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**NARROMINE SHIRE COUNCIL**  
**ORDINARY MEETING BUSINESS PAPER – 14 JULY 2021**  
**REPORTS TO COUNCIL – GENERAL MANAGER**

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## 1. DELIVERY PROGRAM PROGRESS REPORT

|                                |  |
|--------------------------------|--|
| <b>Author</b>                  | Director Governance  |
| <b>Responsible Officer</b>     | General Manager  |
| <b>Link to Strategic Plans</b> | CSP – 4.3.1 Operate and manage Council in a financially sustainable manner that meets all statutory and regulatory compliance and Council policies |

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### Executive Summary

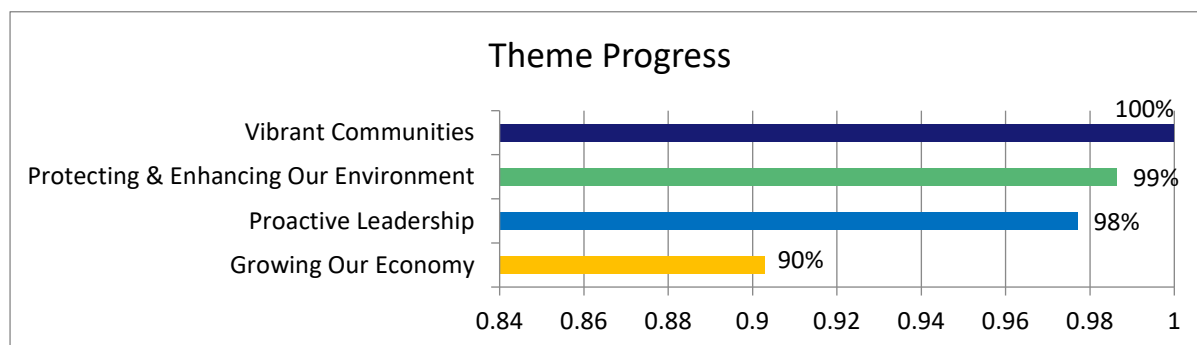
This report provides Council with information on the progress of Council's Delivery Program actions for the 4<sup>th</sup> Quarter 2020/2021. Council has achieved 97% of its goals for the 2020/2021 financial year.

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Council's six-monthly Delivery Program Progress Report from 1 July 2020 to 30 December 2020 was provided to Council at its Ordinary Meeting held on 10 February 2021. Council's 3<sup>rd</sup> quarterly Delivery Program progress report was presented to Council at its Ordinary Meeting held on 12 May 2021.

Attached is the 4<sup>th</sup> quarter Delivery Program progress report for the 2020/2021 financial year (**See Attachment No. 1**).

Council's performance against each key priority is reflected in the graph below: -



Notable achievements for the 4<sup>th</sup> Quarter include: -

- Pavement Rehabilitation and Reseal of Dubbo to Collie Road
- Adoption of Council's Crown Land Plans of Management
- Adoption of Council's 2021/2022 Integrated Planning and Reporting Documents
- Allocation of \$26,385 of funds from the Tomingley Gold Community Fund to various community organisations
- Upgrade of existing perimeter fence at the Narromine Aerodrome
- Swift Park Playground upgrade
- Narromine Wetlands Project – construction of a carpark

## **1. DELIVERY PROGRAM PROGRESS REPORT (Cont'd)**

Projects underway include: -

- Construction of two new hangars at the Narromine Aviation Business Park
- Dundas Park Playground upgrade
- Installation of a new liner to the Narromine Pool
- Commencement of the Dappo Road Subdivision
- Construction of Cale Oval spectators hill
- Narromine Aerodrome Lighting Upgrades

### ***Financial Implications***

Operational Plan and Budget 2020/2021

### ***Legal and Regulatory Compliance***

Local Government Act 1993 – Section 404(5)

### ***Risk Management Issues***

Compliance with legislative requirements.

Council's Delivery Program must include a method of assessment to determine the effectiveness of each principal activity detailed in the Delivery Program in implementing the strategies and achieving the strategic objectives at which the principal activity is based.

### ***Internal/External Consultation***

Council's Delivery Program was placed on public exhibition prior to its adoption by Council.

### **Attachments**

- Delivery Program Progress Report – 4<sup>th</sup> Quarter 2020/2021

## **RECOMMENDATION**

That the 4<sup>th</sup> Quarter Delivery Program Progress Report be noted.

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## **2. COUNCIL AUGUST MEETING**

|                                |  |
|--------------------------------|--|
| <b>Author:</b>                 | Director Governance  |
| <b>Responsible Officer:</b>    | General Manager  |
| <b>Link to Strategic Plan:</b> | CSP – 4.2.8 Implement best practice governance standards, transparent decision making and a strong ethical culture<br>DP – 4.2.8.1 Prepare Agenda, Business Papers and Minutes of Council Meetings |

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### **Executive Summary**

This report is presented to Council to consider the recommendation to not hold the August Ordinary Council Meeting.

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### **Report**

Clause 393B of the Local Government (General) Regulation 2005 limits Council's ability to exercise some of its functions in the four weeks preceding the date of a local government election (the caretaker period).

Council's are expected to assume a "caretaker" role during the election period to ensure that major decisions are not made which would limit the actions of an incoming council.

The General Manager, or any other delegate of the council cannot enter into any contract or undertaking involving expenditure or receipt by the council of an amount equal to or greater than \$150,000 or 1% of the council's revenue from rates in the preceding financial year (whichever is greater), determine a controversial development application, or appoint or reappoint Council's General Manager. The caretaker period will likely commence on Friday 6 August 2021 and end on Saturday 4 September 2021.

Council will therefore need to hold an Extraordinary Meeting prior to caretaker mode to consider adoption of the Draft Narromine Floodplain Risk Management Study, General Manager's Performance Review and any other matters that are raised in the interim.

It is recommended that Council therefore hold the Extraordinary Meeting on 28 July 2021, commencing at 5.30 pm. As a result of this, and the commencement of caretaker mode in early August, it is recommended that Council's last Ordinary Meeting for the elected term be 14 July 2021.

Under Section 365 of the Act, Councils are required to meet at least 10 times each year, each time in a different month. Council will meet this requirement if no ordinary meeting is held in August.

## **2 COUNCIL AUGUST MEETING (Cont'd)**

### ***Financial Implications***

Nil

### ***Legal and Regulatory Compliance***

Local Government Act 1993 – Section 365  
Local Government (General) Regulation 2005 – Section 393B

The General Manager has delegated authority to vary scheduled meeting dates and times for Ordinary Council Meetings and Committee Meetings, when it is not practical or desirable to hold meetings on a designated date.

### ***Risk Management Issues***

Council will need to hold an Ordinary Meeting in September 2021 to meet the frequency requirements under section 365 of the Act.

If Council resolves to hold an Ordinary Meeting in August 2021, it will need to defer consideration of the End of Term Report 2016 – 2021, as it must be presented to the last Ordinary Meeting of the outgoing Council.

### ***Internal/External Consultation***

Consultation with Mayor and Deputy Mayor

### **Attachments**

Nil

## **RECOMMENDATION**

That: -

1. Council hold an Extraordinary Meeting on 28 July 2021, commencing at 5.30pm to consider the Draft Narromine Floodplain Risk Management Study and Plan, General Manager's Performance Review and any other matters that are raised in the interim.
2. Council does not hold an Ordinary Meeting in August 2021.

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### **3. END OF TERM REPORT 2017 – 2021**

|                                |   |
|--------------------------------|---|
| <b>Author:</b>                 | Director Governance   |
| <b>Responsible Officer:</b>    | General Manager   |
| <b>Link to Strategic Plan:</b> | CSP – 4.2.3 Ensure the integration of corporate plans set the long-term direction for the Local Government Area and Council<br>DP – 4.2.3.1 Integrated Planning and Reporting documents reflect best practice |

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#### **Executive Summary**

This report is presented to the last Ordinary Meeting of the outgoing Council to inform the community of Council's achievements during its 5-year term 2017 – 2021.

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#### **Report**

Under the NSW State Government's Integrated Planning and Reporting Framework for Local Government in NSW, Council is required to produce a report (the End of Term Report) on its progress with implementing the Community Strategic Plan (Narromine Shire 2027), which was adopted in May 2017.

The End of Term Report (EOTR) (**see Attachment No. 2**) will be included as an addendum to the 2020/2021 Annual Report. The aim of the EOTR is to provide the community with an update on how the Council is progressing towards achieving its twenty-year Narromine Shire Community Strategic Plan 2027.

Narromine Shire 2027 is a long-term plan that identifies what the community's priorities and aspirations are and how they will be achieved. It provides the direction for the provision of key projects and services which enable us to meet the needs of our community and deliver good quality services and facilities.

The EOTR reflects on the four guiding principles of Narromine Shire 2027 (vibrant communities; growing our economy; protecting and enhancing our environment; proactive leadership) and provides comments about the actions undertaken as part of our Delivery Program and Operational Plans within the Council term.

Council, has achieved a great deal for our Shire over the 5-year Council term. Growth and economic development have been a strong focus during this term of Council. Council's strong financial performance has allowed it to invest over \$ ..... on significant infrastructure projects to benefit our community and economy. Total development applications equating to \$57M, and receipt of \$43.5M in external grants has assisted in strengthening the economic base of our Shire. In addition, Council has also completed numerous projects to protect our environment and support our community's health, wellbeing and social connectedness.

### **3 END OF TERM REPORT 2017 – 2021 (Cont'd)**

Council has faced a number of significant challenges during the term, most notably a three-year severe drought and the COVID-19 pandemic.

The newly elected Council will consult with the community to review community priorities and strategies for the future of our Shire.

#### ***Financial Implications***

Delivery Program 2017-2021; Annual Operational Plan; Resourcing Strategy

#### ***Legal and Regulatory Compliance***

Local Government Act 1993, Section 428(2)  
Local Government General Regulation 2005

The End of Term report is to be included in Council's Annual Report in the year in which an ordinary election is held.

#### ***Risk Management Issues***

The provisions of the Regulation relating to electoral material do not prevent the End of Term Report being presented to the Council or from being made available on Council's website as part of the business papers of the meeting. Council should refrain publishing the End of Term Report within the 40-day regulated period preceding the election as a separate publication until after the election on 4 September 2021.

#### ***Internal/External Consultation***

Executive Leadership Team

#### **Attachments**

- End of Term Report 2017 – 2021 (***Attachment No. 2***)

### **RECOMMENDATION**

That Council note and endorse the attached End of Term Report for 2017 – 2021.

