
NARROMINE SHIRE COUNCIL
ORDINARY MEETING BUSINESS PAPER – 9 FEBRUARY 2022
REPORTS TO COUNCIL – GENERAL MANAGER

1. RECORDS MANAGEMENT POLICY AND PROCEDURES FOR COUNCILLORS

Author:	Director Governance
Responsible Officer:	General Manager
Link to Strategic Plan:	CSP – 4.2.8 Implement best practice governance standards, transparent decision making and a strong ethical culture

Executive Summary

This report is provided to Council for revision and endorsement of the Records Management Policy and Procedures for Councillors.

Report

Councillors are subject to the State Records Act 1998 when they are undertaking official business on behalf of Council. Official business includes business relevant to the performance of the function and duties of the office of Councillors.

A state record is any record made or kept or received and kept, by any person in the course of the exercise of official functions in a public office, or for any purpose in a public office, or for the use of a public office e.g.

- Correspondence, including emails regarding building and development matters
- A petition received from a community group
- Declarations concerning a Councillor's pecuniary interests
- Speech notes made for addresses given at official Council events
- Complaints, suggestions or enquiries by rate payers about Council services

Councillors should create and capture full and accurate records of any significant business undertaken in the course of their official duties for Council e.g.

- Providing advice, instructions or recommendations
- Correspondence received and sent relating to work undertaken for Council etc

The attached policy and procedures provide the framework for Councillors to ensure State records are protected from unauthorised or unlawful access, destruction, loss, deletion or alteration.

Financial Implications

Nil

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1. RECORDS MANAGEMENT POLICY AND PROCEDURES FOR COUNCILLORS (Cont'd)

Legal and Regulatory Compliance

State Records Act 1998 and Regulations 2015
Local Government Act 1993
Government Information (Public Access) Act 2009
Evidence Act 1995
Environmental Planning and Assessment Act 1979
Health Records and Information Privacy Act 2002
Privacy and Personal Information Protection Act 1998

Risk Management Issues

Compliance with recordkeeping legislative requirements

Internal/External Consultation

Council's attached policy and procedures are in accordance with the NSW State Archives and Records sample policy.

Attachment

- Draft Records Management Policy and Procedures for Councillors (***Attachment No. 1***).

RECOMMENDATION

That the Draft revised Records Management Policy and Procedures for Councillors be adopted.

2. RESIGNATION OF INTERNAL AUDIT COMMITTEE CHAIR

Author: Director Governance
Responsible Officer: General Manager
Link to Strategic Plan: CSP – 4.2.8 Implement best practice governance standards, transparent decision making and a strong ethical culture

Executive Summary

This report advises Council of the resignation of the Chair of Council's Internal Audit Committee.

2. RESIGNATION OF INTERNAL AUDIT COMMITTEE CHAIR (Cont'd)

Report

The Chair of Council's Internal Audit Committee resigned from the Committee effective 10 December 2021.

The Chair cited a number of concerns in his resignation letter. A report will be prepared for the March Internal Audit Committee addressing these concerns and providing an opportunity for the Committee to consider them and make recommendations to Council or management if required.

In addition to the above, it is recommended that the Committee consider whether a shared arrangement for the internal audit function and chief audit executive now be entered into.

Financial Implications

The Independent Members receive a remuneration fee for meetings attended. Current fee is \$1255 (ex GST) per meeting per independent member.

Legal and Regulatory Compliance

Local Government Act 1993

OLG Internal Audit Guidelines 2010

Draft Risk Management and Internal Audit Framework for Local Councils in NSW

Risk Management Issues

The objective of an audit, risk and improvement committee is to provide independent assurance to Council by monitoring, reviewing and providing advice about Council's governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

All Councils are required to establish an audit, risk and improvement committee by June 2022. Existing committees have until June 2027 to ensure the membership of their committees complies with the new Guidelines (still to be finalised by the Office of Local Government).

Under Council's existing Internal Audit Committee Charter, the committee's voting members are two independent members and one Councillor. The committee can therefore still form a quorum with two members.

Internal/External Consultation

Management will prepare a report for consideration at the next Internal Audit Committee meeting to be held in March. Any recommendations from the Committee requiring Council's consideration will be presented to the April Ordinary Meeting.

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2. RESIGNATION OF INTERNAL AUDIT COMMITTEE CHAIR (Cont'd)

RECOMMENDATION

That the information be noted.

3. DELIVERY PROGRAM PROGRESS REPORT – 1 JULY 2021 TO 31 DECEMBER 2021

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

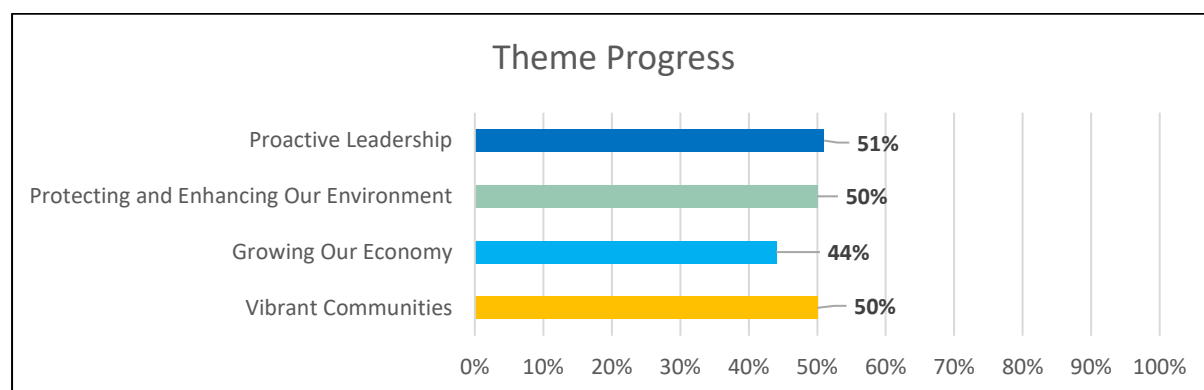
Executive Summary

This report provides Council with information on the progress of Council's Delivery Program actions from 1 July 2021 to 31 December 2021. Council has achieved 48% of its goals for the 2021/2022 financial year.

The General Manager must ensure that progress reports are provided to Council, with respect to the principal activities detailed in the Delivery Program, at least every six months.

The report (**see Attachment No. 2**) presents the progress on Council's achievements in implementing the 2017/2022 Delivery Program and the 2021/2022 Operational Plan to 31 December 2021. Each item in the Delivery Program is referenced to one of the key priorities in the Community Strategic Plan – Vibrant Communities; Growing Our Economy; Protecting and Enhancing Our Environment; Proactive Leadership.

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



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**3. DELIVERY PROGRAM PROGRESS REPORT – 1 JULY 2021 TO 31 DECEMBER 2021
(Cont'd)**

Notable achievements for the 2021/2022 financial year to date include: -

- Completion of Dundas Park Playground upgrade
- Donation of over \$24,538 to community groups
- Installation of a new liner to the Narromine Pool
- NSW Planning Portal
- Allocation of \$34,725 of funds from the Tomingley Gold Community Fund to various community organisations
- Narromine Wetlands Project – construction of a carpark and lighting installation

Projects underway include: -

- Construction of two new hangars at the Narromine Aviation Business Park
- Dappo Road Subdivision
- Construction of Cale Oval grandstand
- Narromine Aerodrome Lighting Upgrades
- Narromine wetlands Project – construction of ponds

Financial Implications

Operational Plan and Budget 2021/2022

Legal and Regulatory Compliance

Local Government Act 1993 – Section 404(5)

Risk Management Issues

Compliance with legislative requirements.

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

Internal/External Consultation

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

Attachments

- Delivery Program Progress Report – 1 July 2021 to 31 December 2021
(Attachment No. 2)

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**3. DELIVERY PROGRAM PROGRESS REPORT – 1 JULY 2021 TO 31 DECEMBER 2021
(Cont'd)**

RECOMMENDATION

That the Delivery Program Progress Report from 1 July 2021 to 31 December 2021 be noted.

4. LEASE OFFICE SITE NO 12 AND HANGAR SITE NO 16 NARROMINE AERODROME

Author	Director Governance
Responsible Officer	General Manager
Link to Strategic Plans	CSP – 4.3.4 Ensure Council's property assets are monitored and well managed

Executive Summary

This report is presented to Council to determine the lease fee for Office Site No 12 and Hangar Site No 16 at the Narromine Aerodrome.

