Pool	6888 7536
Narromine Sports Centre	6889 1180
Narromine Waste Depot	6889 9957
Tourist Information	6889 9980
SES (Floods and Storms)	132 500
After Hours	6889 9999