Jane Redden  
**General Manager**



## Delivery Program Progress Report

1 April 2021 – 30 June 2021





# Contents

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|   |    |
|---|----|
| Narromine Shire Vision .....                | 4  |
| Delivery Program .....                      | 5  |
| Vibrant Communities .....                   | 6  |
| Growing Our Economy.....                    | 13 |
| Protecting & Enhancing our Environment..... | 16 |
| Proactive Leadership .....                  | 25 |
| Overall Progress .....                      | 34 |

# Narrromine Shire Vision

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

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

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

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



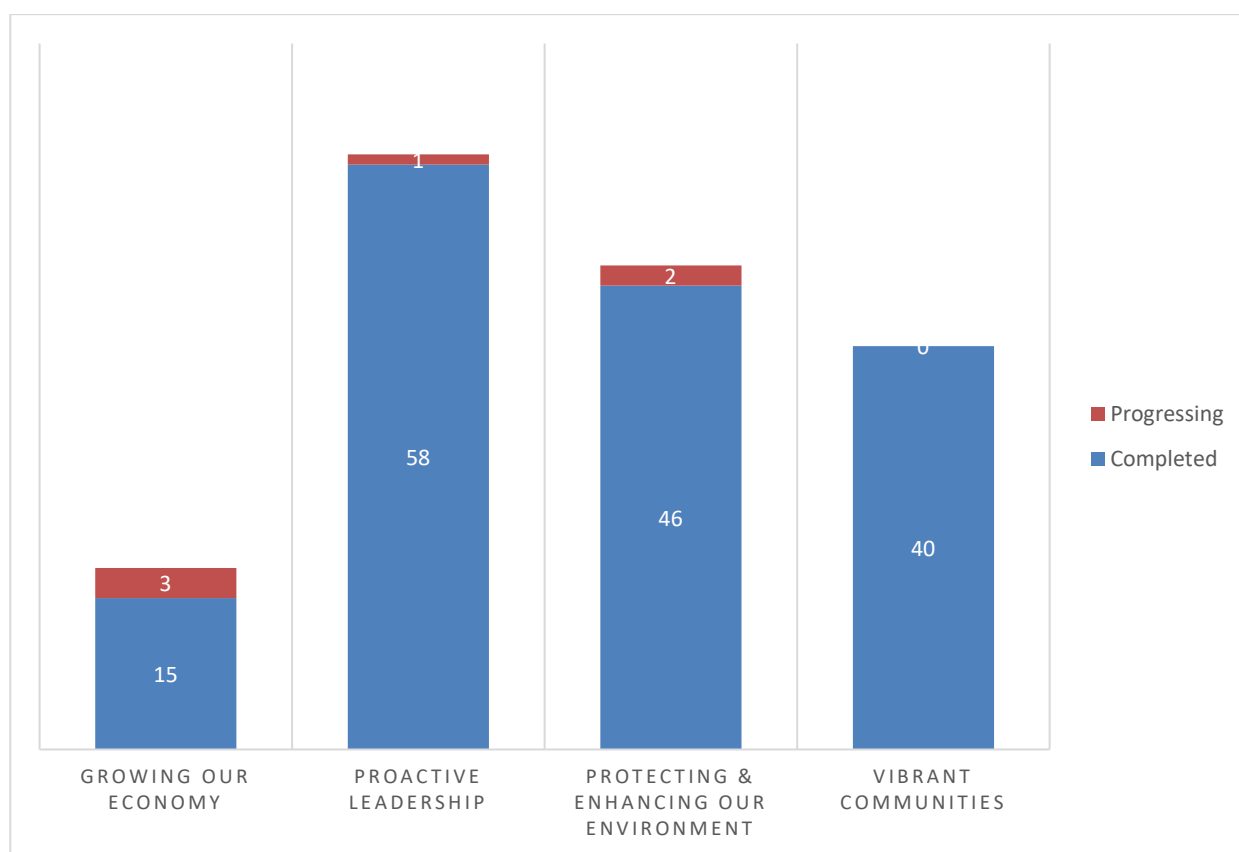
# Delivery Program

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

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

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

Below is the summary of Council's overall performance for 1 July 2020 – 31 March 2021.





## VIBRANT COMMUNITIES

### Our Goal:

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

| Financial Snapshot            | 2017/18     | 2018/19   | 2019/20   | 2020/21   |
|-------------------------------|-------------|-----------|-----------|-----------|
| Community & Cultural Services | \$450,900   | 477,568   | 487,092   | 484,200   |
| Recreational Facilities       | \$1,693,824 | 1,816,262 | 1,737,136 | 1,782,328 |

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

| Action Code | Action  | Performance Measure  | Action Progress | Comments  |
|-------------|---|--|-----------------|---|
| 1.1.1.01    | Liase with Police and other community groups.   | Meet Quarterly with police   | 100%            | Six Monthly meetings are held with NSW Police representatives.  |
| 1.1.1.2     | Review Alcohol Free Zones within the shire  | Adoption of alcohol free zones by Council every three years  | 100%            | Alcohol Free Zones reviewed for a further four year period.   |
| 1.1.1.3     | Develop a Crime Minimisation Strategy.  | Strategy complete by 31 December 2018  | 100%            | Strategy developed. Considered as a draft at the May Council meeting. Community Exhibition during early June 2021 prior to final adoption in July.  |
| 1.1.02.02   | Coordinate annual inspection of Council streetlights to ensure adequate operation.  | Audit conducted annually.  | 100%            | Inspections completed   |
| 1.1.03.01   | Participate in Interagency Meetings and provide Council assistance where appropriate.   | 90% attendance at Interagency meetings.  | 100%            | Participate as required and when time allows. Staff continue to enjoy a good working relationship with agencies.  |
| 1.1.04.01   | Develop and publicise a brochure on the facilities available in the Shire.  | Update brochure annually   | 100%            | Brochure completed mid 2020 with latest edition circulated.   |
| 1.1.04.02   | Promote recreational opportunities for all ages through website, social media and other available networks.   | Update information on a monthly basis.   | 100%            | Recreational facilities promoted on website and through Facebook. Upcoming programs at the Narromine Sports and Fitness Centre promoted online and in centre.   |
| 1.1.05.05   | Oversee implementation of the Sports and Recreation Services Master Plan.   | Implement key deliverables as per the Master Plan.   | 100%            | As funds become available actions are coordinated   |
| 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 and a number of meetings with Allied Health Providers. |
| 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%            | 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.   |

| Action Code | Action  | Performance Measure  | Action Progress | Comments   |
|-------------|---|--|-----------------|--|
| 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%            | Fees remained static for 2020/21 year. Fees to again remain static for next financial year.  |
| 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%            | Consult with Health Services and advertise programs monthly through Council's website and Facebook page.   |
| 1.1.10.03   | Provide opportunity for reduced gym membership fee on receipt of Seniors Card.  | Advertise reduced Seniors' gym membership monthly.   | 100%            | Fees and charges reflect seniors pricing.  |
| 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%            | Budget nearing exhaustion for current financial year. Upgrade planning in progress for next financial year.  |
| 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%            | Meeting scheduled for June cancelled due to low attendees. One on one meetings arranged with available clubs to discuss any support or areas of concern. Next financial year, new meeting options to be considered to attract attendees. |
| 1.1.12.02   | Prepare Leases/Licenses or User Agreements for all Sporting Groups using Council's sporting fields.                     | Agreements prepared for all user groups.   | 100%            | Leases renewed and entered into as required.   |

## A VIBRANT AND DIVERSE COMMUNITY THAT HAS A STRONG SENSE OF BELONGING AND WELLBEING – SP Nos. 13, 14, 24, 26, 27

| Action Code | Action  | Performance Measure  | Action Progress | Comments  |
|-------------|---|--|-----------------|---|
| 1.2.01.01   | Ensure facilities meet accessibility standards. | Review facilities annually to determine and address compliance issues. | 100%            | Buildings have been inspected and compliance issues addressed as funds become available |

| Action Code | Action  | Performance Measure   | Action Progress | Comments   |
|-------------|---|---|-----------------|--|
| 1.2.02.01   | In partnership with the community, continue to facilitate events that celebrate community values including all groups within the community and provide financial and in-kind assistance for community and private events, e.g. Ausfly, Oz-Kosh. | Two major events annually.  | 100%            | Events continue to be a focus for the Community and Economic Development Department. Events such as youth week held for the first time in 12 months. Planning for Ausfly 2021 underway for September 2021. |
| 1.2.03.01   | Provide grants through the Donations, Sponsorships and Waiver of Fees & Charges Policy process to community groups, with an emphasis on sports, recreation, arts, cultural, leadership and development activities.                              | Submissions advertised and received by 30 September, and applicants advised by 30 November each year. | 100%            | Invitation for Donations and Waiver of Fees as advertised in August 2020. Recommendations were approved by Council at its September meeting.   |
| 1.2.03.02   | Continue to support the Local History Groups in Narromine and Trangie with a financial contribution to assist with their work.  | Donation to both Local History Groups in the Annual Budget.   | 100%            | Support provided to both Trangie and Narromine. Budget available to assist.  |
| 1.2.03.03   | Undertake an annual volunteer audit of the number of volunteers available to Council activities and the number of hours volunteered.  | Audit to be complete by 31 December each year.  | 100%            | Thank you to volunteers function held in June 2021.  |
| 1.2.03.04   | Give public recognition of volunteer service.   | Hold annual volunteers recognition morning tea.   | 100%            | Continue to recognise contributions. Volunteers thank you function was held on 10th June 2021.   |
| 1.2.04.01   | Distribute information to all new residents and provide information on Council's website.   | Review information six monthly.   | 100%            | Continue to provide new residents information on Council's website.  |
| 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%            | Successful new residents event held in February 2021.  |
| 1.2.04.03   | Host Citizenship ceremonies upon receipt of relevant information from Department Immigration and Border Control.  | Citizenship ceremonies held.  | 100%            | Citizenship ceremonies held on 21 September 2020, 26 January 2021 and 12 April 2021.   |
| 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. Undertake actions within the Memorandum of Understanding.  |

| Action Code | Action  | Performance Measure  | Action Progress | Comments  |
|-------------|---|--|-----------------|---|
| 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%            | Assist with community events as they arise, including National Sorry Day on the 26 May 2021. COVID-19 restrictions have cancelled other events throughout the year. Work with community on Memorandum of Understanding.               |
| 1.2.05.04   | Implement Targets in the MOU Action Plan  | Meet twice annually to discuss targets in Action Plan.               | 100%            | Progress with those organisations on the Memorandum of Understanding committee.   |
| 1.2.06.02   | Implement deliverables identified in the urban branding strategy.                                       | Full implementation as per the plan.                                 | 100%            | Developed through Visitor Guide and corporate branding. The Visitor Guide was reprinted in 2020. Shop local campaign completed prior to Christmas.  |
| 1.2.07.01   | All new applicable applications for development comply with the National Construction Code.             | 100% compliance with National Construction Code.                     | 100%            | Council reviews and uses legislative updates from the Department of Fair Trading and the Department of Planning portal to ensure consent conditions comply with Building Codes.   |
| 1.2.08.01   | Support youth activities within the Shire.  | Partner with other agencies to deliver annual youth week activities. | 100%            | Council partnered with Narromine Community Skills in a successful Youth week 2021. This was a week-long event with sporting events, cultural events, movie nights and a family fun day at Payten Park with over 800 people attending. |