Report

Council has for many years leased the above sites at the Narromine Aerodrome. The current lease is due to expire on 28 February 2022 and the lessee has requested renewal of the agreement for the above sites for a 1-year term, with the option to renew for a further 12-month period.

Current rental for both sites is \$308.87 per month (GST incl.)

Council has no immediate or short term need for either of the sites for its own purposes, therefore renewal of the lease with the existing lessee is recommended.

Financial Implications

It is proposed that the current monthly rental of \$308.87 per month (GST incl.) be increased by the annual CPI rate.

Legal and Regulatory Compliance

Council will need to enter into a new lease agreement with the existing lessee.

Council cannot delegate the making of a charge under Section 377 of the Local Government Act.

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**2. LEASE OFFICE SITE NO 12 AND HANGAR SITE NO 16 NARROMINE AERODROME
(Cont'd)**

Risk Management Issues

The lessee is required to hold public liability insurance coverage in the amount of \$20,000,000 for the areas leased from Council.

Internal/External Consultation

Consultation with the lessee

Attachments

Nil

RECOMMENDATION

That Council lease Office Site No 12 and Hangar Site No 16 at the Narromine Aerodrome for a 1-year term, with an option to renew for a further 12-month period, at the commencing rental of \$318.29 per annum (GST inclusive), with annual CPI increments to be applied should the option to renew be exercised.

Jane Redden
General Manager



~~POLICY~~ — RECORDS MANAGEMENT
POLICY AND PROCEDURES FOR
COUNCILLORS

~~Adopted by Council on 12 September 2018, Resolution No: 2018/219~~

Created By: General Manager's Department Governance
Version No: 4.05.0
Adopted Date: 10 December 2014, 12 September 2018, 9 February 2022
Review Date: 11 September 2022 8 February 2026

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1 PURPOSE, SCOPE, AUTHORITY AND APPLICATION OF THIS DOCUMENT

1.1 Purpose of this document

The purpose of this document is to ensure that full and accurate records (see Appendix C : Glossary) of the activities and decisions of Councillors, in the course of their official duties for Council, are created, managed and disposed of appropriately to meet the Council's organisational needs and accountability requirements.

A records management program (see Appendix C: Glossary) has been established by Council in accordance with section 12(2) of the State Records Act 1998. This document provides part of the framework for that program. More information on the records management program is available in Council's Records Management policy.

1.2 Scope of this document

This document has been specifically developed to assist Councillors to meet their recordkeeping responsibilities. Council staff members should refer to Council's Records Management Policy and Records Management Procedures.

1.3 Authority of this document

This document has been adopted by the Council by formal minute based on the General Manager's report and recommendations. It has been developed in consultation with Councillors and will be revised on a regular basis. Ownership of the policy and procedures rests with the ~~Executive Manager~~ Corporate Director Governance, who is responsible for reporting to State Records NSW regarding compliance with legislative requirements and recordkeeping standards.

1.4 Application of this document

All Councillors must comply with this document in their conduct of official business for Council. Official business includes business relevant to the performance of the function and duties of the office of Councillor. This document applies to records in all formats, including electronic records.

2 STATE RECORDS

2.1 Some Councillors' records are State records

Public offices are bound by the State Records Act 1998 which establishes rules for best practice for recordkeeping in NSW Government, encouraging transparency and accountability. Councils are identified as public offices under the Act (section 3(1)). When discharging functions of Council, Councillors are subject to the State Records Act when they create or receive 'State records'.

A State record is 'any record made and kept or received and kept, by any person in the course of the exercise of official functions in a public office, or for any purpose of a public office, or for the use of a public office' (section 3(1)).

2.2 Examples of State records

Examples of State records include (but are not limited to):

- correspondence, including emails, regarding building and development matters
- a petition received from a community group
- declarations concerning a Councillor's pecuniary interests
- speech notes made for addresses given at official Council events,
- complaints, suggestions or enquiries by rate payers about Council services.
- Records relating to the recruitment and appointment of the General Managers

2.3 Examples of records that are not State records

Conversely, records which are created, sent or received by Councillors when they are **not** discharging functions of Council are **not** considered to be State records for the purposes of the State Records Act 1998.

Narromine Shire Council Policy – Records Management Policy and Procedures For Councillors

Examples of records that are not State records include (but are not limited to):

- records relating to political or electoral issues eg lobbying for votes, supportive emails from members of the community regarding elections or political stances
- communications regarding matters of personal/general interest rather than Council interest eg information from environmental or other interest groups not specific to issues being considered by Councillors or Council
- records relating to attendance at sports functions, church fetes, community functions when the Councillor is not representing Council
- personal records of councillors such as personal emails, character references for friends, nomination for awards, letters to local newspapers etc that are not related to Council business.

3 RECORDS AS A RESOURCE

Records are a vital asset to council. Many records created and received by Councillors have the potential to:

- support the work of Councillors and Council's program delivery, management and administration
- help Councillors and Council to deliver customer services in an efficient, fair and equitable manner
- provide evidence of Councillors' actions and decisions and establish precedents for future decision making, and
- protect the rights and interests of the Council, Councillors and its clients and rate payers.

A small percentage of records created and received by Councillors will become archives (See Appendix C: Glossary), part of the cultural resources of the State.

4 CREATION AND CAPTURE OF RECORDS

4.1 What records to create and capture

Councillors should create and capture full and accurate records of any significant business undertaken in the course of their official duties for Council. Significant business can include:

- providing advice, instructions or recommendations
- drafts of documents for Council containing significant annotations or submitted for comment or approval by others
- correspondence received and sent relating to their work undertaken for Council.

Council is responsible for:

- creating and capturing records of Council or committee meetings where the Council is the secretary
- capturing any State records it sends to Councillors regarding Council business.

Creation of records of a confidential nature

On some occasions Councillors are approached and asked to keep matters discussed relating to Council business confidential. In this case they should refer the person to Council's General Manager. Confidential conversations/correspondence must still be recorded and registered into Council recordkeeping systems if they refer to Council business. There are policies and security controls in place to ensure these records have limited access (see Section 6 Security and confidentiality of records), but these records may still need to be produced under relevant legislation, eg subpoena, or the Government Information (Public Access) Act 2009. With security controls in place, records are likely to be less at risk than if they were not in recordkeeping systems.

4.2 How to create records

Council has a number of paper and electronic templates available for Councillors to create emails, faxes, letters and memos while conducting business for the Council. These will assist Councillors in ensuring that the essential information is recorded.

Details of significant advice, commitments etc made during telephone or verbal conversations or via SMS should be recorded using the Council's standard file note template (eg time, date, parties involved, summary of discussion, commitments, advice given etc and reasons for them). Notes in Councillors' diaries are generally not adequate where there are recordkeeping requirements: they should be converted into a formal file note. These records should be made **as soon as possible** after the event to ensure the information is accurate.

See Section 6 Security and confidentiality of records for information about the treatment of confidential matters.

4.3 How to capture records

Records of Council business that are created or received by Councillors (with the exception of those sent from Council as they are already captured) should be saved into official Council recordkeeping systems as soon as is practicable so that Council can assist with their long term management.

Paper records

Records created or received in paper format by Councillors should be forwarded to Council to be registered on Council's electronic recordkeeping system. If records are of a sensitive or confidential nature, the Councillor should alert the General Manager to this fact so that appropriate security controls can be applied.

It is suggested Councillors forward the records to Council at least monthly, although matters requiring action by Council need to be forwarded immediately.

Email and electronic records

Email and other electronic records should be forwarded to Council promptly for registration by emailing to mail@narromine.nsw.gov.au. If records are of a sensitive or confidential nature, the Councillor should alert the General Manager to this fact so appropriate security controls can be applied.

See [Section 6 Security and confidentiality of records](#) for information about security controls for sensitive records.

Councillors' Copies

If a Councillor retains copies of any records once the originals have been forwarded for registration, these should be retained only while needed for current Council business. The routine destruction of copies of records is permitted under the State Records Act (section 21(2)). See [Section 11 Disposal](#) for more information.

Councillors must forward duplicates of records to the ~~General~~ [Manager's Governance](#) Department for destruction (see Section 11.2).

It is important to recognise that these copies should be treated like the originals with regard to security controls applied (see [Section 10 Handling and storage of records](#)).

5 REGISTRATION OF RECORDS BY COUNCIL

5.1 Registration procedures

Records received from Councillors for registration will be handled in accordance with the Council's Records Management Policy and procedures.

See [Section 6 Security and confidentiality of records](#) for information about security controls applied to sensitive records.

