



**Narromine**

SHIRE COUNCIL

**2019 - 2020  
Annual Report**







# CONTENTS

Message from the Mayor	4
Message from the General Manager	5
Our Shire	6
Integrated Planning & Reporting Framework	7
Our Councillors	8
Community Vision and Values	8
Organisational Chart	9
Our Achievements	10
Delivery Program	12
Major Capital Works Undertaken	42
Major Capital Works Commenced	42
2019/20 Grants	43
Events	44
Economic Development	46
Financial Snapshot	47
Our Statutory Report	51
Annexure One: Financial Statements	
Annexure Two: State of the Environment Report	



## Narromine Shire Council

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## MESSAGE FROM THE MAYOR

Looking back on last year's report and the difference could not be starker. Having seen off the worst drought in history we are now blessed to be enjoying the best season in living memory with crops as heavy as have been seen in our shire. Nature has no bounds to the extremities it brings us and to see such a turnaround is extremely heartening. My fervent wish is to see the weather allow the harvest to proceed unhindered.

In the absence of COVID-19 Council could have expected to have been involved in Local Government elections last month. These plans have now been suspended until next September. The Mayoral elections however did take place and I am most grateful for the ongoing support I have received from fellow Councillors and been re-elected for the next twelve months. I look forward to being able to continue driving the Shire forward with our very capable staff and Councillors supporting our endeavours. As Mayor for the past four years I have very much enjoyed being able to work for the Shire and appreciate the opportunity to hold this position. I feel very privileged and don't for a minute take my role for granted.

Our focus within Council over the next few years will take a different turn and having brought many community facilities up to an acceptable level we can now look at alternative priorities. Rural roads, town drainage and our network of lanes could all see more attention. Our Local Environment Plan is also due for an overhaul and needs to become a more flexible document to accommodate our significantly changing circumstances. Flexibility will be the focus of the document with more regard for the demands of a growing and more affluent community.

With much lobbying at both a State and Federal level, we are enjoying considerable success in attracting funding for the Shire and seeing the level of interest from business keen to establish locally also at unprecedented levels. This is the result of the change of perception for our Shire where we are now looked upon as being very strategic in terms of our location and natural attributes. It is an outcome that will enhance the Shire significantly into the future.

The budget announcement regarding the grade separation or overpasses on Inland Rail for the Tomingley and Eumungerie roads has highlighted the success we have had in our lobbying efforts which in this area have been extensive. The overpasses will come at a cost of some \$80 million. This goes with the extra \$10 million announced for the widening of the Mitchell Highway from Rawsonville bridge back to Narromine along with the four overtaking lanes that will commence shortly. In all \$32 million worth of upgrades to this important link for local commuters.

As always, I wish to acknowledge the dedication of Jane Redden and all Council staff for their efforts in improving our Shire at every opportunity. I sincerely thank them all for their dedication and the focus they bring to our Shire

**Craig Davies**  
Mayor





## MESSAGE FROM THE GENERAL MANAGER

As we reflect on 2019/2020, it is amazing to see the many achievements of our Council, even with the unprecedented circumstances of living through a pandemic. The year saw overall progress of 94% of Council's Delivery program, and capital expenditure of \$14.8 million including significant projects such as the construction of the Narromine aerodrome industrial development, stages five and six of the skypark residential estate, significant works on some of our major regional roads, upgrades to the Narromine Aquatic Park refurbishment and Splash park, Burns oval lighting improvements, upgrades at the Narromine sports centre and cemetery, water mains replacement and disability access works. In addition to this, Council graded over 420km of its road network during the 2019/2020 year.

Council has had marked success over the 2019/20 year in securing grant funds to enable the further enhancement of our recreational facilities, receiving in excess of \$10.5 million dollars in funding which has largely underpinned our capital works. Our increasing focus on economic development based around agricultural value add, and the opportunities from Inland Rail have delivered the potential for further investment in our Shire. Proactive engagement with the community, business and investors has placed Council back at the forefront of business development. Council approved over \$10.8 million dollars in development applications for the 2019/2020 year, the highest level in many years. To date for the 2020/2021 year in excess of \$10 million of development has been approved in the first four months of the financial year showing a promising increasing trend.

2020 also saw strong rainfall throughout the Council area, and the drought that had gripped our Shire for a number of years was thankfully broken, the resilience of our communities proven once again. The COVID-19 experience meant that many of the community events that are held annually were either postponed or cancelled, including the inaugural Dolly festival which is now in planning for 2022. Council worked hard to provide opportunities and wherever possible to provide support. Free entry to the 2019 Narromine Show and free family fun days at our pools were widely utilised and our towns became used to living with water restrictions.

Council's 2019/2020 financial results again exceeded previous years with financial ratios largely above industry benchmark. A focus on continuous improvement has enabled funds to be better utilised and reallocated to a number of other projects. Council continues to improve its financial position which secures the long term viability of our shire.

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

**Jane Redden**  
*General Manager*



# OUR SHIRE

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

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

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

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

Alkane Resources Limited provide significant employment opportunities.

Narromine Shire Council provides a range of services for our community. Our Shire's assets are valued at \$308 million and include roads, water and sewer infrastructure, footpaths, community amenities such as libraries, parks and playgrounds and sporting and recreation facilities. Our Council will continue to focus on improving our community for residents, businesses and visitors to our Shire.

# 6,444

*Total Population*

# 4,116

*Population - Urban*

# 2,328

*Population - Rural*

# 5,264

*Council Area (sq km)*







# INTEGRATED PLANNING & REPORTING FRAMEWORK

## Community Strategic Plan 2027

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

The following principles and goals were identified:

### Vibrant Communities

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

### Growing our Economy

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

### Protecting and Enhancing our Environment

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

### Proactive Leadership

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

## Council's Delivery Program 2017/2018 – 2020/2021

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

## Council's Operational Plan 2019/2020

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

## Council's Resourcing Strategy

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

## Council's Annual Report

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

# OUR COUNCILLORS



Cr Craig Davies, Mayor



Cr Dawn Collins, Deputy Mayor



Cr James Craft



Cr Les Lambert



Cr Mark Munro



Cr Robert McCutcheon



Cr Colin Hamilton



Cr Lyn Jablonski

## COMMUNITY VISION AND VALUES

### Vision

The Narromine Shire is a friendly place to live with a strong sense of community that values our services, facilities and our natural rural environment. We are a community that values the diversity of people, ideas, perspectives and experiences. We work together to strive towards a vibrant, safe and engaged community that provides opportunities for all its members. Our Council is a leader for our community sharing the responsibility for growth, development and provision of services.

### Our Aspirations and Values

That guide the Council will be:

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



# ORGANISATIONAL CHART

## General Manager

- Mayor & Council Secretariat
- Industrial Relations, WHS & Risk Management, Human Resources, Payroll, Workforce Planning, Workers' Compensation



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

# OUR ACHIEVEMENTS

## Organisation Achievements

In 2019 / 2020, Council has achieved the following:



**77**  
*employees (FTE)*



**427**  
*km roads graded*



**\$10.85m**  
*DA approvals*



**\$20.2m**  
*total expenses*









## Delivery Program Achievements

In the 2019 / 2020 financial year 94% of total actions from the Delivery Program were completed.

96%

*vibrant communities*

96%

*proactive leadership*

97%

*protecting & enhancing our environment*

86%

*growing our economy*



## DELIVERY PROGRAM

The COVID-19 pandemic forced the closure of Council's pools 2 weeks prior to the official close of the swimming season. In addition, Council's sports and fitness centre was closed, with gym memberships extended accordingly. Whilst Council's offices and works depots were closed to members of the public, there was no disruption to other services (i.e. waste facilities and waste transfer stations, water and sewer services, rubbish collection, planning and health survey functions).

Notable achievements for the 2019/2020 financial year include:

- Unveiling of the Glenn McGrath cricket nets at Dundas Park – three new cricket practice nets with synthetic grass surfacing for public use - \$100,000 project
- Construction of Learn to Swim facility at the Narromine Aquatic Centre – learn to swim pool, splash park, shade structures, filtration plant and back wash storage sheds, café area - \$1.7 million
- Adoption of Trangie Sporting Precinct Concept Plan – proposed upgrades include a multifunctional park, multipurpose spaces, improved accessibility, long term sustainability
- Runner up in Local Government Bluett Award
- Hosting of annual fly in (Ausfly) from 17 October to 19 October 2019 – over 700 people in attendance
- Hosting of Local Landcare Co-ordinator – natural resource management activities, supporting and increasing community engagement, developing local partnerships, networking with landholders, assisting in securing resources for projects
- Annual fingerling release into the Macquarie River to help restore the native fish population
- Receipt of \$1 million Drought Communities Program funding, with allocation of \$200,000 to community, sporting and non-for-profit organisations (Facilities Maintenance Grants Program)
- Receipt of \$750,000 Stronger Country Communities Program funding – upgrades to Cale Oval Precinct, Dundas Park Playground, Trangie and Tomingley parks and precincts
- Commencement of works – Narromine Aviation Business Park (hangar development and aviation related commercial business) and Skypark Residential Developments - \$5.3 million
- Installation of temporary water treatment plant in Narromine - \$477,000





*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.*



## VIBRANT COMMUNITIES

Council achieved 96% of the actions set out in the vibrant communities actions in the 2019/2020 delivery program.