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

| Action Code | Action   | Performance Measure   | Action Progress | Comments   |
|-------------|--|---|-----------------|--|
| 1.3.01.01   | Advocate where possible for the increased provision of educational opportunities for our youth within the shire.                     | Meet quarterly with State and Federal Local Members ensuring the provision of educational opportunities for youth in our Shire a key agenda item. | 100%            | Quarterly meetings with State and Federal Members held with education as a standard agenda item. Council provided financial and administrative support to the Girls Academy program at Narromine High School until December 2020. Council also supports Clontarf 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 the Shire. Advocacy is undertaken as required.   |
| 1.3.05.01   | Continue to lobby Federal and State Local Members and relevant Ministers for service delivery and presence of TAFE within our Shire. | Meet quarterly with State and Federal Local Members ensuring the delivery of TAFE services within the Shire.                                      | 100%            | Meeting with TAFE representatives have been held to encourage School based TAFE. No further updates as to the changes as yet.  |
| 1.3.06.01   | Assist in providing industry specific reports to vocational sector.  | Make representations to vocational sector.  | 100%            | Representations provided as requested. Ongoing discussions with School and TAFE around opportunities for youth.  |
| 1.3.07.01   | Provision of E resources, IT training workshops and advisory services to Libraries.  | IT training workshops held.   | 100%            | Council continues to provide ongoing support to its libraries.   |
|             | Free Wi-Fi and microfiche printer facility available for researching.  |   |                 |  |
|             | Public computers provided.   |   |                 |  |

## ACCESSIBLE FACILITIES AND SERVICES ARE AVAILABLE FOR PEOPLE WITH LIMITED MOBILITY.

| Action Code | Action  | Performance Measure  | Action Progress | Comments   |
|-------------|---|--|-----------------|--|
| 1.4.01.01   | Implement actions identified in Council's Disability Action Improvement Plan (DIAP).  | 100% DIAP targets met.   | 100%            | Work has been identified and will be scheduled once funds become available   |
| 1.4.01.02   | Implement actions identified in Council's Disability Action Improvement Plan (DIAP) in relation to community services.      | 100% DIAP targets met.   | 100%            | Work via Economic Development Group committee and working group to deliver actions in social plan including improvements to disability access. |
| 1.4.02.02   | Undertake accessibility audit on all community / Council facilities.  | Review facilities annually by 31 March to determine compliance issues. | 100%            | Buildings have been inspected and as funds become available work will be scheduled   |
| 1.4.03.01   | Work with Government agencies to lobby for community transport access within the Shire and to Dubbo and on a regular basis. | Access to community transport locally and to Dubbo is maintained.      | 100%            | Representation provided as requested.  |





## GROWING OUR ECONOMY

### Our Goal:

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

| Financial Snapshot     | 2017/18   | 2018/19 | 2019/20 | 2020/21 |
|------------------------|-----------|---------|---------|---------|
| Planning & Development | \$89,960  | 89,386  | 91,618  | 93,912  |
| Economic Development   | \$410,549 | 393,954 | 401,559 | 409,346 |

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

| Action Code | Action   | Performance Measure   | Action Progress | Comments   |
|-------------|--|---|-----------------|--|
| 2.1.01.01   | Prepare and implement an Economic Development Strategy.  | Implementation of Action Plan deliverables.   | 100%            | Strategy finalised in 2017. Continue to implement action plan deliverables.  |
| 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%            | Continue to work with surrounding Shires to deliver cross network promotions. Note that Love the Life is no longer supported across the region.  |
| 2.1.03.01   | Develop and implement a Shire wide Marketing Strategy.   | Implement the actions from the Strategy.  | 100%            | Continue with publications such as the visitors guide, shop local campaign and website upgrades.   |
| 2.1.03.02   | Continue participation with Greater Western Plains Promotions Group.   | Number of campaigns undertaken annually.  | 100%            | Continue to meet with Group with regard to tourism initiatives. Support for Visitor magazine.  |
| 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%             | Floodplain Risk Management Plan updated and currently out on public exhibition.  |
| 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.   | 10%             | Floodplain Risk Management Plan then Levee Design to be completed and costed before application for a grant can be made. Application was made for a grant to commence feasibility study of new levee alignments. |
| 2.1.06.02   | Assist community with applications for grant funding by providing statistical data.  | Update available information and promote as per communications strategy.              | 100%            | Updated information available on website. Grow Narromine workshops held in 2020. Specific grants information sent to community groups. E.g Clubgrants, Crown lands grants.                                       |

## THE ONGOING DEVELOPMENT DIVERSIFICATION AND SUSTAINABILITY OF THE LOCAL BUSINESS AND INDUSTRY BASE - SP No. 4

| Action Code | Action   | Performance Measure  | Action Progress | Comments  |
|-------------|--|--|-----------------|---|
| 2.2.01.01   | Hold a biennial industry event specifically targeting agriculture value add opportunities.   | Industry event held.   | 100%            | Grow Narromine Event held for industry. Liaison with industry around capital projects such as Inland Rail. Liaison with industry over Economic Development opportunities. |
| 2.2.03.01   | Implement strategies contained in Aerodrome Strategic Master Plan.   | Targets are met  | 100%            | Strategic plan has been updated and actions are implemented as funds become available   |
| 2.2.03.03   | Continue with the hangar light industrial precinct development for aviation related businesses in accordance with the Aerodrome Strategic and Master Plan. | First stage available for sale by 30 June 2020.  | 100%            | Development has been completed and ready for sale   |
| 2.2.04.01   | Work with State Government agencies to appropriately identify high value land resources, where Government priorities are identified.                       | Provide input to new State Legislation within advertised time frames for consultation.   | 100%            | Prioritized within the Agricultural Lands Strategy and Employment Lands Strategy. Both strategies supported.  |
| 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%            | Visitor services website updated. Guide updated. Online engagement continues to improve. Updating mapping.  |
| 2.2.05.02   | In conjunction with other OROC councils undertake joint regional promotions such as through the 'Love the Life we Live' brand.                             | Annual promotion.  | 100%            | Love the Life branding is no longer in existence. Continue to work with regional opportunities.   |
| 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>Commence design / construction of Narromine Water Treatment Plant by 30 June 2021.</p> | 100%            | Developer Servicing Plan completed. Integrated Water Cycle Management Study currently underway  |

| Action Code | Action  | Performance Measure                          | Action Progress | Comments   |
|-------------|---|--|-----------------|--|
| 2.2.07.01   | Work with existing tourist operators and community groups to promote Narromine Shire.     | Undertake annual promotions.                 | 100%            | Continue to liaise with all tourism businesses and bodies to enhance visitor opportunities.  |
| 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%            | This is an ongoing action of the Economic Development Group Committee. This target is met through the Growing Narromine series of workshops amongst other engagements. |

### TO ENCOURAGE EMPLOYMENT AND SKILLS DEVELOPMENT TO ADDRESS INDUSTRY NEEDS AND GROW THE REGION'S KNOWLEDGE BASE - SP No.6

| Action Code | Action   | Performance Measure  | Action Progress | Comments  |
|-------------|--|--|-----------------|---|
| 2.3.01.01   | Advocate for the maintenance or increase of educational opportunities and training programs within the Shire | Meet quarterly with State and Federal Local Members ensuring the provision of educational opportunities and training opportunities in our Shire a key agenda item. | 100%            | Quarterly meetings with State and Federal Members with educational opportunities and training programs as a key agenda item. Ongoing discussions with Schools and TAFE. |
| 2.3.03.01   | Upgrade truck wash facilities in Narromine and Trangie.  | Upgrade of Trangie Truck Wash completed by 30 June 2020.   | 20%             | Awaiting finalisation of land acquisition process.  |





## PROTECTING & ENHANCING OUR ENVIRONMENT

### Our Goal:

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

| Financial Snapshot    | 2017/18   | 2018/19 | 2019/20 | 2020/21 |
|-----------------------|-----------|---------|---------|---------|
| Public Order & Safety | \$299,509 | 306,994 | 314,667 | 322,533 |
| Environment & Health  | \$358,318 | 349,362 | 358,490 | 367,876 |

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

| Action Code | Action  | Performance Measure  | Action Progress | Comments  |
|-------------|---|--|-----------------|---|
| 3.1.01.03   | Construct Narromine wetlands redevelopment.   | Construction completed by 30 June 2020.  | 40%             | First carpark, and primary pond have been completed. Delays were experienced with approvals and wet weather.  |
| 3.1.02.01   | Maintain involvement with the Macquarie and LLS Weeds Group.  | Representation and 90% attendance at Macquarie Regional Weeds Advisory Group meetings.   | 100%            | Council Staff attended quarterly meetings and annual conference   |
| 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%            | Fingerling release was carried out in association with Macquarie Cotton Growers Association.  |
| 3.1.03.01   | Install solar panels on suitable Council buildings.   | Installation of solar panels by 30 June 2019.  | 100%            | Council's Customer Service and Payments building has been fitted with panels and Council's Administration building is to be fitted, when budget allows. |
| 3.1.04.01   | Encourage owners of heritage items to contact Council regarding funding available for maintenance of their buildings and sites from State and Local Government. | Quarterly articles in Council's newsletter.  | 100%            | This action is ongoing. Considered with Development Applications.   |
| 3.1.04.02   | Contact owners of sites where building is not maintained and negotiate action plan of maintenance.  | Annual review undertaken and action plan complete.   | 100%            | Active discussions with owners of several derelict buildings to seek to improve amenity.  |
| 3.1.04.03   | Manage heritage-related enquiries at Council.   | Record number of enquiries taken and advice given.   | 100%            | Managed as per existing State and Local policies and laws. Enquiries are recorded.  |
| 3.1.05.01   | Undertake commitments within the WAP1520 Weeds Action Plan.   | Ensure that 90% of private property inspections are undertaken in accordance with commitments within WAP1520.                                    | 100%            | Council staff continue to follow milestones in Weeds Action Plan  |
| 3.1.06.01   | Ensure compliance with relevant building codes and regulations.   | Development applications and construction certificates are accompanied by relevant Basix certificates or Part J relevant reports where required. | 100%            | All Construction Certificates are assessed against BCA requirements.  |



| Action Code | Action  | Performance Measure   | Action Progress | Comments  |
|-------------|---|---|-----------------|---|
| 3.1.07.01   | Review Narromine Shire Waste Management Strategy.   | Update Narromine Shire Waste Management Strategy by 30 June 2018. | 100%            | Plan has been adopted by Council. Implementation to follow. |
| 3.1.07.04   | Investigate alternative management options for the Narromine Waste Depot.   | Determine suitable management options prior to 30 June 2018.      | 100%            | Waste Management Plan has been adopted by Council.          |
| 3.1.07.05   | Continue to be a member council of Net Waste, attending regional forums to address waste management issues at a regional level. | 90% attendance at NetWaste meetings.                              | 100%            | Meetings are attended subject to COVID-19 restrictions      |