5.2 Councillors' mail (including email)

Incoming mail for Councillors received at Council with no privacy markings will be opened by Council staff. Mail relating to Council business is registered into Council's recordkeeping system before being scanned and emailed to the Councillor via their Council email address. Mail with privacy markings is forwarded to the Councillor unopened. It is then the Councillor's responsibility to return any mail that is a State record and requires registration in the Council's main recordkeeping system. Any incoming mail for Councillors which is not related to Council business is not registered into Council's recordkeeping system however is opened, scanned and emailed to Councillor via their Council email address.

Faxes to Councillors are registered into Council's electronic recordkeeping system before being emailed to Councillors via their Council email address.

Electronic mail received through the Council's generic email address that is addressed to Councillors is registered in Council's electronic recordkeeping system and then emailed to the Councillor via their Council email address.

Narromine Shire Council Policy – Records Management Policy and Procedures For Councillors

In terms of general correspondence which is to be copied to Councillors, the original letter is registered in the recordkeeping system and referred to the appropriate action officer. Copies are emailed to Councillors, with a copy also referred to the General Manager.

6 SECURITY AND CONFIDENTIALITY OF RECORDS

6.1 Building controls

Council's vital paper records are kept securely in Council's office buildings with security controls to protect against unauthorised access.

6.2 System controls

The Council's records management software which controls both paper and electronic records restricts access according to security levels.

6.3 Security Labels

Sensitive and confidential correspondence that has been marked 'Confidential' is handed to the General Manager. It is kept in the General Manager's care until reported in closed meeting to Council or until there is no further need for confidentiality. The correspondence is then recorded in Council's electronic document records management system. This also applies to 'Commercial in Confidence' correspondence.

6.4 Rules for Council staff and Councillors

Council staff and Councillors are bound by Council's Code of Conduct & Procedures, preventing unauthorised access or disclosure of Council records.

See [Section 10 Handling and storage of records](#) for advice regarding Councillors' security responsibilities when storing records.

7 ACCESS TO RECORDS OF COUNCIL

7.1 Access relating to civic duties

Councillors need to have access to information held by Council to help them make informed decisions on matters under their consideration. This information should be relevant and appropriate to the discharge of their obligations eg records relating to matters before Council or due to be listed for which there is notification.

As a first step Councillors should direct their request for information to the General Manager.

Records can be made available for viewing during normal business hours. Records must be viewed in the presence of a Records Officer.

7.2 Access relating to personal interest

Councillors wishing to access records in relation to a matter of personal interest have the same rights as other members of the public. Access may be obtained, for example, under:

The Privacy and Personal Information Protection Act 1998
The Health Records and Information Privacy Act 2002
The State Records Act 1998, or
The Government Information (Public Access) Act 2009

7.3 Refusal of access

If a Councillor is refused access to records, they should refer to any appeal provisions of the relevant Act.

7.4 More information on Access

More information on gaining access to Council records can be obtained from the [Executive Manager Corporate Director](#) Governance on 6889 9930.

See also [Section 9 Unauthorised access or disclosure of council records](#)

8 BORROWING RECORDS OF COUNCIL

8.1 Borrowing paper-based records

Under section 11(1) of the State Records Act, Councils are required to ensure the safe custody and proper preservation of records they are responsible for. If a Councillor needs to borrow a paper-based Council record in the course of their duties for Council, they should contact the General Manager and arrangements can be made for the file to be made available for viewing by the Councillor or a photocopy of the relevant documents to be provided to the Councillor as the circumstances dictate.

No Council files are to be taken from the Council premises.

8.2 Borrowing records in electronic form

Electronic records may be emailed to Councillors when required; however these records will be firstly be converted to pdf format.

8.3 Loss of records

Councillors are responsible for records marked out to them and should protect them accordingly. If a record is not able to be located, the Councillor is to advise the General Manager as soon as possible.

8.4 Archives

Council policy regarding archives is that they are **not** to be borrowed. They should rather be viewed within Council offices during normal working hours in the presence of a records officer. Photocopies of relevant pages can be made available to Councillors if restrictions on copying do not apply.

9 UNAUTHORISED ACCESS OR DISCLOSURE OF COUNCIL RECORDS

The Local Government Act 1993 section 664(1) prohibits the disclosure of information obtained in connection with the administration or execution of the Act, except in certain specific circumstances. Councillors are also bound by Council's Code of Conduct ~~&and~~ Procedures not to:

- Attempt to access records they are not authorised to see
- Provide unauthorised access to other parties while Council records are in their care
- Disclose confidential information about Council business, or
- Disclose personal information of employees, clients etc. without the subject's consent.

These rules help to ensure that Council and its staff and clients are protected and that the requirements of relevant legislation, such as privacy legislation, are met (see Appendix A).

10 HANDLING AND STORAGE OF RECORDS

10.1 Damage or neglect of records is an offence

Damage or neglect of a State record is an offence under section 21 of the State Records Act. Councillors should apply the storage and handling rules below to ensure records are protected.

10.2 Handling of records

When handling Council records the following rules apply:

- Registered documents are not to be rearranged or removed from Council files (the order provides context for the records) and information on files should never be altered.
- No food or drink is to be consumed near records (grease and food particles can attract vermin and liquids can damage records if spilt on them).
- Strictly no smoking around records (due to airborne pollutants and the risk of fire)
- If records are damaged during handling, the ~~Executive—Manager~~ Corporate Director Governance should be informed. No attempts should be made to repair the record (as some repairs can do long term damage).

Information on handling specific formats is available in State Records' *Recordkeeping in Brief 14: Handle with care* or can be provided by Council's records staff.

10.3 Storage of records

No Council hard copy/paper files should be stored in Councillor's homes. Files must be accessed at Council in normal working hours in the presence of a records officer.

11 DISPOSAL OF RECORDS

11.1 Disposal in accordance with the State Records Act

State records held by Councillors must be disposed of in accordance with the State Records Act 1998.

State Records NSW has issued *General Retention and Disposal Authority – Local Government Records (GA39)*, which outlines classes of records and how long they should be kept before being legally destroyed or transferred to archives. Periods specified are based on relevant legislation, guidelines and standards. Failure to keep records for the length of time specified in GA39 may put Councillors and Councils at risk.

Other forms of authorised disposal include:

- By order of a court or tribunal
- 'normal administrative practice' (NAP) where ephemeral, duplicate or facilitative records can be destroyed. State Records has produced Guidelines on Normal Administrative Practice (NAP) which provide further information on the application of NAP.

11.2 Liaison with Council for disposal

Councillors should not be undertaking disposal of records. If Councillors have duplicates or copies of records, these should be forwarded to Council for appropriate disposal.

Councillors must forward all records to Council staff for capture into the official recordkeeping system. Duplicates of records should be forwarded to the [General Manager's Governance](#) Department for disposal.

12 FOR MORE INFORMATION

For more information about the use of this policy and procedures, contact the [Executive Manager Corporate Director](#) Governance.

Acknowledgement: The Council acknowledges the use of State Records NSW, Sample records management policy and procedures for Councillors which draws on policy/procedure documents of State Library of NSW, State Records NSW, Armidale/Dumaresq Council, Shoalhaven City Council, and the Council of the City of Sydney.

APPENDIX A – LEGISLATIVE REQUIREMENTS FOR RECORDKEEPING

- *Environmental Planning and Assessment Act 1979* available at:
<https://www.legislation.nsw.gov.au/#/view/act/1979/203>
- *Evidence Act 1995* available at:
<https://www.legislation.nsw.gov.au/#/view/act/1995/25>
- *Government Information (Public Access) Act 2009* available at:
<https://www.legislation.nsw.gov.au/#/view/act/2009/52>
- *Health Records and Information Privacy Act 2002* available at:
<https://www.legislation.nsw.gov.au/#/view/act/2002/71>
- *Local Government Act 1993* available at:
<https://www.legislation.nsw.gov.au/#/view/act/2002/71>
- *Privacy and Personal Information Protection Act 1998* available at:
<https://www.legislation.nsw.gov.au/#/view/act/1998/133>
- *State Records Act 1998* – including standards and retention and disposal authorities issued under the Act - available at:
<https://www.legislation.nsw.gov.au/#/view/act/1998/17>
- *State Records Regulation 2015* available at:
<https://www.legislation.nsw.gov.au/#/view/regulation/2015/505>

(Note: This list is not exhaustive. It is the responsibility of managers to examine legislation and government directions which govern their activities, and ensure that records arising from these activities conform with recordkeeping requirements.)