Action	Number of actions completed	Total number of actions
<b>96% of actions completed</b>		
1.1	19	20
1.2	15	16
1.3	5	5
1.4	5	5

# VIBRANT COMMUNITIES

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

Action Code	Action	Performance Measure	Action Progress	Comments
1.1.1.01	Liaise with Police and other community groups.	Meet quarterly with police.	100%	Regular meetings are held with NSW Police and community crime representatives.
1.1.1.03	Develop a Crime Minimisation Strategy.	Strategy complete by 31 December 2018	25%	Development of this plan is underway, with finalisation expected by the end of December 2020.
1.1.02.02	Coordinate annual inspection of Council streetlights to ensure adequate operation.	Audit conducted annually.	100%	Annual inspections being undertaken on an ongoing basis.
1.1.03.01	Participate in Interagency Meetings and provide Council assistance where appropriate.	90% attendance at Interagency meetings.	100%	Council participates as required and as time permits. Council continues to enjoy a good working relationship with agencies.
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%	Social media regularly updated with sport and recreational programs for both information and advertising purposes.
1.1.4.01	Develop and publicise a brochure on the facilities available in the Shire.	Update brochure annually	100%	Completed in 2019. Next edition due. Currently in draft.
1.1.05.05	Oversee implementation of the Master Plan.	Implement key deliverables as per the Master Plan.	100%	The Concept Plans for both Cale Oval, Narromine and Alan Burns Oval, Trange have been developed and adopted by Council. Some grant funding is now available with several projects to commence in 2020/2021.
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 are held with the provision of health care services on the standard agenda. Proactive and positive relationships maintained with Narromine Shire Family Health Care services.
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 continue to be held with Local State Member and Western NSW Local Health District representatives.
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%	Council's Fees and Charges have been reviewed for the 2020/21 financial year. External consultant has advised that they are considered to be reasonable.



# VIBRANT COMMUNITIES

Action Code	Action	Performance Measure	Action Progress	Comments
1.1.08.04	Construct a water park at Narromine Pool.	Seek grant funding to construct by 30 June 2020.	100%	Construction completed and venue opened 13 November 2019.
1.1.08.05	Upgrade entrances to Council pools.	Upgrade of Narromine Pool entrance by 30 June 2020.	100%	Entrances completed November 2019.
1.1.09.02	Upgrade to Trangie Sporting Fields (subject to successful grant application).	Works completed by 31 December 2019.	100%	Project complete.
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%	Consultation with Health Services and advertising of 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%	Seniors rates carried over to 2020/21 fees and charges. Advertisement of reduced fees is via Council's Website, Facebook page and Community Newsletter.
1.1.11.02	Upgrade Women's amenities at Narromine Sports Complex.	Upgrade completed by 30 June 2018.	100%	Amenities upgrade project completed November 2019.
1.1.11.05	Ensure adequate resources are allocated to the Sports Centre to maintain facilities in accordance with community usage.	Review fees and charges annually by 30 June.	100%	Fees and Charges for 2020/21 reviewed and adopted. Council's Sports and Fitness Centre was closed due to public health order and reopened mid June. Maintenance and upgrades to facility and equipment was undertaken whilst closed and facility has been thoroughly cleaned.
1.1.11.06	Upgrade existing disabled toilet to meet Australian Standards.	Upgrade completed by 30 June 2018.	100%	New disabled toilet facility installed at Narromine Sports and Fitness Centre.
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%	Final year meeting was cancelled due to public health orders, however communication continues to support clubs through COVID-19 restrictions.
1.1.12.02	Prepare Leases/Licenses or User Agreements for all Sporting Groups using Council's sporting fields.	Agreements prepared for all user groups.	100%	Agreements prepared as required.

# VIBRANT COMMUNITIES

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

Action Code	Action	Performance Measure	Action Progress	Comments
1.2.01.01	Ensure facilities meet accessibility standards.	Review facilities annually to determine and address compliance issues.	100%	Ongoing inspections undertaken, with audits completed on all public facilities.
1.2.02.01	In partnership with the community, continue to facilitate events that celebrate community values including all groups within the community and provide financial and in-kind assistance for community and private events, eg. Ausfly, Oz-Kosh.	Two major events annually.	100%	Events continue to be a focus, however no events were held in the final quarter of the year due to COVID-19 restrictions.
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%	Annual financial assistance grants advertised and applications received by 30 September. Applications were duly considered by Council and all applicants advised of outcome by 30 November.
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 is provided to both Trangie and Narromine. Council has a budget available to assist.
1.2.03.04	Give public recognition of volunteer service.	Hold annual volunteers recognition morning tea.	100%	Council continues to recognise contributions. A Volunteers thank you is to be held in the latter half of 2020, subject to COVID-19 restrictions.
1.2.04.01	Distribute information to all new residents and provide information on Council's website.	Review information six monthly.	100%	A New residents evening is planned for the start of each year, however the event in 2020 did not proceed due to COVID-19 restrictions. New residents guide developed.
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%	A Welcome function was organised, however was not held in 2020 due to a low level of interest.



# VIBRANT COMMUNITIES

Action Code	Action	Performance Measure	Action Progress	Comments
1.2.04.03	Host Citizenship ceremonies upon receipt of relevant information from Department Immigration and Border Control.	Citizenship ceremonies held.	100%	A Citizenship ceremony was held on Australia Day with 5 conferees. The Ceremony scheduled for April 2020 was deferred as a result of the COVID-19 pandemic.
1.2.05.01	Liaise with Local Aboriginal Land Councils to enhance the opportunities for the Indigenous community.	Two meetings per year.	100%	Council continues to liaise with the Indigenous community and undertake actions identified in the Memorandum of Understanding.
1.2.05.02	Assist with NAIDOC Week, Reconciliation Day and other events of importance to the Aboriginal community.	Involvement at these events on an annual basis.	100%	Assistance is provided as community events arise. In 2019 Council assisted with NAIDOC Day and Reconciliation Day. Actions identified in the Memorandum of Understanding continue to be worked on. COVID-19 restrictions have cancelled recent events.
1.2.5.04	Implement Targets in the MOU Action Plan.	Meet twice annually to discuss targets in Action Plan. Undertake actions as per priorities set by working group.	100%	Council continues to work with 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. Visitor guide reprinted in 2019. Note that a new guide is also due for printing in August 2020.
1.2.07.01	All new applicable applications for development comply with the National Construction Code.	100% compliance with National Construction Code.	100%	Applications continue to be assessed to ensure compliance with the National Construction Code.
1.2.07.02	Review the Council's Development Control Plan (DCP) in respect to Disability Inclusion Action Plan (adopted).	Biennially December.	5%	The Development Control Plan is still to be reviewed in the context of the Disability Inclusion Action Plan. Council's Local Strategic Planning Statement has now been adopted. The Development Control Plan is therefore expected to be finalised in the 2020/21 financial year. Actions within the Disability Inclusion Action Plan continue to be undertaken.

# VIBRANT COMMUNITIES

Action Code	Action	Performance Measure	Action Progress	Comments
1.2.07.03	Conduct a survey of older people to seek ratings and comments on the quality and range of aged services and facilities in the Shire.	Survey of aged services and facilities available within the Shire.	100%	Survey undertaken in 2018.
1.2.08.01	Support youth activities within the Shire.	Partner with other agencies to deliver annual youth week activities.	100%	Due to COVID-19 the 2019/20 planned activities for youth week were cancelled, however additional events such as pool inflatable days at the Narromine and Trangie pools were held during the season.