## WE ARE A SUSTAINABLE, ENVIRONMENTAL COMMUNITY WITH A GREAT APPRECIATION OF OUR NATURAL ASSETS - SP No. 22

| Action Code | Action   | Performance Measure  | Action Progress | Comments  |
|-------------|--|--|-----------------|---|
| 3.2.01.01   | Support natural resource initiative of Local Land Services (LLS).  | 80% attendance Local Government Reference Group meetings.  | 100%            | Council staff have developed strong working relations with Local Land Services and attend meetings as required.                       |
| 3.2.01.02   | Engage with schools and local community groups to utilise the Narromine Wetlands as a learning resource.   | Four school groups per year utilise the Narromine wetlands as a learning resource.                             | 100%            | Work with the schools and local youth on a number of environmental initiatives. Eg wetlands, fish release.                            |
| 3.2.01.03   | Continue to conduct community education campaigns through Net Waste in accordance with the Waste Education Plan promoting the benefits of recycling and educating the community regarding which items can be recycled. | Carried out by Envirocon annually at each school. At least one community education program conducted annually. | 100%            | Council's website updated with relevant information for the public to browse on recycling and water saving.                           |
| 3.2.01.04   | Continue involvement in the Waste Education Plan.  | Education by Envirocon at schools in accordance with the Waste Education Plan.                                 | 100%            | Council membership with Netwaste continues  |
| 3.2.01.05   | Promote environmental awareness.   | Quarterly newsletter article.  | 100%            | Council uses its Website and Facebook to educate and encourage the planting of natural species and bush regeneration on developments. |

| Action Code | Action   | Performance Measure  | Action Progress | Comments   |
|-------------|--|--|-----------------|--|
| 3.2.02.01   | Conduct public education campaigns aimed at reducing littering, stray dogs/cats, and promoting the desexing of domestic animals, dog and cat registration, and micro-chipping. | Annual promotion in newsletter.  | 100%            | Council web page is continually checked and updated with latest releases on animal legislation, Councils Ranger continues to do urban patrols                    |
| 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%            | Council's Ranger is consistently reporting and investigating complaints for compliance within the appropriate timeframe. Regulatory action is taken as required. |
| 3.2.03.01   | Identify local environmental groups within the Narromine Shire   | Contact local environmental groups annually by June 30.                          | 100%            | Council's Landcare Coordinator is creating working relations and is representing Council at Regional and State meetings.   |
| 3.2.03.03   | Develop a working relationship with identified local environmental groups.   | Arrange to meet six monthly.   | 100%            | Council is continuing to develop working relations with organisations such as Orana Bee Keepers, Trangie and Narromine Indigenous Land Councils etc.             |
| 3.2.03.04   | Identify any funding sources that can assist both the local environmental groups and/or Council.   | Promote relevant grant funding sources throughout the year.                      | 100%            | Council has carried out River Repair Bus funding. Council continues to identify areas of illegal dumping and develop strategies to reduce this.                  |
| 3.2.04.02   | Promote and encourage environmental sustainable practices to local business.   | Annual promotional material to local businesses.                                 | 100%            | Council's website promotes business sustainability practices.  |
| 3.2.05.01   | Promote initiatives using Smart WaterMark.   | Promotion materials sent out with rates notice.                                  | 100%            | Actions completed and measures to be revised.  |
|             |  | Participate in summer time television campaign through Smart WaterMark annually. |                 |  |
| 3.2.05.02   | Maintain membership of Smart WaterMark through the LMWUA.  | Renew membership annually.   | 100%            | Membership renewed as part of Orana Water Utilities Alliance Package.  |

| Action Code | Action  | Performance Measure                                       | Action Progress | Comments  |
|-------------|---|---|-----------------|---|
| 3.2.05.03   | Promote benefits of recycling using NetWaste resources.   | Include statistics for recycling in Council's newsletter. | 100%            | Council continues to raise awareness of environmentally friendly practices on our website.      |
| 3.2.05.04   | Promote the benefits of recycling and water conservation. | Publish recycling statistics at least monthly.            | 100%            | Council website promotes sustainability practices including recycling and water saving measures |

### A COMMUNITY THAT VALUES THE EFFICIENT USE OF UTILITIES, NATURAL RESOURCES AND ENERGY - SP. No. 33

| Action Code | Action  | Performance Measure   | Action Progress | Comments   |
|-------------|---|---|-----------------|--|
| 3.3.02.01   | Ensure all development approvals consider existing utilities infrastructure in their determination. | 100% of approvals have had adequacy of existing utilities determined.                               | 100%            | Ongoing consideration. Continue to be part of the assessment process.  |
| 3.3.02.02   | Utilities performance audited annually through Triple Bottom Line (TBL) reporting.                  | Report submitted by 15 September.   | 100%            | This action was completed by the due date, this KPI requires review in relation to relevance and timing in managerial cycle  |
|             |   | Achieve 100% compliance with TBL reporting.   |                 |  |
| 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%            | Ongoing discussions with Schools and TAFE. Council actively working with telcos in the sector to obtain funding for increased mobile coverage. This is included through State Digital Hub Funding and Federal Blackspot Program. |

### ENSURE A RANGE OF HOUSING OPTIONS FOR THE COMMUNITY – SP No.20

| Action Code | Action  | Performance Measure                                  | Action Progress | Comments  |
|-------------|---|--|-----------------|---|
| 3.4.01.01   | Work with relevant parties to identify aged care accommodation needs. | Attendance at relevant meetings in an advisory role. | 100%            | Continue to work with Timbrebongie House and other existing opportunities. Timbrebongie House development assessment due to be completed. Funding received for enabling infrastructure. |

| Action Code | Action  | Performance Measure   | Action Progress | Comments   |
|-------------|---|---|-----------------|--|
| 3.4.02.01   | Monitor take-up of all land use zones vacant land. Identify short falls.    | Review supply of vacant land six monthly.                                 | 100%            | Continue to monitor. Focus for LEP Review.   |
| 3.4.03.01   | Review DCP in accordance with legislative changes.                          | Review / update biennially.   | 100%            | Ongoing updates as required. LEP Health Check completed and considered by Council in April 2021. |
| 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%            | Continue to discuss with real estate agents and the community generally.                         |



## OUR COMMUNITY IS WELL CONNECTED THROUGH OUR CYCLEWAYS, FOOTPATHS AND PUBLIC TRANSPORT SYSTEMS - SP No. 9

| Action Code | Action  | Performance Measure  | Action Progress | Comments  |
|-------------|---|--|-----------------|---|
| 3.5.01.01   | Liaise with transport providers to ensure that full suite of transport options are available.                                     | Discuss with providers and at local interagency forums.                                    | 100%            | Monthly attendance at interagency meetings, when available, with increased focus on building connections with Interagency service providers and awareness of service offerings available in the Shire. Work has also commenced on the Collation of Interagency Service Provider information to create a database of available services relevant to the Narromine Shire. |
| 3.5.02.01   | Provide support as required to the Dubbo Regional Council for the expansion of services at the Dubbo Regional Airport.            | 100% commitment to support Dubbo Regional Council.   | 100%            | Council continues to provide ongoing support to Dubbo Regional Council for the expansion of services at the Dubbo Regional Airport.   |
| 3.5.03.01   | Liaise with rail service providers to ensure rail service is maintained.  | Discuss potential expansion and service contraction with local providers and stakeholders. | 100%            | Work being undertaken on commercial opportunities with rail operators, not passenger rail providers. Country rail buses continue to have a daily service from Narromine and Trangie.  |
| 3.5.04.01   | Survey community biennially to ensure that transport issues of our residents are adequately addressed.                            | Survey question as part of residential survey.   | 100%            | Community transport options continue.   |
| 3.5.05.02   | Maintain the Narromine Aerodrome facility to meet reasonable user expectations and CASA requirements within the allocated budget. | Complete Obstacle Limitation Surface (OLS) annually by 30 November.                        | 100%            | Inspections and maintenance carried out as per requirements.  |
| 3.5.05.03   | Undertake inspections on operational areas.   | Minimum 52 inspections per year.   | 100%            | Inspections and maintenance carried out as per requirements.  |
| 3.5.05.04   | Maintenance of glider grassed runways.  | Slashing undertaken minimum 26 times per year.   | 100%            | Inspections and maintenance carried out as per requirements.  |

| Action Code | Action  | Performance Measure   | Action Progress | Comments  |
|-------------|---|---|-----------------|---|
| 3.5.06.01   | Ensure priority measures implemented from the PAMP. | Annual inspections of footpaths and cycleways prior to finalising works program.          | 100%            | Annual works program identified by inspections. |
|             |   | Annual works program identified by inspections and PAMP priorities, and adopted annually. |                 |   |

## OUR ROAD NETWORK IS SAFE, WELL MAINTAINED AND APPROPRIATELY FUNDED - SP No. 10

| Action Code | Action   | Performance Measure   | Action Progress | Comments   |
|-------------|--|---|-----------------|--|
| 3.6.01.01.1 | Review and implement Council's ten year roads Capital Works Program.                     | Works Program updated annually and adopted by 30 June.                              | 95%             | Capital works are programmed as per adopted budget and asset requirements. Inclement weather affected delivery of capital works program. |
| 3.6.01.01.2 | Review and implement Council's ten year roads Capital Works Program.                     | Ten Year Capital Works Program updated annually and adopted by 30 June.             | 100%            | Capital works are programmed as per adopted budget and asset requirements.   |
| 3.6.01.02   | Continue to maintain roadside slashing when grass impedes visibility.                    | Undertake slashing program annually.  | 100%            | Works ongoing  |
| 3.6.01.03   | Apply for hazard reduction funding through Rural Fire Fighting Fund.                     | Apply for funding prior to 31 March annually.                                       | 100%            | Applied for Hazard Reduction Funding via online portal.  |
| 3.6.02.01   | Convene Local Traffic Committee meetings.  | Convene 6 meetings per year of the Local Traffic Committee.                         | 100%            | Local Traffic Committee meetings are held and attended by members as required.   |
| 3.6.03.01   | Meet with State and Federal Members and the Roads Minister on rural road funding issues. | Quarterly meeting with State and Federal Members, and annually with Roads Minister. | 100%            | Quarterly meetings held with State and Federal Members. Significant funding submissions for local road improvements submitted.           |



## PROACTIVE LEADERSHIP

### Our Goal:

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

| Financial Snapshot      | 2017/18      | 2018/19     | 2019/20     | 2020/21     |
|-------------------------|--------------|-------------|-------------|-------------|
| Organisational Services | \$-9,919,855 | -10,026,497 | -10,169,787 | -10,267,216 |
| Infrastructure          | \$6,228,951  | 6,168,836   | 6,387,281   | 6,379,324   |
| Loans/Financing         | \$387,844    | 404,135     | 1,156,001   | 1,141,79    |