APPENDIX B – BEST PRACTICE GUIDANCE FOR RECORDKEEPING

- Australian Standard, AS ISO 15489-2002, *Records management*
- Australian Standard AS5090-2003, *Work process analysis for recordkeeping*
- NSW Ombudsman, *Good Conduct and Administrative Practice: Guidelines for State and Local Government, 2017*, available at: https://www.ombo.nsw.gov.au/_data/assets/pdf_file/0016/3634/Good-conduct-and-administrative-practice-guidelines-for-state-and-local-government.pdf
- Narromine Shire Council Code of Conduct ~~&-and~~ Procedures
- Narromine Shire Council Privacy Management Plan

APPENDIX C – GLOSSARY OF TERMS

This glossary has been compiled from the State Records Authority Glossary of Recordkeeping Terms. Sources of terms include Australian and international standards on records management.

Access

Right, opportunity, means of finding, using or retrieving information. *AS ISO 15489 Part 1 Clause 3.1*

Appraisal

The process of evaluating business activities to determine which records need to be captured and how long the records need to be kept, to meet business needs, the requirements of organisational accountability and community expectations. *AS 4390 Part 1 Clause 4.3*

Archives

Those records that are appraised as having continuing value. *AS 4390 Part 1 Clause 4.5*

Disposal

A range of processes associated with implementing appraisal decisions. These include the retention, deletion or destruction of records in or from recordkeeping systems. They may also include the migration or transmission of records between recordkeeping systems, and the transfer of custody or ownership of records. *AS 4390 Part 1 Clause 4.9*

Recordkeeping

Making and maintaining complete, accurate and reliable evidence of business transactions in the form of recorded information. *AS 4390-1996, Part 1.4.19*

Recordkeeping systems

Information systems which capture, maintain and provide access to records over time. *AS 4390-1996, Part 1 Clause 4.20*

Records

Information created, received, and maintained as evidence and information by an organisation or person, in pursuance of legal obligations or in the transaction of business. *AS ISO 15489 Part 1 clause 3.15.*

Any document or other source of information compiled, recorded or stored in written form or on film, or by electronic process, or in any other manner or by any other means. *State Records Act 1993 (NSW).*

Records management program

A records management program encompasses the management framework, the people and the systems required within an organisation to manage full and accurate records over time. This includes the identification and protection of records with longer-term value that may be required as State archives.

Retention and Disposal Authority

Documents authorised by the Board of State Records NSW that set out appropriate retention periods for classes of records.

State archive

A State record that the State Records Authority of New South Wales has control of under the *State Records Act, 1998 (NSW)*.

APPENDIX D – WEB ADDRESSES FOR PUBLICATIONS REFERRED TO IN THIS DOCUMENT

See also Appendix A for links to legislation.

~~NSW Finance & Services, Guide to Labelling Sensitive Information 2011~~NSW Government Information Classification, Labelling and Handling Guidelines, available at:

[https://www.digital.nsw.gov.au/sites/default/files/2021-06/NSW Info Classification Labelling and Handling Guidelines 2020 V2.1.pdf](https://www.digital.nsw.gov.au/sites/default/files/2021-06/NSW%20Info%20Classification%20Labelling%20and%20Handling%20Guidelines%20V2.1.pdf)

<https://www.finance.nsw.gov.au/sites/default/files/policy-documents/Labelling%20Sensitive%20Information%202011.pdf>

State Records, - *Destruction of records*, revised 2015, available at:
<https://www.records.nsw.gov.au/recordkeeping/advice/retention-and-disposal/destruction-of-records>

State Records, *General retention and disposal authority: local government records (GA39)*, available at:
<https://www.records.nsw.gov.au/recordkeeping/rules/gdas/ga39>

State Records, - *Normal administrative practice*, available at:
<https://www.records.nsw.gov.au/recordkeeping/advice/retention-and-disposal/normal-administrative-practice>

State Records, - *Handle with care*, available at:
<https://www.records.nsw.gov.au/recordkeeping/advice/storage-and-preservation/handle-with-care>

See also Independent Commission Against Corruption, *Lobbying local government councillors, 2006*, available at: www.icac.nsw.gov.au which includes recommendations for recordkeeping.

APPENDIX E – TEMPLATE

COUNCILLOR FILE NOTE

Type of Event Phone Call In: () Phone Call Out: ()

Meeting: () Other (specify) _____

Subject _____

Date & Time _____

People Involved _____

Details:

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NAME _____ **SIGNATURE** _____
COUNCILLOR

Office Use Only	
Registered Date	File No



Narromine
SHIRE COUNCIL



Delivery Program Progress Report

1 July 2021 – 31 December 2021

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Narromine Shire 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.



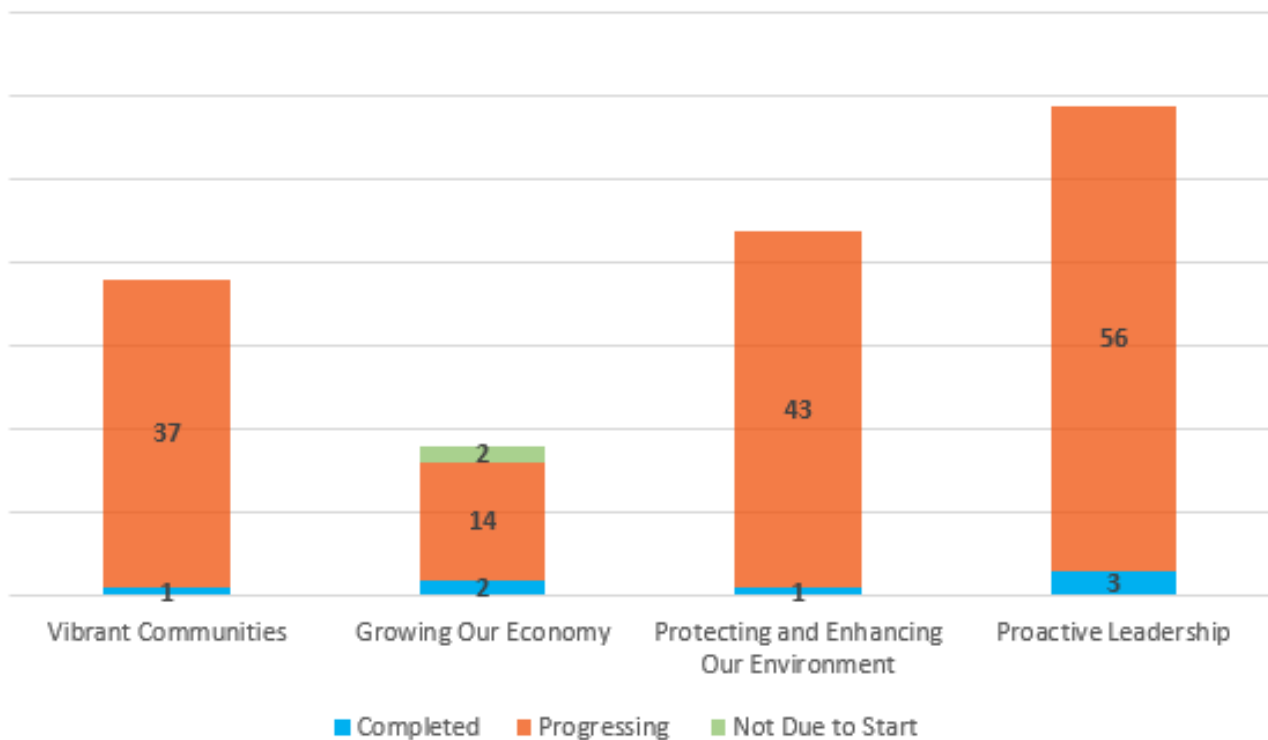
Delivery Program

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

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

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

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





VIBRANT COMMUNITIES

Our Goal:

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

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

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

Action Code	Action	Performance Measure	Action Progress	Comments
1.1.1.01	Liase with Police and other community groups.	Meet Quarterly with police	50%	Regular meetings are held with NSW Police representatives, with proactive engagement during COVID-19 response.
1.1.02.02	Coordinate annual inspection of Council streetlights to ensure adequate operation.	Audit conducted annually.	50%	Inspections ongoing.
1.1.03.01	Participate in Interagency Meetings and provide Council assistance where appropriate.	90% attendance at Interagency meetings.	50%	Participate in meetings as required. Staff continue to enjoy a good working relationship with agencies.
1.1.4.01	Develop and publicise a brochure on the facilities available in the Shire.	Update brochure annually	50%	Brochure to be reviewed in 2022.
1.1.04.02	Promote recreational opportunities for all ages through website, social media and other available networks.	Update information on a monthly basis.	50%	Recreational facilities promoted on website and through Facebook. Upcoming programs and activities at the Narromine Sports and Fitness Centre promoted online and within other Council facilities. Upcoming School Holiday programs promoted online through social media.
1.1.05.05	Oversee implementation of the Sport and Recreation Services Master Plan.	Implement key deliverables as per the Master Plan.	50%	As funds become available actions are coordinated
1.1.06.01	Collaborate with government and other health service providers to ensure high quality health care facilities and services are available to Shire residents.	Meet quarterly with State and Federal Local Members ensuring the provision of Shire health facilities a key agenda item.	50%	Meetings with State and Federal Members held with the provision of health care services on the standard agenda.
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.	50%	Proactive and positive relationships maintained with Narromine Shire Family Health Care services.
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.	50%	Initial review of fees and charges completed, to be considered by Council in early 2022.
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.	50%	Consult with Health Services and advertise programs monthly through Council's website and Facebook page.