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 continue to be held with education as a standard agenda item. Council provides ongoing financial and administrative support to the Girls Academy program at the Narromine High School. Council also supports the Clontarf program at the Narromine High School.
1.3.03.01	Lobby the government to continue to fund child care services in Narromine Shire.	Affordable provision of child care services within the Shire.	100%	Council is supportive of pre-school and child care centres in our shire. Advocacy undertaken as required.
1.3.05.01	Continue to lobby Federal and State Local Members and relevant Ministers for service delivery and presence of TAFE within our Shire.	Meet quarterly with State and Federal Local Members ensuring the delivery of TAFE services within the Shire.	100%	Quarterly meetings are held with State and Federal Members with the delivery of TAFE services a standard agenda item.
1.3.06.01	Assist in providing industry specific reports to vocational sector.	Make representations to vocational sector.	100%	Representations provided as requested.
1.3.07.01	Provision of E resources, IT training workshops and advisory services to Libraries.	IT training workshops held. Free Wi-Fi and microfiche printer facility available for researching. Public computers provided.	100%	Council continues to provide ongoing support to its libraries as part of the Macquarie Regional Library agreement.





# VIBRANT COMMUNITIES

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%	Improvement works are scheduled as funds allow.
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 continues via the Economic Development Group committee and working groups to deliver actions in the Social Plan including improvements to disability access.
1.4.02.01	Identify buildings in the CBD that are not 'mobility friendly' for access in Narromine and Trangie.	Identify buildings to provide access and report to owners for their consideration by December 2018.	100%	An audit was undertaken in January 2019 for both the Narromine and Trangie CBD.
1.4.02.02	Undertake accessibility audit on all community / Council facilities.	Review facilities annually by 31 March to determine compliance issues.	100%	An audit carried out and recommendations received.
1.4.03.01	Work with Government agencies to lobby for community transport access within the Shire and to Dubbo and on a regular basis.	Access to community transport locally and to Dubbo is maintained.	100%	Community transport access is an ongoing advocacy item for Council.

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



## GROWING OUR ECONOMY

Council achieved 86% of the actions set out in the growing our economy actions in the 2019/2020 delivery program.

Action	Number of actions completed	Total number of actions
86% of actions completed		
2.1	6	8
2.2	9	11
2.3	2	3

# GROWING OUR ECONOMY

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%	The Strategy was finalised in 2017. Council continues to implement actions identified in the Strategy.
2.1.02.02	Continue association with 'Love the Life we Live' website and marketing campaign through the Economic Development network.	Monitor hits to Narromine component of 'Love the Life we Live' website and referrals.	100%	Council continues to work with surrounding Shires to deliver cross network promotions. It is noted that the 'Love the Life we Live' is no longer supported across the region.
2.1.03.01	Develop and implement a Shire wide Marketing Strategy.	Implement the actions from the Strategy.	100%	Continuation with publications such as the Visitors Guide, Shop Local Campaign and website upgrades.
2.1.03.02	Continue participation with Greater Western Plains Promotions Group.	Number of campaigns undertaken annually.	100%	Continue to meet with Group with regard to tourism initiatives. Support for Visitor magazine.
2.1.04.02	Seek grant funding and determine loan funding requirements for the flood levee construction project.	Obtain grant funding by 30 June 2019.	0%	Subject to the outcome of the Floodplain Risk Management study and plan 2019/2020.
2.1.04.03	Finalise funding proposal, project plan and tender documents developed.	Finalise tender by 30 June 2020.	0%	Subject to the outcome of the Floodplain Risk Management study and plan 2019/2020.
2.1.05.01	Review Land Use Strategies in line with results of Economic Development Strategy to ensure planned new land releases to stimulate economy.	Review of Land Use Strategies following adoption of the Economic Development Strategy.	100%	This is ongoing and an active part of the Local Strategic Planning Statement development completed in May 2020.
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. Grants workshop held in 2019.



# GROWING OUR ECONOMY

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

Action Code	Action	Performance Measure	Action Progress	Comments
2.2.02.02	Establish interest of current owners of hangars / buildings at the Aerodrome to ascertain their interest in purchasing the site of their buildings.	Owner interest documented by 30 June 2019.	100%	This continues along with construction and sale of new aerodrome industrial area, due for release early in 2020-2021.
2.2.03.01	Implement strategies contained in Aerodrome Strategic Master Plan.	Targets are met	100%	Aerodrome Strategic Master Plan adopted. Continue to implement strategies within.
2.2.03.02	Update / Review Aerodrome Strategic Master Plan	Review of Plan completed and adopted by Council 30 June 2019.	100%	Completed in February 2020. Adopted.
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.	90%	Construction has commenced due for completion October 2020.
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 of which are supported.
2.2.04.02	Identify appropriate sites, in accordance with Land Use Strategy, for value added agricultural related industries.	Work with Department of Planning & Environment to produce a broad scale value added sites plan by June 2018.	100%	Supported within the Agricultural Lands Strategy and Employment Lands Strategy.
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%	Ongoing action. Visitor services website updated. Visitor Guide updated. Online engagement continues to improve through the various websites and social media sites. These now include the main corporate site, tourism site, Facebook and Twitter.
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 we Live' branding is no longer in existence. Council continues to work with regional opportunities.

# GROWING OUR ECONOMY

Action Code	Action	Performance Measure	Action Progress	Comments
2.2.06.01	Develop action plan for expenditure of water and sewer head works charges and Section 94A levies.	Minimum 10% funds expended each financial year in accordance with growth area priorities.	95%	The Draft Development Servicing Plan for Water Supply and Sewerage has been prepared and will be presented to Council for consideration and adoption in 2020/21.
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. This target is met through the Growing Narromine series of workshops amongst other engagement.

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 are held with State and Federal Members with educational opportunities and training programs as a key agenda item.
2.3.02.01	Develop a policy on industry incentives for existing and new businesses.	Policy completed by 30 June 2019.	100%	Work continues with the Economic Development Group Committee to improve conditions for business. Government assistance has been made available throughout this recent period through drought support. This has been utilised locally. A specific Local Government policy has not been developed given the level of other support available.
2.3.03.01	Upgrade truck wash facilities in Narromine and Trangie.	Upgrade of Trangie Truck Wash completed by 30 June 2020.	10%	A Just Terms Compulsory Land Acquisition Application has been submitted to Minister. Council is awaiting the outcome prior to commencement of the works.

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



## PROTECTING & ENHANCING OUR ENVIRONMENT

Council achieved 97% of the actions set out in the protecting and enhancing our environment actions in the 2019/2020 delivery program.

Action	Number of actions completed	Total number of actions
97% of actions completed		
3.1	10	13
3.2	15	15
3.3	3	3
3.4	4	4
3.5	7	7
3.6	7	7



# PROTECTING & ENHANCING OUR ENVIRONMENT

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

Action Code	Action	Performance Measure	Action Progress	Comments
3.1.01.03	Construct Narromine wetlands redevelopment.	Construction completed by 30 June 2020.	40%	A rework of plans is required and the final designs are being compiled. Tenders will be prepared and advertised in 2020/21.
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 is an active member of both Central West Regional Weeds Council and Macquarie Valley Weeds Council.
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%	Golden perch fingerlings were released into the Macquarie River in early April 2020.
3.1.03.01	Install solar panels on suitable Council buildings.	Installation of solar panels by 30 June 2019.	100%	Panels have been installed on Customer Service and Payments Centre building and are awaiting connection.
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%	Commitments under the WAP1520 Yr5 program are being met taking into consideration recent rainfall and chemical shortages.

# PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comments
3.1.06.01	Ensure compliance with relevant building codes and regulations.	Development applications and construction certificates are accompanied by relevant Basix certificates or Part J relevant reports where required.	100%	All applications are being assessed and determined under the relevant legislation.
3.1.07.01	Review Narromine Shire Waste Management Strategy.	Update Narromine Shire Waste Management Strategy by 30 June 2018.	80%	Project has been awarded and the Waste Management Strategy is currently being updated.
3.1.07.02	Continue the provision of kerbside recycling services to the community.	Renew Tender for Recycling prior to 30 June 2020.	100%	Contracted until 2028.
3.1.07.04	Investigate alternative management options for the Narromine Waste Depot.	Determine suitable management options prior to 30 June 2018.	80%	Project has been awarded and the Waste Management Strategy is currently being updated.
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%	Active participant.

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%	Active member of both Central West Regional Weeds Council and Macquarie Valley Weeds Council.
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.

# PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comments
3.2.01.03	Continue to conduct community education campaigns through Net Waste in accordance with the Waste Education Plan promoting the benefits of recycling and educating the community regarding which items can be recycled.	Carried out by Envirocon annually at each school. At least one community education program conducted annually.	100%	Waste Education Plan actions are being implemented.
3.2.01.04	Continue involvement in the Waste Education Plan.	Education by Envirocon at schools in accordance with the Waste Education Plan.	100%	Waste Education Plan actions are being implemented.
3.2.01.05	Promote environmental awareness.	Quarterly newsletter article.	100%	Council is hosting a Local Landcare Coordinator and is working with Local Land Services and Landcare NSW to participate in local natural resource management activities, increase community engagement, develop local partnerships and network with landholders.
3.2.02.01	Conduct public education campaigns aimed at reducing littering, stray dogs/cats, and promoting the desexing of domestic animals, dog and cat registration, and micro-chipping.	Annual promotion in newsletter.	100%	Promotion through social media and in correspondence via companion animals registration process.
3.2.02.02	Investigate concerns or complaints in relation to overgrown allotments and buildings in a state of disrepair.	90% of complaints to have investigations commenced within 2 working days.	100%	All requests with regard to overgrown blocks and dilapidated buildings are being investigated within 2 days and relevant Council staff are actively identifying issues prior to requests being lodged.
3.2.03.03	Develop a working relationship with identified local environmental groups.	Arrange to meet six monthly.	100%	Council how hosting a Landcare Coordinator as part of the 2019 - 2023 NSW Landcare Program.
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 how hosting a Landcare Coordinator as part of the 2019 - 2023 NSW Landcare Program.



# PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comments
3.2.03.01	Identify local environmental groups within the Narromine Shire.	Contact local environmental groups annually by June 30.	100%	Local Landcare Coordinator is developing local partnerships and networking with landholders.
3.2.04.02	Promote and encourage environmental sustainable practices to local business.	Annual promotional material to local businesses.	100%	Information developed for both Council Website and Social Media site.
3.2.05.01	Promote initiatives using Smart WaterMark.	Promotion materials sent out with rates notice. Participate in summer time television campaign through Smart WaterMark annually.	100%	The actions undertaken via Smart Approved Water Mark assisted in drawing community attention to the need to manage demand. The television campaign was of very high value in raising awareness of water conservation in a sustainable manner during the height of last years severe drought conditions.
3.2.05.02	Maintain membership of Smart WaterMark through the LMWUA.	Renew membership annually.	100%	Membership continued via participation in the Orana Water Utilities Alliance corporate membership.
3.2.05.03	Promote benefits of recycling using NetWaste resources.	Include statistics for recycling in Council's newsletter.	100%	Council is a part of continuing television and radio education programs in partnership with Netwaste.
3.2.05.04	Promote the benefits of recycling and water conservation.	Publish recycling statistics at least monthly.	100%	Information provided for Newsletter, when available. Council has implemented level 2 water restrictions and has actively promoted water saving strategies.

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.
3.3.02.02	Utilities performance audited annually through Triple Bottom Line (TBL) reporting.	Report submitted by 15 September. Achieve 100% compliance with TBL reporting.	100%	Council's performance and the industry benchmarking reports are available on the following link: <a href="https://www.industry.nsw.gov.au/water/water-utilities/lwu-performance-monitoring-data">https://www.industry.nsw.gov.au/water/water-utilities/lwu-performance-monitoring-data</a>

# PROTECTING & ENHANCING OUR ENVIRONMENT

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

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

Action Code	Action	Performance Measure	Action Progress	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 Timbreebongie House and other existing opportunities. Timbreebongie House development assessment due to be completed. Funding received for enabling infrastructure.
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.
3.4.03.01	Review DCP in accordance with legislative changes.	Review / update biennially.	100%	Ongoing updates as required.
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 which advocate for continued and increased transport options for residents of the Shire.
3.5.02.01	Provide support as required to the Dubbo Regional Council for the expansion of services at the Dubbo Regional Airport.	100% commitment to support Dubbo Regional Council.	100%	Council continues to provide ongoing support to Dubbo Regional Council for the expansion of services at the Dubbo Regional Airport and more recently support for the Qantas Pilot Academy in Dubbo.

# PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comments
3.5.03.01	Liaise with rail service providers to ensure rail service is maintained.	Discuss potential expansion and service contraction with local providers and stakeholders.	100%	Work being undertaken on commercial opportunities with rail operators, not passenger rail providers. Country rail buses continue to have a daily service from Narromine and Trangie.
3.5.05.02	Maintain the Narromine Aerodrome facility to meet reasonable user expectations and CASA requirements within the allocated budget.	Complete Obstacle Limitation Surface (OLS) annually by 30 November.	100%	Regular inspections as per CASA regulations.
3.5.05.03	Undertake inspections on operational areas.	Minimum 52 inspections per year.	100%	Inspections undertaken as scheduled.
3.5.05.04	Maintenance of glider grassed runways.	Slashing undertaken minimum 26 times per year.	100%	Slashing occurs as required.
3.5.06.01	Ensure priority measures implemented from the PAMP.	Annual inspections of footpaths and cycleways prior to finalising works program. Annual works program identified by inspections and PAMP priorities, and adopted annually.	100%	As funds allow and projects become available works are scheduled.

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

Action Code	Action	Performance Measure	Action Progress	Comments
3.6.01.01.1	Review and implement Council's ten year roads Capital Works Program.	Works Program updated annually and adopted by 30 June.	100%	Works completed in accordance with approved budget.
3.6.01.01.2	Review and implement Council's ten year roads Capital Works Program.	Ten Year Capital Works Program updated annually and adopted by 30 June.	100%	Works program implemented in accordance with approved budget.
3.6.01.02	Continue to maintain roadside slashing when grass impedes visibility.	Undertake slashing program annually.	100%	Slashing complete to RFS requirements.



# PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comments
3.6.01.03	Apply for hazard reduction funding through Rural Fire Fighting Fund.	Apply for funding prior to 31 March annually.	100%	Work has been completed. Received confirmation of grant in April 2020.
3.6.02.01	Convene Local Traffic Committee meetings.	Convene 6 meetings per year of the Local Traffic Committee.	100%	Local Traffic Committee meetings convened at agreed intervals.
3.6.03.01	Meet with State and Federal Members and the Roads Minister on rural road funding issues.	Quarterly meeting with State and Federal Members, and annually with Roads Minister.	100%	Quarterly meetings held with State and Federal Members.
3.6.03.02	Proactively engage with the Local Government Grants Commission.	Invite Local Government Grants Commission to present to Council biennially.	100%	An invitation was extended to the Local Government Grants Commission for a meeting. They had advised they would be conducting sessions in Narromine 2019/2020, however this may change due to COVID-19 restrictions.



*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.*



## PROACTIVE LEADERSHIP

Council achieved 96% of the actions set out in the proactive leadership actions in the 2019/2020 delivery program.

Action	Number of actions completed	Total number of actions
<b>96% of actions completed</b>		
4.1	10	10
4.2	20	21
4.3	17	18
4.4	13	13

# PROACTIVE LEADERSHIP

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

Action Code	Action	Performance Measure	Action Progress	Comments
4.1.01.01	Continue to gather feedback regarding community engagement strategies	Annual review of community engagement strategy to Council by 30 November each year.	100%	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 internal audit review (now completed, and 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%	Extensive communications in the form of media releases and social media campaigns.
4.1.01.03	Prepare council columns and media releases for local media.	Weekly column provided to print media. A minimum of 12 media releases per annum.	100%	Weekly Council columns provided to print media and at least 10 media releases published per month, well exceeding target.
4.1.01.04	Information available on Council's website.	Website updated as required.	100%	Website updated as required.
4.1.02.01	Councillors maintain strategic community focus.	Positive media around Council's strategic approach.	100%	Media releases on Council's projects openly linked to the priorities in the Community Strategic Plan.
4.1.03.02	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 information available on Council's website. Public forum unable to occur at April and May Council Meeting due to COVID-19 pandemic.
4.1.03.03	Continue to facilitate S355 Advisory Committees.	Annual review of Section 355 Committee Charters and annual appointment of delegates (September).	100%	Charters revised and adopted at September 2019 Council Meeting. Delegates duly appointed.
4.1.04.01	Respond to requests for access to public information as per legislative requirements.	100% compliance with GIPA Act 2009. Annual review of Council's Information Guide.	100%	Requests for formal Government Information (Public Access) applications processed as required. Information Guide reviewed February 2020.



# PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.1.05.01	Present a positive image of Council to the community.	Provide weekly communications via various means per the communication strategy.	100%	Weekly column provided to the print media and active social media campaigns.
4.1.05.02	Mayor to undertake media training.	Training program complete.	100%	Facebook training undertaken 4 February 2020.