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

| Action Code | Action   | Performance Measure  | Action Progress | Comments   |
|-------------|--|--|-----------------|--|
| 4.1.01.01   | Continue to gather feedback regarding community engagement strategies  | Annual review of community engagement strategy to Council by 30 November each year                                     | 100%            | Strategy updated in 2018. To update again as per Integrated Planning and Reporting requirements and in line with next Community Strategic Plan. Subject of independent audit review (now completed, some minor improvements made). |
| 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%            | An invitation was extended to the Local Government Grants Commission for a meeting. They had advised they would be conducting sessions in Narromine, however due to COVID-19 restrictions this has not yet occurred.               |
| 4.1.01.03   | Prepare council columns and media releases for local media.  | Weekly column provided to print media.   | 100%            | Weekly council columns and press releases undertaken. Community newsletter to be posted early July 2021.   |
|             |  | A minimum of 12 media releases per annum.  |                 |  |
| 4.1.01.04   | Information available on Council's website.  | Website updated as required.   | 100%            | Website updated as required. Updated throughout 2020/2021 to improve the function of the website.  |
| 4.1.02.01   | Councillors maintain strategic community focus.  | Positive media around Council's strategic approach.  | 100%            | Councillors work to satisfy the targets and initiatives in the Community Strategic Plan  |
| 4.1.03.02   | Provide an opportunity for the public to address Council on relevant issues through the Public Forum Policy at Council Meetings. | Advise the public of the availability of the public forum in the column and newsletter at least quarterly.             | 100%            | Public forum held prior to Council Meetings if required. Information available on website.   |
| 4.1.03.03   | Continue to facilitate S355 Advisory Committees.   | Annual review of Section 355 Committee Charters and annual appointment of delegates (September).                       | 100%            | Review undertaken at September Council Meeting. Delegates and representatives of Council appointed accordingly.  |



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

## EFFECTIVE COUNCIL ORGANISATIONAL CAPABILITY AND CAPACITY - SP No. 30

| Action Code | Action   | Performance Measure   | Action Progress | Comments   |
|-------------|--|---|-----------------|--|
| 4.2.01.01   | Encourage and reward innovative practices within Council's workforce.                                      | One innovation introduced per directorate each year.                                | 100%            | Council has a reward and recognition program which rewards staff for innovative practices.   |
| 4.2.01.02   | Foster a culture of continuous improvement.  | Cultural change program progressively implemented across the organisation.          | 100%            | Cultural change program ongoing, incorporating employee awards that are based on recognising employees that espouse Council's values and behaviours. |
|             |  | Organisational values and behaviours developed and implemented.                     |                 |  |
| 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 & Wellbeing day will be organised for October.  |
| 4.2.02.02   | Provide access to innovative leadership training programs.   | Research and identify appropriate leadership training for Managers annually.        | 100%            | Assessments & training plans completed for 2020/2021<br>Capability Framework implemented for 2021/2021   |
| 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%            | Only one other employee currently being mentored - second mentee no longer continuing<br>Expression of interest to go out to obtain another mentee   |
| 4.2.02.05   | Implementation of Councillor Training and Professional Development Program.                                | 95% attendance by Councillors at scheduled training events.                         | 100%            | Notification provided to Councillors of available training.  |

| Action Code | Action  | Performance Measure  | Action Progress | Comments   |
|-------------|---|--|-----------------|--|
| 4.2.03.01   | Integrated Planning and Reporting documents reflect best practice.  | Positive feedback from Office of Local Government.                                       | 100%            | Long term financial plans were approved by Council at its Ordinary Meeting held 16 June 2021.  |
| 4.2.04.02   | Customer services standards.  | Annual satisfaction survey.  | 100%            | Our mode of gathering feedback has changed due to COVID-19 restrictions. Feedback terminals are in place and gathering data.   |
| 4.2.04.03   | Customer Requests responded to within time frames agreed in Customer Service Policy.  | 100% compliance with Customer Service Policy.  | 100%            | Customer Requests compliance against the Customer Service Policy was monitored weekly for the year to date.  |
| 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%            | All traineeship positions currently filled   |
| 4.2.05.02   | Develop and implement initiatives to support / promote workforce diversity.   | Ensure the Disability Inclusion Action Plan is considered in all workforce activity.     | 100%            | These statements are on each individual job advertisement.   |
| 4.2.05.04   | Update HR policies and procedures to ensure they are competitive in the market to support the recruitment and retention of a quality workforce. | Policies updated every four years.   | 100%            | Audit complete, awaiting audit findings.   |
| 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%            | Review of the system completed and LGNSW Capability Framework competencies implemented for 2021/2022.<br>Training has occurred for supervisors on SMART goals<br>Employee performance assessments on target to be completed by 30 June |
| 4.2.07.02   | Review and implement the Work Health Safety Management System.  | WHS Management System in place and functioning by December 2018 and on an ongoing basis. | 100%            | Internal audits conducted on WHS Management Systems annually<br>Statecover desktop audit completed annually<br>WH&S policies reviewed as they become due   |

| Action Code | Action   | Performance Measure  | Action Progress | Comments   |
|-------------|--|--|-----------------|--|
| 4.2.07.03   | Promote and support continuous improvement activities across council.  | Review and document one area of Council operations each year per directorate.  | 100%            | Council promotes continuous improvement through employee recognition.  |
| 4.2.07.05   | Establish an Internal Audit and Risk Management Committee in accordance with the OLG's proposed new legislation and based on a resource sharing model. | Committee to meet six monthly and provide report to Council.   | 100%            | Internal Audit Committee Meeting held 8 March 2021. Reviews for 2020/2021 include Workforce Planning, Recruitment and Retention; and Community Safety. |
| 4.2.07.06   | Maintain a database of legislative compliance obligations.   | Distributed monthly to MANEX for 100% compliance with statutory obligations.   | 100%            | Legislative Compliance Checklist provided monthly to Executive Leadership Team for action.   |
| 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.<br>Minutes to be distributed to Councillors 7 days after meeting. | 100%            | Meeting notices, agenda, business papers and minutes are prepared and distributed in accordance with Council's Code of Meeting Practice.               |
| 4.2.08.04   | Manage Council's Records System.   | No breaches of State Records Act.  | 100%            | No known breaches of the State Records Act.  |



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

| Action Code | Action   | Performance Measure   | Action Progress | Comments   |
|-------------|--|---|-----------------|--|
| 4.3.01.01   | Implementation of the Delivery Program and Operational Plan including Budget and Asset Management Plan on an annual basis. | Plans and Budget documentation endorsed by Council by 30 June each year.          | 100%            | The budgets and plans for 2021/22 were approved by Council at its Ordinary Meeting held 16 June 2021.  |
| 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 2021/22 Operational Plan and Budget were approved by Council at its Ordinary Meeting held 16 June 2021.  |
| 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 2021/22 Statement of Revenue Policy was approved by Council at its Ordinary Meeting held 16 June 2021.   |
| 4.3.01.04   | Levy and collect rates and charges in accordance with statutory requirements and Council policies.                         | No known breaches of policy.  | 100%            | Rates levies and charges were raised during the year in accordance with policy and the Local Government Act. Collections were carried out in accordance with Council policy and NSW Office of Local Government guidelines. |
| 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 Council at its Ordinary Meetings held during the year.   |
| 4.3.01.06   | Prepare Council's Annual Financial Accounts in accordance with relevant Acts and Regulations.                              | Unmodified audit report issued by 31 October each year.                           | 100%            | The 2019/20 Financial Statements were completed and submitted to Office of Local Government on 29 October 2020.  |
| 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%            | Regular cashflows prepared to ensure liquidity. Overdue receivables were monitored monthly and corrective action taken where required.   |
| 4.3.01.08   | Ensure Council's ongoing financial viability.  | Maintain a debt service ratio below 10%.  | 100%            | Operating profit and debt levels were maintained during the year so as to keep a high level of debt serviceability.  |

| Action Code | Action  | Performance Measure   | Action Progress | Comments   |
|-------------|---|---|-----------------|--|
| 4.3.01.09   | Ensure accounting data is recorded accurately and returns are filed in accordance with legislative requirements.  | Positive audit findings.  | 100%            | All financial data was accurately recorded during the year and in a timely manner.   |
|             |   | Reduction in issues raised in management letter of medium consequence or higher.              |                 |  |
| 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.                                | 100%            | Council's 2021/22 Operational Plan was approved by Council at its Ordinary Meeting held 16 June 2021.  |
|             |   | Comment invited on a variety of media platforms.  |                 |  |
| 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%            | Recent success with Fixing Local Roads and Local Community Improvement Program.  |
| 4.3.03.02   | Identify projects suitable for grant applications.  | At least five identified projects per year in the operational plan, subject to grant funds.   | 100%            | Undertaken as required. Building Better Regions Funding confirmed. Resources for Regions Funding approved recently. SCCF4 Funding available.   |
| 4.3.04.03   | Review Asset Management Plans annually.   | Asset Management Plans updated annually by 30 June.   | 100%            | Asset Management Plans reviewed and adopted by Council at its Ordinary Meeting held 16 June 2021.  |
| 4.3.04.04   | Update Long Term Financial Plans annually   | 100% Long Term Financial Plans updated and adopted by 30 June annually.                       | 100%            | Long Term Financial Plans reviewed and adopted by Council at its Ordinary Meeting held 16 June 2021.   |
| 4.3.04.05   | Undertake monthly inspections of Regional Roads.  | 12 inspections of each Regional Road per year.  | 100%            | Monthly inspections completed.   |
| 4.3.04.06   | Undertake annual inspections of Local Roads.  | 100% Local Roads inspected minimum of once per year.  | 100%            | Annual inspections completed.  |
| 4.3.04.07   | Develop and implement plant and fleet strategy.   | Strategy developed by 30 June 2018 and implemented thereafter.                                | 65%             | 10 Year Plan complete, Plant and Fleet Manual Progressing.   |
| 4.3.05.01   | Maintain sustainability ratios as per fit for the future improvement proposal.                                    | Sustainability ratios calculated and reported to Council six monthly.                         | 100%            | Sustainability ratios are calculated each year end. The Council's Fit for the Future Improvement Plan is no longer required to be resubmitted as Council deemed Fit for the Future by Minister Upton 27 November 2017. |