Action Code	Action	Performance Measure	Action Progress	Comments
1.1.10.03	Provide opportunity for reduced gym membership fee on receipt of Seniors Card.	Advertise reduced Seniors' gym membership monthly.	50%	Fees and charges reflect seniors pricing.
1.1.11.05	Ensure adequate resources are allocated to the Sports Centre to maintain facilities in accordance with community usage.	Review fees and charges annually by 30 June.	50%	New equipment has been purchased for youth programs. Regular maintenance and cleaning completed in the Stadium and Gym facilities. Fees to be reviewed prior to 30 June 2022.
1.1.12.01	Convene and support bi-annual sports user group workshops in winter and summer.	100% meetings held with sports user groups.	10%	Postponed for 2021 due to COVID-19, to be re-scheduled as part of community strategic planning.
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.	50%	Leases and licence agreements for use of Council facilities prepared as required.



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

Action Code	Action	Performance Measure	Action Progress	Comments
1.2.01.01	Ensure facilities meet accessibility standards.	Review facilities annually to determine and address compliance issues.	50%	Buildings have been inspected and compliance issues addressed as funds become available
1.2.02.01	In partnership with the community, continue to facilitate events that celebrate community values including all groups within the community and provide financial and in-kind assistance for community and private events, e.g. Ausfly, Oz-Kosh.	Two major events annually.	50%	Events continue to be a focus for the Community and Economic Development Department. Planning underway for Australia Day 2022.
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%	Invitations for Donations and Waiver of Fees was advertised and recommendations were approved by Council at its October meeting.
1.2.03.02	Continue to support the Local History Groups in Narromine and Trangie with a financial contribution to assist with their work.	Donation to both Local History Groups in the Annual Budget.	50%	Support provided to both Trangie and Narromine. Budget available to assist.
1.2.03.03	Undertake an annual volunteer audit of the number of volunteers available to Council activities and the number of hours volunteered.	Audit to be complete by 31 December each year.	50%	Thank you to volunteers function held in June 2021. Next event planned for June 2022.
1.2.03.04	Give public recognition of volunteer service.	Hold annual volunteers recognition morning tea.	50%	Event held in June 2021. To be planned again for June 2022.
1.2.04.01	Distribute information to all new residents and provide information on Council's website.	Review information six monthly.	50%	Continue to provide new residents information on Council's website.
1.2.04.02	Host welcome functions for new residents, community group representatives, business owners and local agency representatives to enable new residents to establish contact with others in the community.	Advertise and promote welcome function to the broader community annually in March.	50%	Planning underway for the event in early 2022.
1.2.04.03	Host Citizenship ceremonies upon receipt of relevant information from Department Immigration and Border Control.	Citizenship ceremonies held.	50%	Citizenship ceremony held on 4 November 2021 in which four candidates were naturalised. Citizenship ceremonies held when required.

Action Code	Action	Performance Measure	Action Progress	Comments
1.2.05.01	Liaise with Local Aboriginal Land Councils to enhance the opportunities for the Indigenous community.	Two meetings per year.	50%	Continue to liaise. Undertake actions within 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.	50%	Events largely cancelled for 1st six months of 2021-22 financial year. Early planning for events in 2022.
1.2.05.04	Implement Targets in the MOU Action Plan	Meet twice annually to discuss targets in Action Plan.	50%	Progress with those organisations on the Memorandum of Understanding committee.
1.2.06.02	Implement deliverables identified in the urban branding strategy.	Full implementation as per the plan.	50%	Developed through Visitor Guide and corporate branding. The Visitor Guide was reprinted in 2020. Shop local campaign completed prior to Christmas.
1.2.07.01	All new applicable applications for development comply with the National Construction Code.	100% compliance with National Construction Code.	50%	Continually reviewing for changes and updating checklists and approval conditions.
1.2.08.01	Support youth activities within the Shire.	Partner with other agencies to deliver annual youth week activities.	50%	Council is supportive of youth week activities and additional events such as NRL, Basketball and Soccer Clinics, along with open days held at the Narromine Sports and Fitness Centre, held during July School Holidays.

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.	50%	Quarterly meetings with State and Federal Members held with education as a standard agenda item.
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.	50%	Council is supportive of pre-school and child care centres in the Shire. Advocacy is undertaken as required.

Action Code	Action	Performance Measure	Action Progress	Comments
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.	50%	Quarterly meetings held with State and Federal Members with the delivery of TAFE services a standard agenda item.
1.3.06.01	Assist in providing industry specific reports to vocational sector.	Make representations to vocational sector.	50%	Representations provided as requested.
1.3.07.01	Provision of E resources, IT training workshops and advisory services to Libraries.	IT training workshops held.	50%	Council continues to provide ongoing support to its libraries.
		Free Wi-Fi and microfiche printer facility available for researching.		
		Public computers provided.		

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

Action Code	Action	Performance Measure	Action Progress	Comments
1.4.01.01	Implement actions identified in Council's Disability Action Improvement Plan (DIAP).	100% DIAP targets met.	50%	Work has been identified and will be scheduled once funds are available
1.4.01.02	Implement actions identified in Council's Disability Action Improvement Plan (DIAP) in relation to community services.	100% DIAP targets met.	50%	Work via Economic Development Group committee and working group to deliver actions in social plan including improvements to disability access.
1.4.02.02	Undertake accessibility audit on all community / Council facilities.	Review facilities annually by 31 March to determine compliance issues.	50%	Buildings have been inspected and as funds become available work is scheduled.
1.4.03.01	Work with Government agencies to lobby for community transport access within the Shire and to Dubbo and on a regular basis.	Access to community transport locally and to Dubbo is maintained.	50%	Representations provided as requested.



GROWING OUR ECONOMY

Our Goal:

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

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

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

Action Code	Action	Performance Measure	Action Progress	Comments
2.1.02.02	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.	50%	Continue to work with surrounding Shires to deliver cross network promotions. Note that Love the Life is no longer supported across the region.
2.1.03.01	Develop and implement a Shire wide Marketing Strategy.	Implement the actions from the Strategy.	50%	Continue with publications such as the visitors guide, shop local campaign and website upgrades.
2.1.03.02	Continue participation with Greater Western Plains Promotions Group.	Number of campaigns undertaken annually.	50%	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.	50%	Applied for grant funding for the feasibility study of the Narromine Levee. Awaiting outcome from funding body.
2.1.04.03	Finalise funding proposal, project plan and tender documents developed.	Finalise tender by 30 June 2020.	0%	Awaiting funding and completion of required studies.
2.1.04.04	Construct flood levee.	Commence construction by 30 December 2020.	0%	Applied for funding for the feasibility study. Await outcome.
2.1.06.02	Assist community with applications for grant funding by providing statistical data.	Update available information and promote as per communications strategy.	50%	Updated information available on website. Specific grants information sent to community groups. E.g. Clubgrants, Crown lands grants, BBRF.

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

Action Code	Action	Performance Measure	Action Progress	Comments
2.2.01.01	Hold a biennial industry event specifically targeting agriculture value add opportunities.	Industry event held.	50%	Event held in June 2021. To be planned again for June 2022.
2.2.03.01	Implement strategies contained in Aerodrome Strategic Master Plan.	Targets are met	50%	Strategic plan actions are implemented as funds become available.