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%	Agenda item at monthly Executive Leadership Team meetings to discuss innovation ideas.
4.2.01.02	Foster a culture of continuous improvement.	Cultural change program progressively implemented across the organisation. Organisational values and behaviours developed and implemented.	100%	Cultural change program, incorporating employee awards that are based on recognising employees that espouse Council's values and behaviours.
4.2.02.01	Provide policies, programs and initiatives that support employee work/life balance.	Create, update and implement policies for a flexible workplace on an ongoing basis.	100%	Policies reviewed and updated to ensure flexibility for staff to attend to work and family commitments. Our staff survey results show the organisation is seen as a very flexible workplace. Working from home during the COVID-19 pandemic has shown the ability to adapt to an even more flexible workplace when needed.
4.2.02.02	Provide access to innovative leadership training programs.	Research and identify appropriate leadership training for Managers annually.	80%	Training for staff has been completed with about 80% compliance to training plans before the COVID-19 pandemic paused training in the final quarter. The leadership team had access to ongoing development and has prompted changes to the Executive Leadership Team which will be seen over the coming year.

# PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.2.02.03	Promote and maintain coaching and mentoring programs across the organisation to support leadership growth.	Programs used to assist staff with leadership growth.	100%	Succession planning framework in place which includes the possibility of mentoring and walk in your shoes initiative commenced to support staff leadership growth.
4.2.02.05	Implementation of Councillor Training and Professional Development Program.	95% attendance by Councillors at scheduled training events.	100%	Councillor professional development included Ethical Conduct and Accountability; Communication and Working with Others (attended by all Councillors). Further online training was offered to Councillors towards the end of the year being Communicating Council Priorities, Planning 101 for Councillors (attended by Cr Davies and Cr Jablonski).
4.2.03.01	Integrated Planning and Reporting documents reflect best practice.	Positive feedback from Office of Local Government.	100%	2019/2020 Documents are listed on OLG website as best practice. Other Councils have requested copies of worksheets.
4.2.04.01	Monitor and review Council's Customer Service Policy.	Review completed every 4 years.	100%	Weekly reporting of overdue actions was in place for the full year.
4.2.04.02	Customer services standards.	Annual satisfaction survey.	100%	Annual Customer satisfaction survey was undertaken December 2019.
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 full year.
4.2.05.01	Promote future workforce development with options such as traineeships, apprenticeships and cadetships within each department.	Increase the number of apprenticeships over the next 4 years.	100%	Council has recruited three current traineeships, and two school based apprenticeships to increase training and employment opportunities for the youth of the community. Further traineeships and cadetships are planned to be recruited shortly.
4.2.05.02	Develop and implement initiatives to support / promote workforce diversity.	Ensure the Disability Inclusion Action Plan is considered in all workforce activity. Create and implement an Aboriginal Employment Strategy by December 2019.	100%	The Equal Employment Opportunity Management plan is in place and includes recruitment practices to support indigenous people and people with a disability.
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.

# PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.2.07.01	Continue to implement and improve the employee performance assessment system.	All Departments' performance assessments completed by 1 September annually.	100%	Assessments completed for the 2018/2019 year and SMART goals set for the 2019/2020 year to be measured against.
4.2.07.02	Review and implement the Work Health Safety Management System.	WHS Management System in place and functioning by December 2018 and on an ongoing basis.	100%	WHS system implemented daily through our processes and procedures. Under constant review to improve the system.
4.2.07.03	Promote and support continuous improvement activities across council.	Review and document one area of Council operations each year per directorate.	100%	Contract Management and IT Governance reviews have been completed and actions are being followed up. Climate Change, Community Engagement and Infrastructure Management review also undertaken, with recommendations for improvement being implemented.
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 Meetings were held on 3 July 2019, 31 August - 4 September 2019 (Financial Statements review and referral via circular resolution), 11 November 2019 and 9 March 2020. Internal audit review projects included IT Governance, Climate Change, Community Engagement and Infrastructure Management. The Committee's Annual Report to Council noted that the Committee is satisfied with the quality of work undertaken, the reported outcomes, and management's response/ progress toward corrective action where necessary.
4.2.07.06	Maintain a database of legislative compliance obligations.	Distributed monthly to MANEX for 100% compliance with statutory obligations.	100%	The legislative compliance checklist is distributed monthly to the Executive Leadership Team. There were no items of non-compliance noted.



# PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.2.08.01	Prepare Agenda, Business Papers and Minutes of Council Meetings.	Agenda and Business Papers to be distributed to Councillors 5 days prior to meeting. Minutes to be distributed to Councillors 7 days after meeting.	100%	Documentation is prepared in accordance with Council's Code of Meeting Practice.
4.2.08.03	Ensure Staff and Councillors are made aware of Council's Code of Conduct and Procedures.	Training organised every two years.	100%	Code of Conduct distributed to all staff and Councillors. Articles highlighting points of interest are included in Staff Newsletter.
4.2.08.04	Manage Council's Records System.	No breaches of State Records Act.	100%	Records management is undertaken in accordance with the State Records Act. No known breaches of the Act were noted.

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 were reviewed and approved by Council at its 17 June ordinary meeting. Long term financial plans have been extended to 15 years.
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 2020/2021 Operational Plan and Budget was approved by Council at its ordinary meeting held 17 June 2020.
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 2020/2021 Statement of Revenue Policy was approved by Council at its ordinary meeting held 17 June 2020.
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 (1993) NSW. Collections were carried out in accordance with Council policy and NSW OLG 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%	All required reports were prepared and accepted by Council at its ordinary meetings held during the year.

# PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
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 2018/2019 Financial Statements were completed and in accordance with the Acts, Regulations and Accounting Standards. Council received an unmodified audit report.
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 were 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.
4.3.01.09	Ensure accounting data is recorded accurately and returns are filed in accordance with legislative requirements.	Positive audit findings. Reduction in issues raised in management letter of medium consequence or higher.	100%	All financial data was accurately recorded during the year and in a timely manner. 2018/2019 Final Audit Report was a clear report with no audit findings. No matters were raised with a high level of consequence.
4.3.02.01	Ensure Council's Operational Plan is well publicised with ample opportunity for community input.	Operational Plan on public exhibition for a period of 28 days. Comment invited on a variety of media platforms.	100%	Council's 2020/2021 Operational Plan was publicised and made available via Council's website for public comment. The 2020/2021 Operating Plan was approved by Council at its ordinary meeting held 17 June 2020.
4.3.03.01	Maximise opportunities for utilising grants to supplement and support identified Council priorities and projects.	At least two successful grants received each year for projects within Council priority areas.	100%	In excess of two successful grants. Recent success with Resources for Regions and Crown Lands grant.
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. Recent application to Stronger Country Communities Round Three. Building Better Regions Funding confirmed. Drought stimulus submission completed and approved for Dappo Road/ Timbrebongie project. Resources for Regions Funding approved recently.
	Review Asset Management Plans annually.	Asset Management Plans updated annually by 30 June.	100%	Asset Management Plan complete and adopted by Council. Inspections for the financial year complete.

# PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.3.04.04	Update Long Term Financial Plans annually.	100% Long Term Financial Plans updated and adopted by 30 June annually.	100%	Asset Management Plan complete, including Long Term Financial Plans.
4.3.04.05	Undertake monthly inspections of Regional Roads.	12 inspections of each Regional Road per year.	100%	Asset Management Plan complete. All monthly inspections of regional roads have been finalised and undertaken as required.
4.3.04.06	Undertake annual inspections of Local Roads.	100% Local Roads inspected minimum of once per year.	100%	Asset Management Plan complete. All monthly inspections of local roads have been finalised and undertaken as required.
4.3.04.07	Develop and implement plant and fleet strategy.	Strategy developed by 30 June 2018 and implemented thereafter.	75%	Asset Management Plan in progress.
4.3.04.08	Develop a Council Property Strategy aligning Council's property portfolio with Delivery Program objectives.	Strategy developed by December 2019.	100%	Council's Property Strategy was adopted at the Council Meeting held in April 2020. The strategy provides a strategic framework for the management of Council's property portfolio to ensure current and future community and operational needs are met.



# PROACTIVE LEADERSHIP

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

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

# PROACTIVE LEADERSHIP

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. Attend monthly Interagency Group meeting.	100%	Quarterly meetings with State and Federal Members held, NSW Police and Regional Development Australia. Council representatives attend monthly interagency meetings.
4.4.04.02	Develop a Social Plan.	Social Plan developed by 30 September 2017.	100%	Completed in 2019.
4.4.04.03	Work with community groups and services to deliver actions in the Social Plan.	Implement actions in Social Plan.	100%	Social plan completed in 2019. Working to deliver outcomes through Economic Development Group Committee and sub-committee groups.
4.4.05.01	Work collaboratively with community groups through greater representation at the Interagency Group.	Increase the representation of community groups within the Interagency Group by 30 June 2018.	100%	Continue to work with all community groups to improve socio and economic outcomes and achieve Community Strategic Plan objectives.
4.4.05.02	Work collaboratively with the community through greater representation at the Trangie Action Group.	90% attendance by Councillor Representative.	100%	Councillor representation on Trangie Action Group. Good communication with Trangie Action Group Executive.