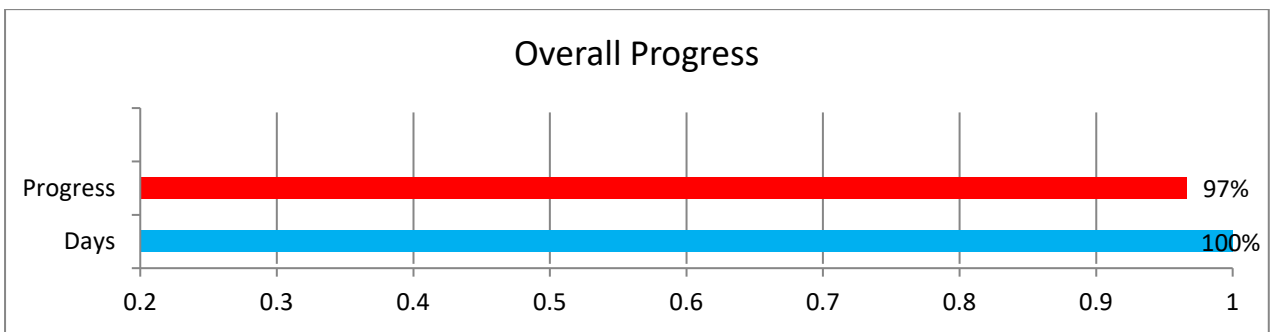
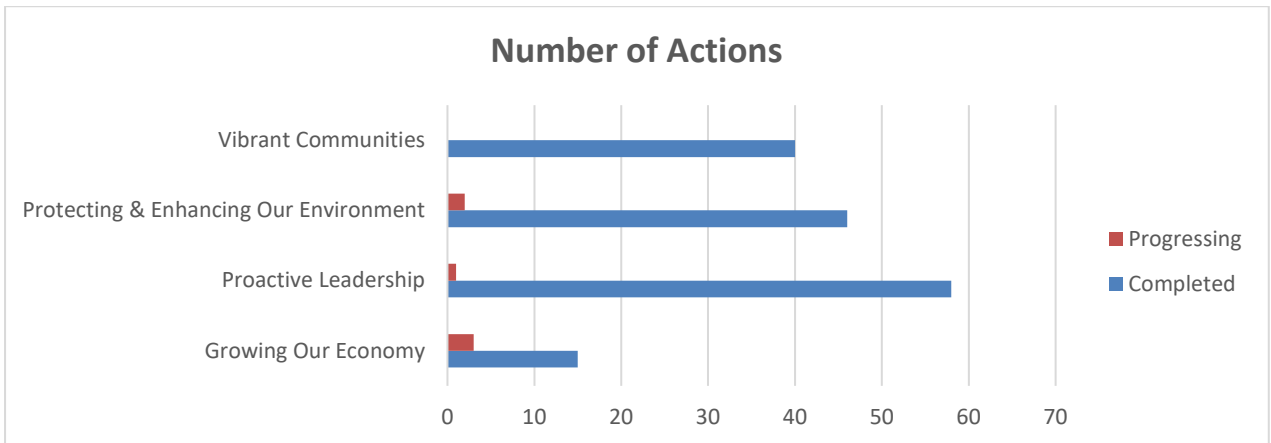
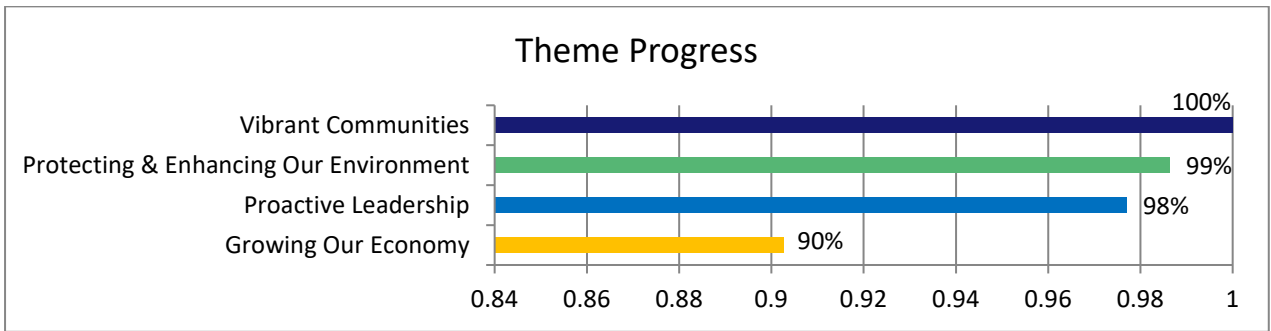
## SOUND PARTNERSHIPS ARE ENCOURAGED AND FOSTERED - SP No. 32

| Action Code | Action   | Performance Measure   | Action Progress | Comments  |
|-------------|--|---|-----------------|---|
| 4.4.01.01   | Active membership and representation on government, regional and other bodies.   | Maintain membership of relevant government, regional and area bodies.   | 100%            | Resigned from Orana Joint Organisation in April 2021. Member of Country Mayors Association.   |
| 4.4.01.02   | Prepare submissions as required.   | One submission prepared per year.   | 100%            | These are prepared as required. Central West and Orana Plan being updated mid year.   |
| 4.4.01.03   | Continue to participate in shared opportunities through OROC.  | Utilise internal audit and procurement shared services.   | 100%            | Council utilises Regional procurement to procure goods and services. Active participation in HR and payroll user groups and forums. |
|             |  | Utilise panel tenders for fuels, reseals and bitumen emulsion.  |                 |   |
|             |  | Participate in user groups for finance, HR, payroll, risk management and WHS.   |                 |   |
| 4.4.02.01   | Represent the community's interests and lobbying topics of significant impact to the Shire.  | One submission per quarter.   | 100%            | Submissions prepared to the Regional Infrastructure coordination unit, Local and Federal Members                                    |
| 4.4.02.02   | Prepare submissions and lobby for community interests as required, e.g. funding for rural roads, infrastructure and services.  | One submission per quarter.   | 100%            | Submissions prepared as required.   |
| 4.4.02.03   | Advocate to other tiers of government for a better allocation of funding to support the delivery of services for which other levels of government have primary responsibility. | Meet with State and Regional Local Members, six monthly.  | 100%            | Quarterly meetings held with State and Federal Members.   |
| 4.4.03.01   | Nurture relationship with key external organisations and individuals.  | 90% attendance at OROC and GMAC meetings.   | 100%            | 100% attendance at Orana Joint Organisation meetings and JOLT (Joint Organisation Leadership Team) 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.  |

| Action Code | Action  | Performance Measure   | Action Progress | Comments  |
|-------------|---|---|-----------------|---|
| 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. | 100%            | Quarterly meetings with State and Federal Members held, NSW Police and Regional Development Australia. Council representatives attend interagency meetings. |
|             |   | Attend monthly Interagency Group meeting.   |                 |   |
| 4.4.04.03   | Work with community groups and services to deliver actions in the Social Plan.  | Implement actions in Social Plan.   | 100%            | Social plan completed in 2019. Working to deliver outcomes through Economic Development Group Committees.   |
| 4.4.05.01   | Work collaboratively with community groups through greater representation at the Interagency Group.                         | Increase the representation of community groups within the Interagency Group by 30 June 2018. | 100%            | Continue to work with all community groups to improve socio and economic outcomes and achieve community strategic plan goals.                               |
| 4.4.05.02   | Work collaboratively with the community through greater representation at the Trangie Action Group.                         | 90% attendance by Councillor Representative.  | 100%            | Councillor representation on Trangie Action Group. Good communication with Trangie Action Group Executive.  |



# Overall Progress







Administration Building  
124 Dandaloo Street  
Postal Address  
PO Box 115  
Narromine, NSW 2821

[Back to Report](#)

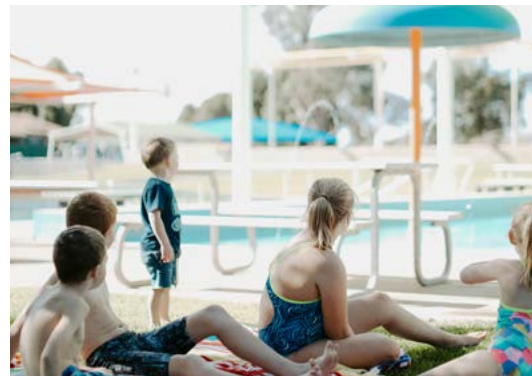
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Narromine

SHIRE COUNCIL

# 2017 - 2021 END OF TERM REPORT



# INTRODUCTION AND OVERVIEW

## Introduction

It is with great pleasure that the Mayor and General Manager of Narromine Shire Council present this End of Term Report.

This report highlights the achievements of Council over the full term, including acknowledging some challenges and opportunities.

Council has been fortunate to be led by a dedicated and engaged Council and high calibre staff that have listened to the community and strive to deliver the outcomes set out in the Community Strategic Plan.

Council continues to have a sound financial position over the period.

The Narromine region's economy continues to grow and diversify.

The potential of the Shire is obvious given the total Development Applications over the term equate to \$57M and the total external grants received by Council is \$43.5M. This is indicative of Council's focus on job creation within the Narromine region.

During this term Council adopted an Employment Lands Focus and Strategy, Business Investment Profile and Economic Development Strategy assisting Council to strengthen the economic base of Narromine region now and into the future.

**Mayor Cllr Craig Davies and  
General Manager Mrs Jane Redden**

## Overview

This End of Term Report is a report on Council's progress in implementing the Community Strategic Plan during its term.

As the Community Strategic Plan (CSP), through the Council focused Delivery Program and Operational Plan, took effect from 1 July 2017, this report will focus on the period 1 July 2017 to 30 June 2021.

This End of Term report covers a 5 year period due to the postponement of NSW Local Government Elections in September 2020 due to the worldwide COVID-19 health pandemic.

The CSP provides a unified direction for all stakeholders to move forward and ensures the lifestyle needs of Narromine residents, businesss and visitors and future aspirations as a community are met.

The CSP has four themes with a community focused outcome for each of these themes. These themes and outcomes are as follows:



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



Overall **91%** of the total actions from the Delivery Program have been completed.

# KEY CHALLENGES

## Key Challenges for Narromine Shire Council

The last five years have been a challenging time for Narromine, as it commenced with a very wet start to the period and then enduring one of the worst droughts to be experienced in living memory and finally ending with a good recovery in 2020, albeit during a world-wide health pandemic.

The Narromine community showed much resilience during this time and there are some really great economic opportunities and potential areas for growth that have been identified during this period. It is expected that these emerging opportunities will result in positive change for Narromine Shire Council.

### Some challenges have included:

- Planning for the continued growth and development of Narromine Shire with Employment Lands Focus and Strategy, Economic Development Strategy and new residential and commercial developments.
- Construction and installation of a temporary water treatment plant for Narromine residents.
- Planning and preparing for the construction of the Narromine to Narrabri project of Inland Rail (longest section of track).

- Adoption of the Draft Narromine Floodplain Risk Management Study and Plan.
- Funding and delivering new and existing community infrastructure to meet the community needs and expectations.
- Meeting all key state government targets and benchmarks.
- Ensuring assets are continually maintained including the extensive local and regional road networks.

### Financial Challenges

Council has achieved all of its financial objectives during this period. It has been a significant period with trying regional and world-wide financial uncertainty. Council's financial position remains sound and has met all performance ratios set by the NSW Office of Local Government.

### Improved Operational efficiencies

Council measures its operational efficiencies through an Internal Audit review, which continuously determines Council's continued improvements in its processes and efficiencies.

# OUR COUNCILLORS

The hard work and collaboration of all Councillors are acknowledged in realising the achievements outlined in this report.

Councillor Peter Drew was elected to Council on 17 September 2016 until his sudden passing on 13 June 2017. At a by-election held in the same year, Councillor Trudy Everingham was elected on 23 August and resigned in May 2020.

As a result of the world wide health pandemic, Local Government Elections set down for September 2020 have been postponed to September 2021. Narromine Shire Council has continued with 8 elected members.