Attachment No. 2

Action Code	Action	Performance Measure	Action Progress	Comments
2.2.03.03	Continue with the hangar light industrial precinct development for aviation related businesses in accordance with the Aerodrome Strategic and Master Plan.	First stage available for sale by 30 June 2020.	100%	Subdivision is complete and lots have been registered for sale.
2.2.04.01	Work with State Government agencies to appropriately identify high value land resources, where Government priorities are identified.	Provide input to new State Legislation within advertised time frames for consultation.	50%	Prioritised within the Agricultural Lands Strategy and Employment Lands Strategy. Both strategies supported.
2.2.05.01	Provide improved information services to highlight tourism events and points of interest in the Shire.	Increased online engagement by 10%.	50%	Visitor services website updated. Guide updated. Online engagement continues to improve.
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.	50%	Love the Life branding is no longer in existence. Continue to work with regional opportunities.
2.2.06.01	Develop action plan for expenditure of water and sewer head works charges and Section 94A levies.	Minimum 10% funds expended each financial year in accordance with growth area priorities.	100%	Developer Servicing Plan has been completed.
2.2.07.01	Work with existing tourist operators and community groups to promote Narromine Shire.	Undertake annual promotions.	50%	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.	50%	This is an ongoing action of the Economic Development Group Committee. 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.	50%	Quarterly meetings with State and Federal Members with educational opportunities and training programs as a key agenda item. Meetings held with CSU, RDA, Industry, TAFE and School Principals in regard to Vocational Training Opportunities.

Attachment No. 2

Action Code	Action	Performance Measure	Action Progress	Comments
2.3.03.01	Upgrade truck wash facilities in Narromine and Trangie.	Upgrade of Trangie Truck Wash completed by 30 June 2020.	40%	Tender distributed, negotiations are in progress with submission, looking at distributing a new tender due to the submission prices.





PROTECTING & ENHANCING OUR ENVIRONMENT

Our Goal:

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

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

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

Action Code	Action	Performance Measure	Action Progress	Comments
3.1.01.03	Construct Narromine wetlands redevelopment.	Construction completed by 30 June 2020.	50%	New primary pond and viewing mound have been constructed and new carpark is in use. The paths have been topped with gravel and graded, new fencing is being installed. Some delays due to wet weather.
3.1.02.01	Maintain involvement with the Macquarie and LLS Weeds Group.	Representation and 90% attendance at Macquarie Regional Weeds Advisory Group meetings.	50%	Annual general meeting held in Narromine in December 2021. Council delegates attend meetings.
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.	50%	Council partnering with Macquarie Cotton Growers to purchase and release native fingerlings when river conditions allow.
3.1.03.01	Install solar panels on suitable Council buildings.	Installation of solar panels by 30 June 2019.	30%	Panels have been installed on the Customer Service and Payment Centre building. Investigations into funding for other buildings continues.
3.1.04.01	Encourage owners of heritage items to contact Council regarding funding available for maintenance of their buildings and sites from State and Local Government.	Quarterly articles in Council's newsletter.	50%	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.	50%	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.	50%	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.	50%	Council was successful in further funding, biosecurity team continue to spray and advise landholders of their responsibilities in noxious weeds control.

Attachment No. 2

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.	50%	All Construction Certificates are inspected and Basix Compliance Certificates are requested by developers prior to issue of Occupation Certificates.
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.	50%	Attend meetings at regular intervals when required.

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.	50%	Council staff represent both Council and the community at regional group meetings.
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.	50%	Work with the schools and local youth on a number of environmental initiatives. Eg wetlands, fish release.
3.2.01.03	Continue to conduct community education campaigns through Net Waste in accordance with the Waste Education Plan promoting the benefits of recycling and educating the community regarding which items can be recycled.	Carried out by Envirocon annually at each school. At least one community education program conducted annually.	50%	Council contributes to Netwaste advertising on Local TV stations (media).
3.2.01.04	Continue involvement in the Waste Education Plan.	Education by Envirocon at schools in accordance with the Waste Education Plan.	50%	Council continues to publish educational material on its website.
3.2.01.05	Promote environmental awareness.	Quarterly newsletter article.	50%	Council has been successful in grant funding and is working with local groups to encourage environmental awareness.
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.	50%	Council advises the community of their responsibilities and changes to the Act on Council's Facebook page and website.

Attachment No. 2

Action Code	Action	Performance Measure	Action Progress	Comments
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.	50%	All complaints are dealt with as soon as practicable as per Council's Customer Service Policy.
3.2.03.01	Identify local environmental groups within the Narromine Shire	Contact local environmental groups annually by June 30.	50%	Council's Landcare Coordinator is actively working with environmental groups.
3.2.03.03	Develop a working relationship with identified local environmental groups.	Arrange to meet six monthly.	50%	Meetings to be held in early 2022.
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.	50%	COVID-19 restrictions stalled this program, however Council is pursuing several funding opportunities during the remainder of the financial year.
3.2.04.02	Promote and encourage environmental sustainable practices to local business.	Annual promotional material to local businesses.	50%	Council's website is continually updated with relevant material.
3.2.05.01	Promote initiatives using Smart WaterMark.	Promotion materials sent out with rates notice.	50%	Third quarter bills will include inserts.
		Participate in summer time television campaign through Smart WaterMark annually.		
3.2.05.02	Maintain membership of Smart WaterMark through the LMWUA.	Renew membership annually.	50%	Membership of OWUA continues with membership of Smart Approved Water Mark currently being re-negotiated following significant rise in fees plus introduction of some State Subsidy.
3.2.05.03	Promote benefits of recycling using NetWaste resources.	Include statistics for recycling in Council's newsletter.	50%	Council's website publishes relevant information. Statement of Environment Report to include recycling statistics.
3.2.05.04	Promote the benefits of recycling and water conservation.	Publish recycling statistics at least monthly.	50%	Ongoing research in water consumption, new smart water meters being installed with higher level of accuracy on usage, recycling is ongoing and Council retains collecting stations at waste facilities as well as recycle bins for residents.

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.	50%	Ongoing consideration. Continue to be part of the assessment process.
3.3.02.02	Utilities performance audited annually through Triple Bottom Line (TBL) reporting.	Report submitted by 15 September.	100%	All data uploaded prior to closing date. Action Plans are no longer issued.
		Achieve 100% compliance with TBL reporting.		
3.3.03.01	Advocate for reliable and affordable access to internet and communications technology.	Continue to lobby for the increase in the coverage area for mobile technology throughout the Shire.	50%	Council actively working with telcos in the sector to obtain funding for increased mobile coverage. Regional Connectivity Program Funding for an additional 5 towers in the region, in partnership with Field Solutions Group.

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.	50%	Continue to work with Timbrebongie House and other existing opportunities. Timbrebongie House development underway.
3.4.02.01	Monitor take-up of all land use zones vacant land. Identify short falls.	Review supply of vacant land six monthly.	50%	Continue to monitor. Focus for LEP Review and future general amendment.
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.	50%	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.	50%	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.	50%	Council continues to provide ongoing support to Dubbo Regional Council for the expansion of services at the Dubbo Regional Airport.
3.5.03.01	Liaise with rail service providers to ensure rail service is maintained.	Discuss potential expansion and service contraction with local providers and stakeholders.	50%	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.	50%	Inspections and maintenance carried out as per requirements.
3.5.05.03	Undertake inspections on operational areas.	Minimum 52 inspections per year.	50%	Inspections and maintenance carried out as per requirements.
3.5.05.04	Maintenance of glider grassed runways.	Slashing undertaken minimum 26 times per year.	50%	Inspections and maintenance carried out as per requirements
3.5.06.01	Ensure priority measures implemented from the PAMP.	Annual inspections of footpaths and cycleways prior to finalising works program.	50%	Annual works program identified by inspections.
		Annual works program identified by inspections and PAMP priorities, and adopted annually.		

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

Action Code	Action	Performance Measure	Action Progress	Comments
3.6.01.01.1	Review and implement Council's ten year roads Capital Works Program.	Works Program updated annually and adopted by 30 June.	50%	Works programmed as per Capital and operational Plans within approved budget. Storm/flood damage affected delivery of some road projects.
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.	50%	Capital and operational programs being implemented as per adopted plan and budget. Storm/flood damage affected delivery of some projects.
3.6.01.02	Continue to maintain roadside slashing when grass impedes visibility.	Undertake slashing program annually.	40%	Work is progressing.
3.6.01.03	Apply for hazard reduction funding through Rural Fire Fighting Fund.	Apply for funding prior to 31 March annually.	50%	Funding for hazard reduction for 21/22 applied and approved by RFS.
3.6.02.01	Convene Local Traffic Committee meetings.	Convene 6 meetings per year of the Local Traffic Committee.	50%	Local Traffic Committee meetings are held quarterly.
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.	50%	Quarterly meetings held with State and Federal Members.