## MAJOR CAPITAL WORKS UNDERTAKEN

- Narromine Aquatic Park Refurbishment and Splash Park
- Tomingley Water Tanks
- Burns Oval lighting improvements
- Narromine Sports and Fitness Centre amenities Upgrades
- Narromine Cemetery Irrigation Upgrade
- Narromine Water Mains Replacement
- Disability Access Audit Public Amenities and Council - Narromine and Trangie

## MAJOR CAPITAL WORKS COMMENCED

- Apex Park Upgrades – Construction of new netball courts, upgrade of multi court, amenities building and paths
- Cale Oval Community Sporting Precinct – Building design and hill construction
- Upgrade Dundas Park Playground
- Dog Park
- Oval lighting
- Trangie Playground plus Pathways - Trangie Sporting Precinct
- Trangie Showground Irrigation Upgrade
- Trangie Showground Visitor Area Refurbishment
- Development Servicing Plan for Water Supply and Sewerage
- Safe and Secure Water Program - Tomingley Water Supply Augmentation
- Narromine Shire Council Integrated Water Cycle Management Strategy
- Safe Secure DWS 026 Drought Stimulus Narromine Water Security Project
- Dappo Road Development
- Narromine, Trangie and Tomingley Streetscapes
- Narromine Aviation Business Park Development
- Narromine Skypark Residential Development - Stages 5-7
- HubnSpoke Coworking Space - 37 Burraway Street
- Facilities Maintenance Grants - Drought Communities Programme Extension
- Park & Precinct Beautification Trangie and Tomingley
- Wetlands Extension





## 2019 / 2020 GRANTS

### SUCCESSFUL

- Drought Stimulus Program - \$1M - Timbreebongie-Dappo Road Project
- Building Better Regions Program - \$1M - Timbreebongie-Dappo Road Project
- Round 3 -\$750K - Cale Oval, Dundas Park, Park and precinct beautification
- Resources for Regions - \$1.67M
- Community Infrastructure and Roads Program - \$900K
- Regional Airports Program - \$419K
- Murray Darling Basin Fund- Hangars - \$450K
- AMSL Aero- (to company) - \$900K
- Crowns Lands Grant- Trangie Showground - \$100K

### UNSUCCESSFUL

- Building Better Regional Fund - Infrastructure Grant - \$4.5M

### PENDING

- Growing Local Economies- Infrastructure Grant - \$9M

# EVENTS

## Learn, Innovate and Grow

October 2019

The Learn, Innovate and Grow Workshop, held in October 2019 included workshops identifying 6 steps to a better business, business plan development, ideology activation, grant writing and digital and social media tactics. Over 80 people attended the workshops held in both Narromine and Trangie.

## Carpe Diem

17 - 18 October 2019

Sponsored by Narromine Shire Council, Inland Rail and Beat the Break Down Carpe Diem is a contemporary portrayal of Australian males dealing with issues of grief, loss and depression. Carpe Diem was a FREE community event held in Narromine and Trangie which attracted over 70 people.

## Ausfly – All Aviators Under One Sky

17 - 19 October 2019

The event included two days of seminars, a number of visiting exhibitors and over 200 planes. A community day was held on Saturday 19 October which included an air show, free entry to the Narromine Aviation Museum, a static plane display, kids activities and pooka the clown.

## Community Drought Support Events

November – December

Council assisted in facilitating a number of community events in Mungery, Dandaloo, Tomingley and Narromine as part of our Drought Response Program. The aim of the events were to boost the moral within our farming communities, due to the ongoing drought conditions. Council partnered with Narromine Rotary Club, Liverpool Rotary Club, Upper Northern Beaches Rotary Club, Narromine CWA and Ladies of the Land to present a series of Drought Support Events in the lead up to Christmas

Events included;

- Tomingley Christmas Party - Tuesday 26 November 2019
- Dandaloo Christmas Party - Sunday 8 December 2019
- Narromine Community BBQ - Friday 12 December 2019
- Gin Gin Christmas Party - Saturday 21 December 2019
- Mungery Christmas Party - Sunday 22 December 2019

The Program received over \$20,000 in cash and hamper donations to share with our community which was distributed through our local Rotary Club.

## Venetian Carnival

5 December 2019

Hosted by the Rotary Club of Narromine and Narromine Lions Club and supported by Narromine Shire Council and Communities for Children, the Venetian Carnival is a great family night of fun and entertainment celebrating the Christmas period. The event included a number of free activities, great prizes, a Santa appearance and Chocolate and Ham raffle.

## Pink Pigeon Festival

December 2019 and January 2020

The Pink Pigeon Festival is a group of activities run to raise money for the McGrath Foundation. The 2019/2020 Pink Pigeon Festival included a Pink Sheep Sale, Pink Golf Day, Pink Barefoot Bowls Day and the Pink Pigeon Race. The 2019/2020 Pink Pigeon Festival raised over \$15,000 for the McGrath Foundation.





# EVENTS

## Australia Day

26 January 2020

Over 500 people celebrated Australia Day in Narromine and Trangie at separate events. Narromine's Ambassador, Mr Roger Fletcher and Trangie's Ambassador Jamie 'Dodge' Manning presented the following awards at the individual Australia Day Celebrations.

- Citizen of the Year: Jan Colmer (Narromine), Anne Holden (Trangie)
- Senior Citizen of the Year: Shirley Allen (Narromine), Coral Dennis (Trangie)
- Young Citizen of the Year: Ned Kennedy (Trangie)
- Junior Sports Person of the Year: Emma Edwards (Narromine), Angus Dugan & Jock Kater (Trangie)
- Senior Sports Person of the Year: Tomas Newlands (Narromine), Adine Hoey (Trangie)
- Community Event of the Year: Narromine Jets Social Touch Football Competition (Narromine), Trangie Truck and Tractor Show (Trangie)
- Children's Champion Award: Emma Wilson (Trangie)
- Australia Day Award: Pink Pigeon Festival (Trangie)

In 2020, Council welcomed five people into the community with the following community members taking the pledge to become citizens at Sunday's ceremony;

- Grainne Doolan
- Rachel Lillyman
- Piyushkumar Ramanlal Patel
- Aarjav Piyushkumar Patel
- Durgesh Swamy

Due to COVID-19 the following events/celebrations were postponed or cancelled

- Dolly Festival - scheduled for April 2020
- Seniors Week - scheduled for April 2020
- Youth Week - scheduled for April 2020
- Trangie Information and Family Fun Day - scheduled for April 2020
- Reconciliation Day - scheduled for June 2020







# ECONOMIC DEVELOPMENT

## ECONOMIC DEVELOPMENT

### CSP Objective 2.1

Economic Development continues to be a strong focus of Narromine Shire Council featuring strongly in the Community Strategic Plan and the recently finalised Local Strategic Planning Statement. The Economic Development Group Committee of Council continues to provide support to this function giving direction and feedback on many initiatives. The group continues to have a focus on:

- Agriculture
- Industry and Business
- Tourism and the Arts

In 2019/2020 social plan initiatives were added as a fourth area of focus prioritising areas of community development. In 2019/2020 Narromine Shire Council has undertaken two large land development projects to bolster the amount of residential and industrial land. The Narromine Aviation Business Park development is linked to the Employment Lands Strategy and is complimented by recent upgrade works to Tom Perry Drive at the aerodrome.

## INLAND RAIL CONSULTATION

### CSP Objective 4.4

The development of Inland Rail between Parkes and Narromine continued throughout 2019/20. These works will link with the next section of work between Narromine and Narrabri which will see the development of 307Km of new construction. Planning is well underway with the Environmental Impact Statement due to be completed late in 2020. It is expected that these works will provide several hundred million dollars of economic activity for the local economy.

## LEARN INNOVATE AND GROW

### CSP Objective 2.2

A series of successful business and community workshops were held in October 2019. These workshops included business development, grant writing, marketing and social media skills. These workshops continue to be well attended by the community and will feature again in 2020.

## EVENT DEVELOPMENT

### CSP Objective 1.2

A successful AUSFLY event was held in October 2019 with several hundred flyers and residents attending. Each year the event continues to get stronger with a return to the community style event of the past.