Mayor  
Cr Craig Davies



Deputy Mayor  
Cr Dawn Collins



Cr Colin Hamilton



Cr James Craft



Cr Les Lambert



Cr Lyn Jablonski



Cr Mark Munro



Cr Robert McCutcheon

# STRATEGIC THEMES



**1. VIBRANT COMMUNITIES:** 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

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



**2. GROWING OUR ECONOMY:** We have a diverse economy with thriving businesses that offer a range of employment opportunities supported by skill development options

- 2.1 To sustain and grow our local population
- 2.2 The ongoing development diversification and sustainability of the local business and industry base
- 2.3 To encourage employment and skills development to address industry needs and grow the region's knowledge base



**3. PROTECTING AND ENHANCING OUR ENVIRONMENT:** We value our natural and built environment, our resources for the enjoyment of the community and visitors to our Shire

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



**4. PROACTIVE LEADERSHIP:** 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.

- 4.1 Provision of an accountable and transparent leadership
- 4.2 Effective Council organisational capability and capacity
- 4.3 A financially sound Council that is responsible and sustainable
- 4.4 Sound partnerships are encouraged and fostered

# NARROMINE TODAY

6,822

TOTAL  
POPULATION

2016

JOBS

\$340M

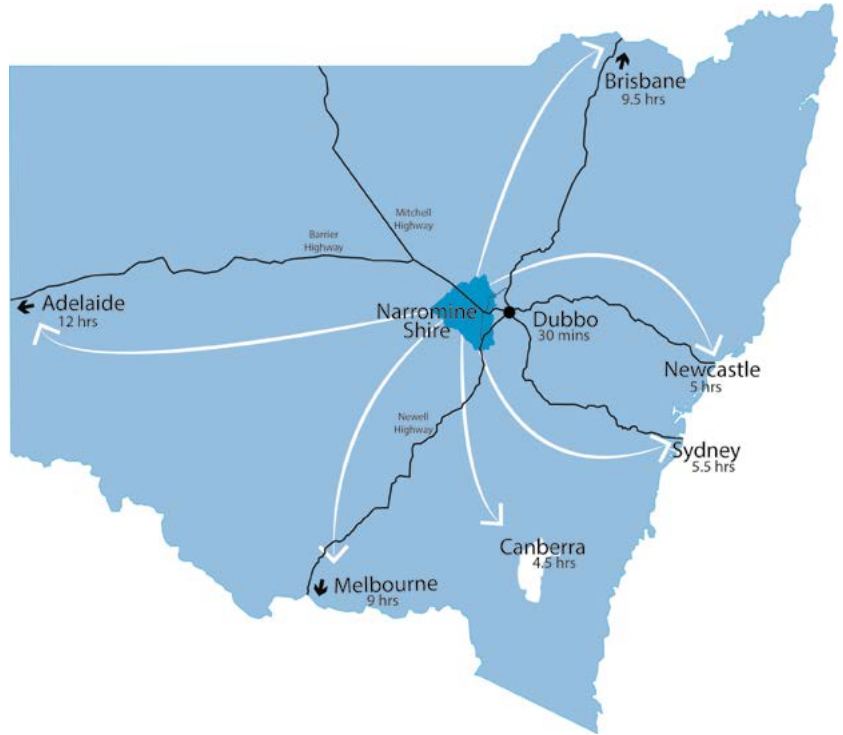
GRP

52%

HOLD A  
QUALIFICATION

AGRICULTURE

LARGEST  
INDUSTRY



## Narromine Shire Today

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 located at Tomingley provide significant employment opportunities.

Narromine Shire Council provides a range of services for our community. Our Shire's assets are valued at over \$300 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.

# VOICES FROM OUR COMMUNITY

“ Vibrant main street, high occupancy of businesses, employment opportunities with diversity of industries, value adding of local products, regular sporting and cultural events, growing tourism industry. Appropriate aged care facility, with associated services.

“ Narromine would/should look like a prosperous town that is safe, where you can raise your family without fear or intimidation... Narromine should be sustainable - considering social, environmental and economical implications. Narromine will have good civic leadership.

“ With good governance it will have many more jobs, significant development in adding industries, an ability to retain the youth of the shire.

“ ...hopefully many more young people will live in the Shire. Based on a strong competitive food and fibre backbone. But aided by a mining industry, an expanded tourist industry, and value adding to specialist producers. Aided by a natural energy expansion and grossly larger and growing Dubbo. A whole new infrastructure approach largely by contractors and smaller welfare state.

“ Not space age like. Retain its country image please to attract families to live here and businesses to open and service the community.

“ Make the most of the inland rail route. Want good road to Dubbo to access airport and rail connections. Good gardens and facilities will attract people to live here and work in Dubbo or nearby.

“ Don't forget people with disabilities. They like to be able to get around town more easily.

“ Hopefully state of the art Aboriginal community and landscape on river to attract tourists. Expanded shops etc on other side of railway. More medium density and renovation of old fibro buildings in tasteful colours to keep character. More gardens in native plantings. More houses in development approved carefully.

“ Ageing population requiring associated services. New developments creating jobs for the young. Add on agri-businesses/services. Population growth.

“ A western hub in the making - hurry up with the trans State rail, thriving irrigation area.

“ A shining light over the hill from Dubbo that people from there aspire to live in.

“ Narromine Shire will be a vibrant safe place with enhanced community events and engaged youth. Visitors will access cultural, social, sporting, river and artistic/performance events which value-add to the rural sector. Narromine produce will reach Asia in 2-4 days as a preferred quality option.

“ Inland rail hub west of town, associated loading facilities, road train hub, farm machinery outlets, agricultural processing, population growth, employment for younger people.

“ A growing community with lots of jobs and opportunities for more in aged care and lifestyle retirement blocks for people coming from out west.



# VIBRANT COMMUNITIES



**WHAT THE COMMUNITY ASKED:**

*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 others well being.*



**WE FULFILLED THIS THROUGH:**

- Implementing CCTV throughout the CBD of Narromine.
- Developed a crime minimisation strategy.
- Held regular new residents nights and new residents packages.
- Implemented Shop Local Campaign for Narromine, Trangie and Tomingley.
- Sponsored and promoted activities for Youth Week, Australia Day, Citizenship Ceremonies, Seniors Week and Volunteers Week. Council offers free access to Swimming pools each and every Australia Day.
- Council supported the Narromine High School’s Girls Academy Program from 2018-2020.
- Memorandum of Understanding signed between Narromine Shire Council and all the groups representing the Aboriginal Community in Narromine Shire 13 March 2018.
- Council continues to support Naidoc Week, Sorry Day and Reconciliation Day to support the opportunities in the Shire for the Indigenous Community.





- Narromine Aquatic Centre Master Plan attracted \$1.7 M to fund infrastructure improvements including learn to swim pool, shade structures, splash park, pool filtration and backwash storage tanks to reuse water onto Aquatic Centre grounds and cafe area.
- Construction of Glenn McGrath cricket nets at Dundas Park – this includes three new cricket practice nets with synthetic grass surfacing for public use equating to \$100,000.
- Sporting Ovals in Narromine and Trangie received upgraded lighting.
- Construction of Trangie Sporting Precinct with upgrades including a multifunctional park, multipurpose spaces, improved accessibility, lighting and spectator seating.
- New installation of picnic furniture, seating, play equipment and shade at Eric Woods Park Tomingley.
- Upgrades to Swift Park, Trangie - Tree House Adventure Playground \$350,000 and Dundas Park, Aussie Nature Theme Playground \$400,000.
- Showgrounds at Narromine and Trangie were funded to upgrade the public facilities and improve irrigation.
- The Narromine Shire Council Economic Development Strategy developed as a coordinated approach to improving a united vision for the region's economic growth, strengthening the economic base of the Shire and creating a framework for enhanced growth and development across the key economic sectors of agriculture, retail, aviation, transport and tourism.
- Main street beautification programs included on-going improvements in Narromine, Trangie and Tomingley with the purpose to aesthetically improve the towns and villages located within the Shire. Footpaths, improving signage, addressing heritage through interpretation, improving accessibility and addressing climate change through low maintenance planting and provision of appropriate species for shade trees.
- Constructed an enclosed off leash dog area at Narromine's Rotary Park.
- A truck wash facility was constructed in Narromine, allowing livestock carriers a quick and easy way to washout and re-load trucks 24 hours/day. Truck wash facilities are integral for biosecurity including animal disease control and weed management.
- **Attracted funding for the Narromine Hubnspoke coworking space to foster a connective and collaborative environment for semi permanent and hot desk type workstations.**
- Council adopted the Narromine Cale Oval Sporting Precinct Masterplan and Trangie Sporting Precinct Masterplan. Both offering a diverse range of sporting uses and green spaces.
- Aerodrome upgrade – developed Narromine Aviation Business Park alongside the Narromine Aerodrome with direct access to the Mitchell Highway. Offering 22 industrial blocks suitable for hangar development and aviation and commercial businesses. Fully serviced with power, NBN, sealed road, and taxiway access.
- Federal Government funding attracted to the Narromine Aerodrome to support upgrades to the Narromine Aerodrome for fencing, windsock, runway and taxiway lighting.
- Promoted and facilitated Shop Local Campaign, Shop Local Competition, Visitor and Shopping Guides.
- Improved communication across the region with the LED Community Announcement Board erected in Narromine for community and council announcements.
- Narromine and Dubbo Grants Hub was launched providing online access to a comprehensive grants database, making funding opportunities easier to find for local businesses, community groups and not for profit organisations.
- Council continues to support its two Library services in Narromine and Trangie with regular activities including Storytime, Baby Rhymetime, Tech Tuesdays, Book Club and the popular School Holiday activities.
- **Learn, Innovate and Grow Workshop series conducted in 2017, 2018, 2019 and 2020 for business and community. These seminars attracted over 200 participants in total.**
- The NSW Government's Resources for Regions program aims to support regional and rural NSW communities affected by mining. Narromine met the criteria as 'mining affected' in 2020. Council received \$1.6M in 2020 and is currently applying to Round 8 of the 2021 funding program with an allocated amount of \$2.435M.



# GROWING OUR ECONOMY



## WHAT THE COMMUNITY ASKED:

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



## WE FULFILLED THIS THROUGH:

- Council launched the Industry, Skills and Opportunities paper in conjunction with two neighbouring Councils – Dubbo Regional and Gilgandra Shire.
- The paper determines opportunities for local industry and business to expand. Council has committed to these outcomes with the development of workforce and businesses through facilitated training and development to Narromine region’s businesses.
- In the period Council has developed and implemented an Economic Development Strategy and Investment Prospectus resulting in a number of improvements for industry and tourism.
- Council has considered the Draft Narromine Town Floodplain Risk Management Study and Plan update, showing the preferred levee alignment and potential impact of flooding.
- Funding has been sought by Council to progress the next stage of the levee design.