PROACTIVE LEADERSHIP

Our Goal:

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

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

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

Action Code	Action	Performance Measure	Action Progress	Comments
4.1.01.01	Continue to gather feedback regarding community engagement strategies	Annual review of community engagement strategy to Council by 30 November each year.	100%	Community Engagement Strategy endorsed by Council in December 2021.
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.	50%	An invitation was extended to the Local Government Grants Commission for a meeting. They had advised they would be conducting sessions in Narromine, however due to COVID-19 restrictions this has not yet occurred.
4.1.01.03	Prepare council columns and media releases for local media.	Weekly column provided to print media.	50%	Weekly council columns and press releases undertaken.
		A minimum of 12 media releases per annum.		
4.1.01.04	Information available on Council's website.	Website updated as required.	50%	Website updated as required. Updated throughout 2020/2021 to improve the function of the website.
4.1.02.01	Councillors maintain strategic community focus.	Positive media around Council's strategic approach.	50%	Councillors work to satisfy the targets and initiatives in the Community Strategic Plan.
4.1.03.02	Provide an opportunity for the public to address Council on relevant issues through the Public Forum Policy at Council Meetings.	Advise the public of the availability of the public forum in the column and newsletter at least quarterly.	50%	Council provides the opportunity for the community to address Council at its Public Forum held prior to Ordinary Council meetings.
4.1.03.03	Continue to facilitate S355 Advisory Committees.	Annual review of Section 355 Committee Charters and annual appointment of delegates (September).	100%	Section 355 Committee Charters reviewed 8 December 2021. Delegates and representatives appointed. To be reviewed at February Council Meeting.

Action Code	Action	Performance Measure	Action Progress	Comments
4.1.04.01	Respond to requests for access to public information as per legislative requirements.	100% compliance with GIPA Act 2009. Annual review of Council's Information Guide.	50%	Government Information (Public Access) Act Applications processed in accordance with legislative requirements. Council's Information Guide reviewed and forwarded to the NSW Information Commissioner for review prior to publication on Council's website.
4.1.05.01	Present a positive image of Council to the community.	Provide weekly communications via various means per the communication strategy.	50%	Media releases on Council's projects openly linked to the priorities in the Community Strategic Plan. No instances of negative feedback.

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.	50%	Awards presented to staff in December.
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.	50%	Cultural change program ongoing, 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.	50%	Policies implemented include Flexitime, Time in Lieu Procedure and Variable Working Hours, and Parental Leave Policy. Policies are reviewed as necessary to ensure effectiveness.
4.2.02.02	Provide access to innovative leadership training programs.	Research and identify appropriate leadership training for Managers annually.	50%	Training opportunities communicated to staff as identified.
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.	50%	Engineering staff completing leadership webinars/courses.

Attachment No. 2

Action Code	Action	Performance Measure	Action Progress	Comments
4.2.02.05	Implementation of Councillor Training and Professional Development Program.	95% attendance by Councillors at scheduled training events.	50%	Councillor Induction presented by LGNSW on 15 December 2021. Further professional development to be held in early 2022.
4.2.03.01	Integrated Planning and Reporting documents reflect best practice.	Positive feedback from Office of Local Government.	50%	Long term financial plans were approved by Council at its Ordinary Meeting held 16 June 2021.
4.2.04.02	Customer services standards.	Annual satisfaction survey.	10%	The development of Council's customer satisfaction survey is under development and will be available in 2022.
4.2.04.03	Customer Requests responded to within time frames agreed in Customer Service Policy.	100% compliance with Customer Service Policy.	50%	High level of standard and quality customer services are delivered on a daily basis to the community.
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.	50%	Discussions with Narromine High School to determine prospective school based apprentices and promotional campaign in 2022 by Skillset to recruit to vacant traineeships.
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.	50%	Workforce Management Strategy currently under development.
4.2.05.04	Update HR policies and procedures to ensure they are competitive in the market to support the recruitment and retention of a quality workforce.	Policies updated every four years.	50%	Recruitment and Selection Policy updated. HR Network working together to identify initiatives to assist with recruitment.
4.2.06.01	Councillors to act positively at all times in the public eye.	No negative feedback received.	50%	No instances of negative impact reported.
4.2.07.01	Continue to implement and improve the employee performance assessment system.	All Departments' performance assessments completed by 1 September annually.	50%	Review of assessments commenced for positions as they become vacant.

Attachment No. 2

Action Code	Action	Performance Measure	Action Progress	Comments
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.	50%	StateCover audit of system completed in August - Report and Action Plan received. Monthly audits completed.
4.2.07.03	Promote and support continuous improvement activities across council.	Review and document one area of Council operations each year per directorate.	50%	Council promotes continuous improvement through employee recognition.
4.2.07.05	Establish an Internal Audit and Risk Management Committee in accordance with the OLG's proposed new legislation and based on a resource sharing model.	Committee to meet six monthly and provide report to Council.	50%	Internal Audit Committee established and meeting three times per year. Awaiting finalisation of the Risk Management and Internal Audit Guidelines from Office of Local Government to review existing Charter and meet new legislative requirements.
4.2.07.06	Maintain a database of legislative compliance obligations.	Distributed monthly to MANEX for 100% compliance with statutory obligations.	50%	Legislative checklist provided monthly to Executive Leadership team for review and action as required. Legislative Compliance Policy in place, together with Legislative Compliance Register.
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.	50%	Agenda, Business Papers and Minutes of Ordinary and Extraordinary Meetings prepared in accordance with Council's adopted Code of Meeting Practice.
4.2.08.04	Manage Council's Records System.	No breaches of State Records Act.	50%	Recordkeeping Policy reviewed by Executive Leadership Team. Recordkeeping Policy for Councillors to be reviewed and endorsed at the February Council Meeting. Recordkeeping manual currently under review with refresher training to be provided to staff in early 2022.

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.	50%	Delivery program and Operational Plan for 2021-22 have been implemented and services are delivered meeting the requirements of these plans.
4.3.01.02	Continue to prepare financially sustainable budgets for consideration by Council.	Council prepares annual balanced budget for adoption by Council.	50%	First Quarterly Budget Review for 2021/22 completed. Second quarter to be considered by Council at its Ordinary Meeting in February 2022.
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.	50%	The 2022/23 Statement of Revenue Policy is in early stages of preparation.
4.3.01.04	Levy and collect rates and charges in accordance with statutory requirements and Council policies.	No known breaches of policy.	50%	Rates and charges levies and supplementary levies completed for the first and second quarter in accordance with statutory requirements, policies and operational plan.
4.3.01.05	Provide monthly cash balances and detailed quarterly financial reports to Council.	Reports prepared and accepted by Councillors and management.	50%	Reports are prepared and presented to Council as required.
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%	Final audited statements completed and lodged with OLG by due date.
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.	50%	Cash flow is monitored on a daily basis to ensure compliance with Council's policies and statutory requirements.
4.3.01.08	Ensure Council's ongoing financial viability.	Maintain a debt service ratio below 10%.	50%	Expenditure is monitored on an ongoing basis to ensure expenses are within budget. Budget is reviewed quarterly and amended if required.

Attachment No. 2

Action Code	Action	Performance Measure	Action Progress	Comments
4.3.01.09	Ensure accounting data is recorded accurately and returns are filed in accordance with legislative requirements.	Positive audit findings.	50%	All financial data was accurately recorded during the year and in a timely manner.
		Reduction in issues raised in management letter of medium consequence or higher.		
4.3.02.01	Ensure Council's Operational Plan is well publicised with ample opportunity for community input.	Operational Plan on public exhibition for a period of 28 days.	20%	Council's 2022/23 Operational Plan is in early stages of development.
		Comment invited on a variety of media platforms.		
4.3.03.01	Maximise opportunities for utilising grants to supplement and support identified Council priorities and projects.	At least two successful grants received each year for projects within Council priority areas.	50%	Recent success with Fixing Local Roads and Local Community Improvement Program.
4.3.03.02	Identify projects suitable for grant applications.	At least five identified projects per year in the operational plan, subject to grant funds.	50%	Undertaken as required.
4.3.04.03	Review Asset Management Plans annually.	Asset Management Plans updated annually by 30 June.	30%	Asset Management Plans are being reviewed.
4.3.04.04	Update Long Term Financial Plans annually.	100% Long Term Financial Plans updated and adopted by 30 June annually.	65%	Long Term Financial Plans are being reviewed.
4.3.04.05	Undertake monthly inspections of Regional Roads.	12 inspections of each Regional Road per year.	50%	Inspections undertaken per inspection program.
4.3.04.06	Undertake annual inspections of Local Roads.	100% Local Roads inspected minimum of once per year.	50%	Annual inspections are in progress.
4.3.04.07	Develop and implement plant and fleet strategy.	Strategy developed by 30 June 2018 and implemented thereafter.	50%	Ten year plant program has been developed and is being implemented.