In 2019 Narromine Shire Council supported many community events and in 2020 once again supported the Pink Pigeon fundraising efforts along with hosting Australia Day celebrations. COVID 19 restrictions have meant that almost all community events were postponed in the later half of the 2019/2020 year.

# FINANCIAL SNAPSHOT

## Financial Performance

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

Income Statement	2020 (\$'000)	2019 (\$'000)
Total income from continuing operations	24,616	24,494
Total expenses from continuing operations	20,199	20,839
Operating result from continuing operations	4,417	3,655
<b>Net operating result for the year</b>	<b>4,417</b>	<b>3,655</b>
Net operating result before grants and contributions provided for capital purposes	435	265
Statement of Financial Position		
Total current assets	28,229	27,097
Total non-current assets	313,544	309,811
Total current liabilities	(6,584)	(3,751)
Total non-current liabilities	(6,749)	(3,052)
<b>Total equity</b>	<b>328,440</b>	<b>330,105</b>
Other Financial Information		
Operating performance ratio %	2.28%	0.94%
Own source operating revenue ratio %	51.97%	54.34%
Unrestricted current ratio	2.86x	4.97x
Debt service cover ratio	10.16x	12.89x
Rates and annual charges outstanding ratio %	8.71%	10.27%
Cash expense cover ratio	8.23 months	15.34 months

## Cash Position

Council has cash and investment holdings of \$24.9m as at 30 June 2020. A summary of our cash flow for year ended 30 June 2020 is shown below:

	2020	2019
Cash flows from operating activities	14,908	10,106
Cash flows from investing activities	(11,836)	(9,851)
Cash flows from financing activities	2,521	369
Net increase (decrease) in cash held	5,593	624
Cash at beginning of financial year	1,659	1,035
Cash at end of financial year	7,252	1,659
<i>Additional information</i>		
Plus investment on hand – end of year	17,681	22,573
<b>Total cash, cash equivalents and investments</b>	<b>24,933</b>	<b>24,232</b>

# FINANCIAL SNAPSHOT

## Income Statement

Council's operating result (\$4.4 million including the effect of depreciation expense of \$5.6 million) is \$0.8 million higher than the 2018-19 result. The increase from the previous period is mainly due to an increase in grants.

The net operating result before capital grants and contributions of \$435k was \$170k higher than the 2018-19 result due to an increase in grants. Rates and annual charges revenue of \$9.0 million increased by \$0.1 million.

Grants and contributions revenue of \$11.8 million increased by \$0.8 million.

	2020 (\$M)	2019 (\$M)
Rates and annual charges revenue	9.0	8.9
Grants and contributions revenue	11.8	11.0
Operating result for the year	4.4	3.7
Net operating result before capital amounts	0.44	0.27

## Statement of Cash Flows

The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year and reveals that cash remained around \$24.9m.

## Financial Position

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

Cash and Investments	2020 (\$M)	2019 (\$M)
External restrictions	11.6	11.6
Internal restrictions	8.6	8.3
Unrestricted	4.8	4.3
<b>Cash and investments</b>	<b>24.9</b>	<b>24.2</b>



# FINANCIAL SNAPSHOT

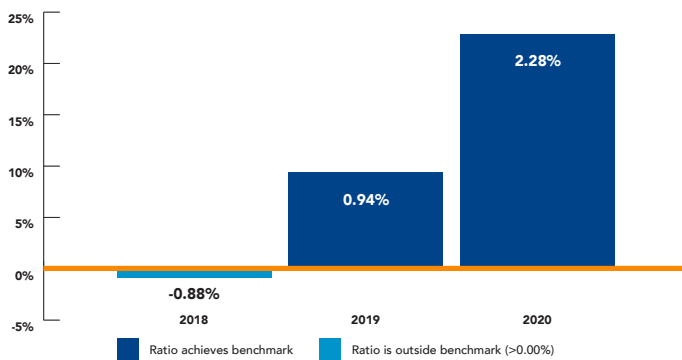
## Performance Ratios

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

### Operating Performance Ratio

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

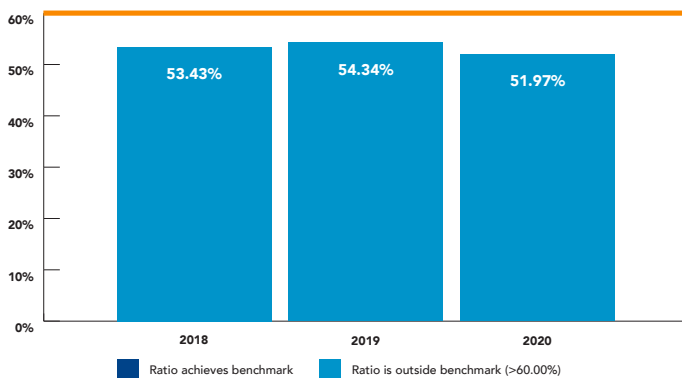
OLG sets a benchmark of a profit, i.e. a profit ratio greater than 0%. Council arrived at a small operating profit this year of 2.28%.



### Own Source Operating Revenue Ratio

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

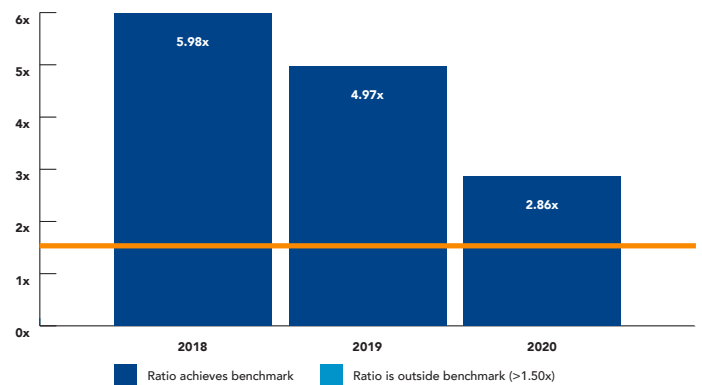
As a regional council with limited revenue generating opportunities, Council has generated 52% of total revenue. OLG has set a benchmark of 60%.



## Unrestricted Current Ratio

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

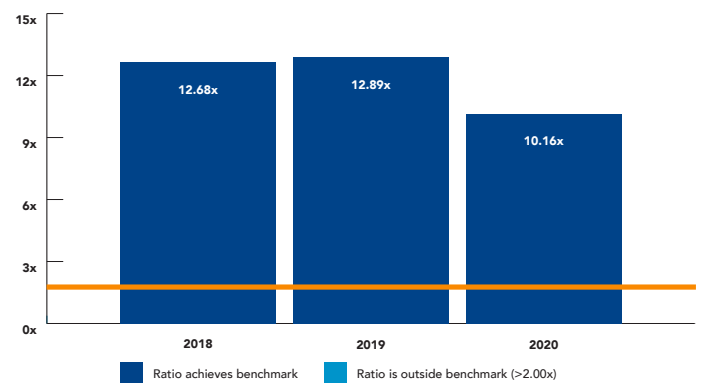
Council is well above the OLG benchmark of 1.5 times. Council's ratio is lower than last year due to an increase in accruals of costs related to the unfinished two land development projects.



## Debt Service Cover Ratio

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

Council's operating cashflow is well above the OLG benchmark of 2.0 times.

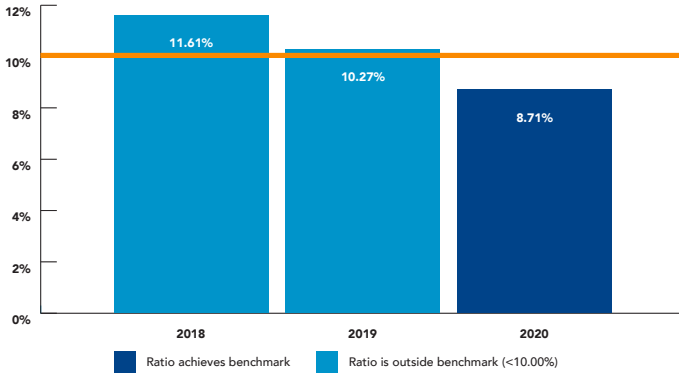


# FINANCIAL SNAPSHOT

## Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage

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

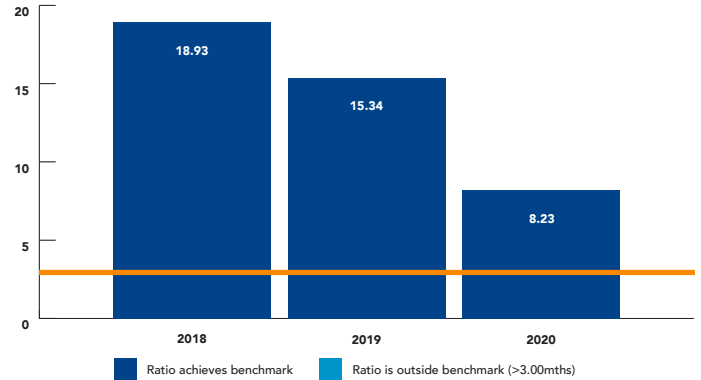
Council is favourably under OLG's benchmark of 10% overdue charges.