- Council developed the Employment Lands Focus and Strategy offering a co-ordinated approach to future land planning for industry and employment growth in the Narromine Shire.
- Narromine Aerodrome continues to be an important economic driver for the local economy with ongoing activity including National Gliding Championships, gliding schools, NSW Aerobatic Championships and Ausfly.
- Record residential and commercial subdivision and construction activity has occurred over the previous term with the development of 27 residential blocks in Skypark and 22 industrial blocks at the Narromine Industrial Precinct.
- Council received \$2M to develop essential infrastructure to establish an over 55's retirement village in Narromine.
- \$9M has been received by Council to establish and develop a road/rail freight exchange to drive economic benefit for the Narromine region as a result of the Inland Rail Project.
- Council has updated Narromine Region Retail and Visitors Guide every 18 months.
- Council has actively supported rural and regional re-location campaigns with neighbouring councils and the region to attract new residents to the Narromine region. This includes Evocities, Love the Life We Live and Regional Platters.
- During the period Council has dedicated resources to local and regional roads remediation and improvements for an improvement network of roads for freight and logistics movements.
- Rezoning of rural residential land to facilitate the further development and growth of Narromine.
- **Council rolled out Localised - an online business directory and network tool to help Narromine businesses find local providers of goods and services, to share business tips, events and advice with each other. Offering businesses the opportunity to have a digital presence which increases exposure and assists with business and industry promotion.**
- **The Narromine Shire Council Economic Development Strategy represents a fresh and coordinated approach to improving the economic wellbeing of the Narromine region, leading to an improved quality of life for residents and an enhanced experience for visitors to the Shire. The Strategy focuses on creating a framework for enhanced growth and development across key economic sectors including agriculture, retail, aviation, transport and tourism.**



## SIGNIFICANT CAPITAL WORKS PROJECTS:

- Refurbishment of Duffy Street Reservoir and Nymagee Street Reservoir.
- Water mains replacement work in Trangie and Narromine.
- CCTV inspections of Narromine and Trangie sewerage systems and relining has commenced.
- Completion of the digitisation of the telemetry system of Trangie Water and Sewerage.
- Commenced construction of the Tomingley water treatment plant.
- Replacement of water bores in Narromine.
- Construction of Narromine's temporary water treatment plant.
- The expansion of residential and commercial developments have been completed at Narromine's Aviation Business Park and Skypark Residential Park.
- Narromine's Cale Oval redevelopment has commenced.
- Narromine Waste Depot improvements completed.
- Local and regional road reseals, resheets and rehabilitation works have been undertaken.
- Narromine Shire Family Medical Centre extension and refurbishments for visiting specialists and additional purpose-built pathology area.
- Narromine Shire Customer Service Centre and Council Chambers refurbishments.
- Significant upgrades and improvements to the Narromine Aerodrome.
- Construction of Trangie heavy vehicle rest area.
- Narromine Aquatic Centre upgrades and improvements.
- Installation of exercise equipment at Rotary Park.
- 24/7 Narromine truck wash facility.
- Trangie Sporting Precinct including oval refurbishment, infrastructure improvements to lighting and fencing, playgrounds and pathways completed.
- Trangie Soldiers' and Tomingley Memorial Halls upgraded.
- Redevelopment of Glenn McGrath Cricket Nets.
- Digital LED Community Noticeboard installed in Narromine.
- Water efficiency project at Payten Oval and Dundas Oval, Narromine.
- Improvements and refurbishment works at Narromine and Trangie Showground / Racecourse for improved safety, facilities and accessibility.
- Narromine Wetlands extension commenced.
- Oval lighting improvements in Narromine and Trangie.
- Main Street improvements for Narromine, Trangie and Tomingley.



### Grant funding received in the period

|              |          |
|--------------|----------|
| 2016 - 2017  | \$1.14M  |
| 2017 - 2018: | \$10.74M |
| 2018 - 2019: | \$7.61M  |
| 2019 - 2020: | \$10.6M  |
| 2020 - 2021: | \$13.53M |



## PROTECTING AND ENHANCING OUR ENVIRONMENT



### WHAT THE COMMUNITY ASKED:

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



### WE FULFILLED THIS THROUGH:

- \$2.5M expansion at Narromine Wetlands to construct three additional ponds to store up to 270 mega litres of water, with walking and cycling tracks and 600 indigenous species of native trees to be planted at the site.
- Council has released in the order of 17,000 Murray Cod and 22,500 Golden Perch fingerlings into the Macquarie River over the past 5 years. This project is a long-term project between Narromine Shire Council, Macquarie Cotton Growers Association and NSW Dept of Primary Industries (DPI).
- Rural property inspections have been undertaken in accordance with the Weeds Action Plan.
- Waste Management Strategy has been reviewed and adopted for Narromine Shire.
- Kerbside waste and recycling collection services are available to the residential, commercial and industrial areas of the Shire.



- The weekly Food Organics and Garden Organics (FOGO) kerbside collection service was implemented in 2018. The organic waste is transported to the purpose-built Dubbo Regional Organics Processing Plant where the material is composted to Australian Standards by Council's waste contractor JR Richards and Sons. The compost is available for commercial and domestic supply and is often used on sporting fields, parks, gardens and farms.
- Council has adopted Plans of Management for all Crown and Council-owned community land within the Narromine Shire Local Government Area.
- Council has hosted the position of a Local Landcare Co-ordinator since 2019 supporting natural resource management activities with Central West Local Land Services and Landcare NSW. Projects include environmental cleanup up of Narromine Shire reserves, planting of indigenous species of trees and environmental and work undertaken with Ozfish Inland Waterways River Repair Bus.
- Council has introduced GPS tracking on large Council plant.
- Council actively promoted responsible pet ownership and animal welfare initiatives throughout the community.
- **73% of animals in Council's animal shelter have been re-homed. 23% of animals have been returned to owners.**
- Council has continued to raise awareness to residents about water conservation methods with education and awareness campaigns for saving water during the drought and the long period of water restrictions.
- Narromine Shire Council in conjunction with Field Solutions Group has secured \$1.6 million funding from the Federal Government's Regional Connectivity Program to provide shire wide connectivity to the Narromine Local Government Area.
- During the period 1850 kms of roads have been graded in the Shire.
- The total local and regional roads budget equates to \$18.4M.
- The majority of Development Applications submitted in the 2019/2020 year were for houses and sheds. Of significance, was the application from Timbreebongie House for 16 residential lots and 31 self-contained seniors living dwellings, as well as development approval for the Narromine Aviation Business Park, a 22 lot industrial subdivision at the Aerodrome.
- There has been a significant investment in new solar farms and several large quarries during 2020/2021. The Tomingley Gold project continues to expand as well as further development of the Inland Rail project with the release of its Environmental Impact Statement.
- Inland Rail construction offers significant business opportunities stemming from proactive discussions with investors.
- Council is participating in a study as part of a Federal Government program into the potential of containerised freight options of the Inland Rail route.
- Significant upgrade works to the Narromine Lawn Cemetery with a new niche wall, landscaping, resheeting to internal road network and irrigation to the gardens.
- Trangie Cemetery has received improved landscaping with the installation of new shade trees and seating.
- Progress on the Narromine Town Flood Levee project with a review undertaken and release of the Draft Narromine Town Floodplain Risk Management Study and Plan. This provides an update including the details of the preferred levee alignment and potential impact on the community as a result of flooding.
- Council's response to the drought was supported with the assistance of local service clubs to host a number of community events as part of its Drought Response Program. Farming community events were supported and Drought Support Vouchers were distributed to farming families that could be validated in local businesses only and assist to help drive the local economy during the prolonged drought period.

### Value of Development Applications

**\$9,425,688 in 2016 - 2017**

Value of development applications approved in 2016 - 2017

**\$9,721,361 in 2017 - 2018**

Value of development applications approved in 2017 - 2018

**\$9,584,661 in 2018 - 2019**

Value of development applications approved in 2018 - 2019

**\$10,850,090 in 2019 - 2020**

Value of development applications approved in 2019 - 2020

**\$18,354,600 in 2020 - 2021**

Value of development applications approved in 2020 - 2021



## PROACTIVE LEADERSHIP



### WHAT THE COMMUNITY ASKED:

*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.*



### WE FULFILLED THIS THROUGH:

- Council has kept the community informed with a weekly communication update to residents, local and regional media outlets through the Narromine Shire Council Column.
- Council has successfully responded to customer requests within the timeframes set out within the Customer Service Policy.
- Council actively supports and maintains representation to government, regional and industry related bodies including Murray Darling Association, Newell Highway Taskforce Committee, Country Mayors Association, Orana JO and OROC.
- Council works at a regional level with neighbouring Councils to advocate on various issues, this includes representation to Lower Macquarie Water Utilities Alliance, NSW Water Directorate, Macquarie Valley Weeds Committee, Central West Councils Environment and Waterways Alliance, Netwaste, IPWEA, Local Government Procurement and Orana JO and OROC.
- Councillors maintain active participation with government and industry related bodies including Murray Darling Association, Newell Highway Taskforce Committee, Country Mayors Association, Macquarie Regional Library Services and LGNSW.



- Council has continuously met with Local State and Federal Members of Parliament to help support the delivery of services to the community. In 2019, Narromine Shire Council hosted a visit from NSW Premier and Minister for Local Government inviting neighbouring Councils along to have the opportunity to discuss specific concerns of rural and regional councils.
- On two separate occasions during 2018 Prime Minister Malcolm Turnbull visited the Narromine Shire. Council hosted one of the Prime Minister's visits along with neighbouring Councils, to discuss the specific details of the long-term drought being experienced by this region.
- A Social Plan has been developed and adopted by Council and will aid Council's collaborative approach with state and federal government agencies and community organisations to deliver community services to the Narromine region.
- Council has a major focus in developing its budget to ensure long term sustainability and maintenance of assets.
- Council's current investment portfolio is diversified across a number of investment types and institutions.
- Over the term of this reporting period, Council's unrestricted current ratio has remained well above the Office of Local Government's benchmark of 1.5 times. It is estimated to sit at 2.86 times. This ratio assesses the adequacy of working capital and its ability to satisfy the obligations in the short term for the unrestricted activities of Council.
- Council offers a visual target program to provide a comparable analysis for Council staff whilst promoting Council's achievements to the community.
- Council's rates, Annual charges, Interest and Extra Charges remain favourably under the Office of Local Government's benchmark of 10%.
- This ratio assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.
- Council continues to strive for excellence in customer service to the community. Council was awarded a finalist in the 2019 AR Bluett Memorial Award, 2019 NSW Sports Awards, 2019 Skillset Trainee of the Year.
- Narromine Shire Council participates in the Australian LG Performance Excellence Program.
- Council's debt service cover ratio remains well above the office of Local Government's recommendation of two times.
- As an essential component of the good governance framework, Council implemented an Internal Audit Committee in December 2018. This Committee plays a pivotal role in Council's governance framework offering an independent assurance and assistance to Council on risk management, control, governance and external accountability responsibilities. Five (5) Internal Audits have been presented to the Committee..
- Council has adopted a Councillor Induction and Professional Development Policy and during this period of Council, Councillor Professional Development training was conducted involving all elected members.
- Council's leadership team have benefited with a mentoring program within the Executive Leadership Team. These leaders have mentored their staff to support leadership growth within their positions for the benefit of the organisation.
- Council continues to provide opportunities to engage youth to gain skills in local government, with IT, water industry, and store person traineeships as well as offering an engineering cadetship to join Council's team.
- Council continues to promote diversity and has adopted an Aboriginal Employment Strategy together with the establishment of an Equal Employment Opportunity Management Plan and Committee ensuring Council's workforce is diverse in age, gender and culture.

A positive organisational culture has been fostered within Narromine Shire Council with a major focus on mental health and overall wellbeing. This has included an annual Beyond Blue luncheon for all staff, health and wellbeing programs for dietary, fitness and a number of fun health challenges involving all staff.





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