Action Code	Action	Performance Measure	Action Progress	Comments
4.3.05.01	Maintain sustainability ratios as per fit for the future improvement proposal.	Sustainability ratios calculated and reported to Council six monthly.	50%	Sustainability ratios will be reported and included in the 2020-21 annual financial accounts to provide information on the financial sustainability of Council.

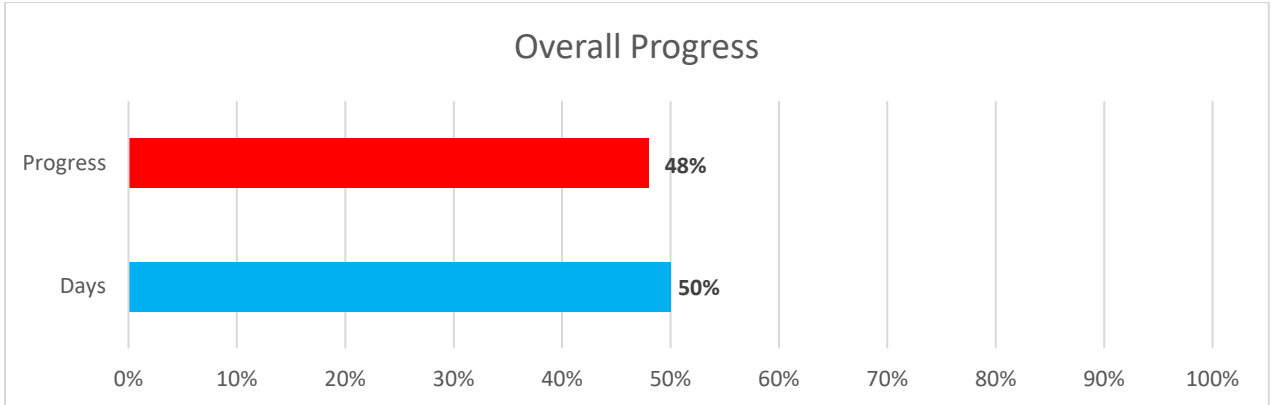
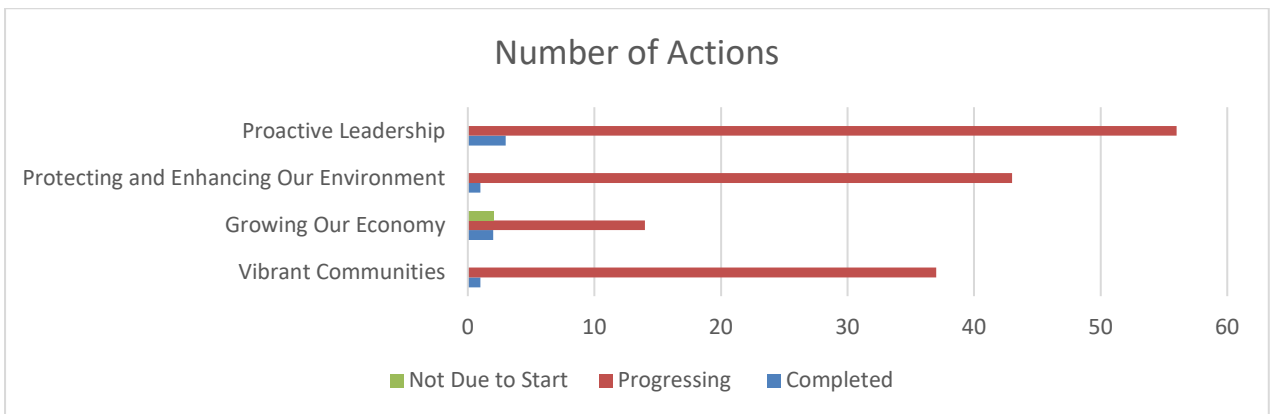
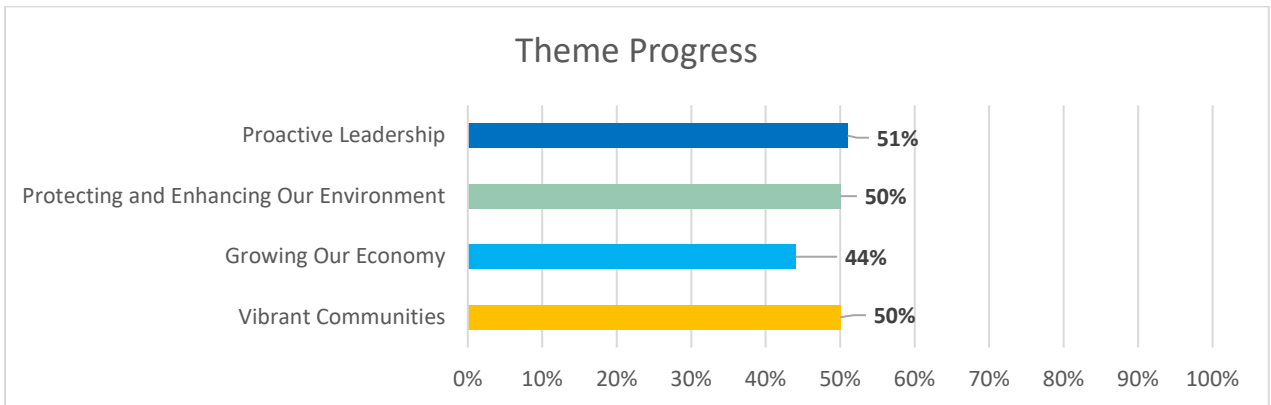
SOUND PARTNERSHIPS ARE ENCOURAGED AND FOSTERED - SP No. 32

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.	50%	Member of Country Mayors Association. Relevant issues addressed.
4.4.01.02	Prepare submissions as required.	One submission prepared per year.	50%	These are prepared as required. Central West and Orana Plan being updated.
4.4.01.03	Continue to participate in shared opportunities through OROC.	Utilise internal audit and procurement shared services.	50%	Council utilises Regional procurement to procure goods and services. Active participation in HR and payroll user groups and forums.
		Utilise panel tenders for fuels, reseals and bitumen emulsion.		
		Participate in user groups for finance, HR, payroll, risk management and WHS.		
4.4.02.01	Represent the community's interests and lobbying topics of significant impact to the Shire.	One submission per quarter.	50%	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.	50%	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.	50%	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.	50%	Alliance of Western Councils Inaugural meeting was held 24 November 2021.

Action Code	Action	Performance Measure	Action Progress	Comments
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.	50%	Active Memberships maintained.
4.4.04.01	Build stronger relationships with State and Federal members, NSW Police, Interagency Group, Regional Development Australia.	Meet quarterly with State and Federal Members, NSW Police and Regional Development Australia.	50%	Quarterly meetings with State and Federal Members held, NSW Police and Regional Development Australia. Council representatives attend monthly interagency meetings.
4.4.04.03	Work with community groups and services to deliver actions in the Social Plan.	Implement actions in Social Plan.	50%	Social plan completed in 2019. Working to deliver outcomes through Economic Development Group Committees.
4.4.05.01	Work collaboratively with community groups through greater representation at the Interagency Group.	Increase the representation of community groups within the Interagency Group by 30 June 2018.	50%	Continue to work with all community groups to improve socio and economic outcomes and achieve community strategic plan goals.
4.4.05.02	Work collaboratively with the community through greater representation at the Trangie Action Group.	90% attendance by Councillor Representative.	50%	Councillor representation on Trangie Action Group. Good communication with Trangie Action Group Executive.



Overall Progress





Tribute to Narromine's Local Hero
GLENN McGRATH
In recognition of a great cricketer
Presented by
Dawn Farrell MP, Member for Dubbo
June 04, 2019

Glenn McGrath AO
1962-2020
A cricketer who was a legend in his own right, Glenn McGrath was a true local hero. He was a cricketer who was a legend in his own right, Glenn McGrath was a true local hero. He was a cricketer who was a legend in his own right, Glenn McGrath was a true local hero.

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