## Cash Expense Cover Ratio

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

Council is well above OLG's benchmark for rural councils of 3.0 times. Council's ratio has reduced from previous years due to placing less funds in term deposits.



# OUR STATUTORY REPORT

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

## AUDITED FINANCIAL REPORTS

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

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

## STATE OF ENVIRONMENT REPORT

Act s 428(3)

Refer to Annexure Two (State of Environment Report).

## RATES AND CHARGES WRITTEN OFF

Cl 132 Local Government (General) Regulation 2005 (Reg)

\$12,621

## OVERSEAS VISITS

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

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

## COUNCILLOR EXPENSES AND PROVISION OF FACILITIES

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

Expense	2020
Mayoral Allowance	26,528
Councillor Fees	108,389
Provision of dedicated office equipment allocated to Councillors	4,500
Telephone calls made by Councillors	4,189
Attendance of Councillors at conferences and seminars	3,709
Training of Councillors and provision of skill development, including transport, accommodation and out-of-pocket expenses	6,826

Expenses of any spouse, partner or other person who accompanied a Councillor, in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines	-
Expenses involved in the provision of care for a child or an immediate family member of a Councillor	-
Interstate visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	-
Overseas visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	-
Other Councillor expenses (catering, stationery etc.)	50,291
<b>Total</b>	<b>204,432</b>

## COUNCILLOR PROFESSIONAL DEVELOPMENT

- Ethical Conduct and Accountability; Communication and Working with Others – Presented by Stephen Blackadder attended by all Councillors
- Communicating Council Priorities – Presented by LGNSW attended by Crs Davies and Jablonski

## CONTRACTS AWARDED

Reg cl 217(1)(a2) (i), (ii) Details of each contract awarded for amounts greater than \$250,000

Name of Contractor	Nature of Goods/ Services Supplied	Total Amount Payable (incl GST)
MAAS	Skypark Subdivision	\$1,575,870.16
MAAS	Narromine Hangar Subdivision	\$3,990,046.17
Haldon Industries	Temporary Water Treatment Plant	\$477,100.23
Westrac	Motor Grader	\$371,400



# OUR STATUTORY REPORT

## LEGAL PROCEEDINGS

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

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

## PRIVATE WORKS

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

Nil

## CONTRIBUTIONS

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

\$42,217

## EXTERNAL BODIES

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

Nil

## CONTROLLING INTERESTS

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

Nil

## JOINT VENTURES

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

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

## EQUAL EMPLOYMENT OPPORTUNITY

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

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

Activities included:

- 3 meetings in the 2019/2020 year
- The promotion of EEO, anti-discrimination/harassment in the monthly staff newsletter
- A procedure to ensure gender-based language is not used in position vacant recruitment and that at least 2/3 panel members have been trained

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

## EMPLOYMENT OF SENIOR STAFF

*Reg cl 217(1)(b)(i), (ii), (iii), (iv), (v) Statement of total remuneration comprised in the remuneration package of the General Manager*

Total remuneration package for the General Manager for the year was \$262,000. This includes bonus, performance or other payments that do not form part of the salary component; total amount payable by way of employer's contribution or salary sacrifice to any superannuation scheme to which the General Manager may be a contributor; total value of any non-cash benefits for which the General Manager may elect under the package and total amount payable by way of fringe benefit tax for any such non-cash benefits.

*Reg, cl 217(1)(c) (i), (ii), (iii), (iv), (v) Statement of total remuneration packages of all senior staff members, expressed as the total (not of individual members)*

\$194,750.

Staff Group	General Manager	Senior Staff
Total Salary Component	\$235,269.41	\$173,721.46
Bonus, performance or other payments outside salary component	Nil	Nil
Superannuation incl. salary sacrifice	\$22,730.59	\$16,028.54
Total non cash benefits elected under package	\$4,000	\$5,000
Total amount payable by way of Fringe Benefits Tax for any non cash benefits	\$12,000	\$10,000



# STATUTORY REPORT

## **STORMWATER MANAGEMENT SERVICES**

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

Stormwater Management Services charged by Narromine Shire Council in 2019/2020 are as follows:

- + \$25.00 for all residential lots with an area below 1200m<sup>2</sup>
- + \$50.00 for all lots with an area greater than or Equal to 1200m<sup>2</sup> and below 5000m<sup>2</sup>
- + \$100.00 for lots with an area greater than or equal 5000m<sup>2</sup> and below 10,000m<sup>2</sup>
- + \$375.00 for lots with an area greater than 10,000m<sup>2</sup>

## **COASTAL PROTECTION SERVICES**

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

Nil

## **ENVIRONMENTAL UPGRADE AGREEMENT**

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

Nil

## **SPECIAL VARIATION EXPENDITURE**

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

Nil

## **CAPITAL EXPENDITURE**

*OLG Capital Expenditure Guidelines*

*Capital Expenditure Guidelines Report on capital works projects*

Nil

## **COMPANION ANIMALS ACT AND REGULATION**

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

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

During 2019/2020 Council spent a total of \$165,795 on companion animal management and activities.

Council subscribes to a free online "Responsible Dog Ownership" program which is promoted through Council's website and social media. This program encourages responsible ownership, care of companion animals as well

as promoting de-sexing of companion animals within the Narromine Shire. Council has a strong working relationship with a pet rescue organisation to ensure that as many companion animals are re-homed as possible. The re-homing rate for 2019/2020 was 71%, with 23% being returned to their owners and only 4% being euthanized due to being unsuitable for re-homing and/or dangerous, 1% were stolen and 1% died.

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

# STATUTORY REPORT

## GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

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

Council's program for the proactive release of information involved providing as much information as possible on Council's website. During the reporting period Council received 19 formal access application details of which are as follows:

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private Sector business	3	0	0	1	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	12	0	0	0	0	0	0	0
Members of the public (other)	2	0	0	0	0	0	0	1

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Personal information applications	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	17	0	0	1	0	0	0	1
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0



# STATUTORY REPORT

**Table C – Invalid Applications**

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

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

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

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

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





# STATUTORY REPORT

**Table F – Timeliness**

	Number of applications
Decided within the statutory time frame (20 days plus any extensions)	19
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0

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

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

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

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

**Table I – Applications transferred to other agencies**

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

# STATUTORY REPORT

## PLANNING AGREEMENTS

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

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

## PUBLIC INTEREST DISCLOSURES

*s31 & c14 Information on number of public interest disclosures and whether public interest disclosure policy is in place*

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

## CARERS (RECOGNITION) ACT

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

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

## DISABILITY INCLUSION PLAN

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

Council continues to maintain a Disability Inclusion Action Plan with the purpose of enabling greater access to Council information, services and facilities. In 2019/20 there was a particular emphasis on planning to make Council's facilities more accessible and where possible to encourage private businesses to become more mobility friendly. There also continues to be a focus on footpath access ramps and increased seating in the business areas.

## RECOVERY AND THREAT ABATEMENT PLANS

*Fisheries Management Act 1994, s220ZT (2)*

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

## SWIMMING POOL INSPECTIONS

*s22F (2) Details of Inspections of private swimming pools*

Inspection Category	Number
Swimming pool inspections made by Council	20
Swimming pool inspections made by Council of tourist and visitor accommodation	0
Inspections of premises with 2 or more dwellings	11
Inspections resulting in the issuing of a certificate of compliance	16
Inspections resulting in the issuing of a certificate of non-compliance	4





## CONTACT

### Customer Service & Payments Centre

118 Dandaloo Street, Narromine

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

*(for payments and general enquiries)*

### Council Chambers

124 Dandaloo Street, Narromine

Open from 8.30 am to 5.00 pm Monday to Friday  
Telephone 02 6889 9999 (for general enquiries)

### Correspondence

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

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

Email: [mail@narromine.nsw.gov.au](mailto:mail@narromine.nsw.gov.au)

Fax: 02 6889 9998

Website: [www.narromine.nsw.gov.au](http://www.narromine.nsw.gov.au)

### Council's Contact Directory

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