



2017/2018  
ANNUAL REPORT





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# MESSAGE FROM THE MAYOR

It is with real sincerity that I am able to deliver the 2017/2018 Annual Mayoral Report for Narromine Shire Council.

There is no doubt that the Shire is on the move. In every facet of Council's activities, Narromine Shire Council is achieving better results than ever before. Developments are up significantly, lost time injury hours down significantly, new programs involving sporting activities, cultural initiatives and better health facilities are all obvious improvements to our Shire. None of this would happen without the wonderful leadership of Jane Redden and the dedication of the amazing staff. The Shire is blessed to have staff who share a vision to make this a great place to live and they have my sincere thanks and respect.

The levee bank situation, whilst still not progressing as quickly as many would wish, is making its way through the many processes necessary for developments of this nature. It is imperative that these processes are followed through for not only flood protection purposes, but to also allow for the possible opportunity to secure the best possible outcome that delivers the greatest platform for the future growth of our shire.

A real highlight of the year has been the visit by the Prime Minister, Deputy PM and three cabinet ministers in an unprecedented display of political power the shire has never witnessed previously.

Other significant highlights for the year include the \$600,000 further development of the Medical Centre in Narromine. The additions include three additional consulting rooms, enhanced pathology facilities and specialised cancer diagnostic equipment. The Alan Burns oval in Trangie is about to have work undertaken to deliver a sporting facility for our times and that will serve the community for the decades ahead. The truck stop in Trangie that is seeing higher rates of utilisation is also delivering a much improved environment with significantly lower dust levels from this area.

On a more sober note, the drought is receiving as much attention as it is causing heartache within the community. Whilst a natural phenomenon that causes much anxiety for farmers, we should all be very mindful of the impacts it has on every facet of the community. Many small businesses that don't have appreciating assets face the future on an equally traumatic scale as farmers and numerous farm hands have lost their jobs or had hours reduced and the impact is felt across the depth and breadth of the areas affected. Our communities need to stick together and look out for our friends be they farmers or retirees and ensure we all come out of this drought as unscathed as possible. This drought will end and we will all be more resilient for the experience. Let's hope it is soon.

I am looking ahead for further years of positive outcomes for the Shire with many development streams coming forward and the initiatives of Council seeing real progress. Council will continue to strive for the improvements that are becoming very obvious in our communities to continue into the future and with the goodwill of the Councillors and those who work with us, I see a very bright future for the Shire and wish all our residents a wonderful year ahead.

Craig Davies

**Mayor**  
Narromine Shire Council



# MESSAGE FROM THE GENERAL MANAGER

2017/18 was the first year of the 2017/21 Delivery Plan and it was a year of great achievements. The year saw the completion of 90% of the targets identified in the Delivery Program and a record capital spend of \$ 9.7 million for the year, including the Narromine Shire Medical Centre extensions and significant water projects. One off grants of \$1.9 million have supplemented the delivery of Council's infrastructure program, and continued success from funding applications made during the year has already come to fruition in 2018/19 with funds from the NSW government awarded for the Industrial Aviation Precinct at the Narromine Aerodrome.

The further development of our recreational facilities was a highlight for the year, meeting the commitment to the community of facilitating active lifestyles, a key theme priority identified through the community consultation process. Major upgrades at our aquatic centres, and sports and fitness complex in Narromine and Trangie will ensure a long term approach to sporting needs into the future.

A renewed focus on economic development of our shire, based around agricultural value add and the opportunities presented from inland rail have been a key priority. Proactive engagement to retain, attract and upskill businesses placed Council back at the forefront of community business development. A series of workshops run under the banner of "Grow Narromine" saw over 130 participants learn and refresh skills in grant writing, digital marketing, farm finance and the revamping of retail businesses.

A highlight of the year for me was Council's commitment to the Girls Academy Program at Narromine High School. Although the financial commitment made by Council was only modest the renewed engagement with youth and the local high school has already delivered community benefits.

As a workforce, we developed an agreed set of values and behaviours which we practice as an organisation. The year also saw the implementation of a Rewards and Recognition Program and the inaugural employee of the year, which was presented at our annual awards ceremony in August 2018. Congratulations to Peter Cale who was the recipient of the 2017/18 award.

Employee safety is always at the forefront of what we do and the year saw a 44 per cent reduction in the number of days lost due to injury, as well as a 13 per cent reduction in the number of sick days taken by staff. Both these are positive indicators of an employer who values employee safety, and employees who take responsibility for their own health and wellbeing and actions in the workplace. Our annual Beyond Blue lunch, held in August 2017, and attended by all staff, provided a forum for discussion of mental health and a very special speaker in Johanna Griggs.

Council's 2017/18 financial results were pleasing, with financial ratios largely within industry benchmark. A number of efficiencies identified and delivered across the organisation provided opportunities to free up funds to embark on some new initiatives. The further development of some of our sporting facilities also resulted in greater community support with user charges and fees increased from previous years.

Finally, I would like to thank the senior management team and staff for their 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 on the 2017/18 year with a sense of pride in the many accomplishments and look to the future with great optimism.

Jane Redden

**General Manager**  
Narromine Shire Council



# 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 \$303 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.



# 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 2017/2018

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

## Council's Resourcing Strategy

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

## Council's Annual Report

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



# OUR COUNCILLORS



**Cr Craig Davies, Mayor**



**Cr Dawn Collins, Deputy Mayor**



**Cr James Craft**



**Cr Trudy Everingham**



**Cr Colin Hamilton**



**Cr Lyn Jablonski**



**Cr Les Lambert**



**Cr Mark Munro**



**Cr Robert McCutcheon**

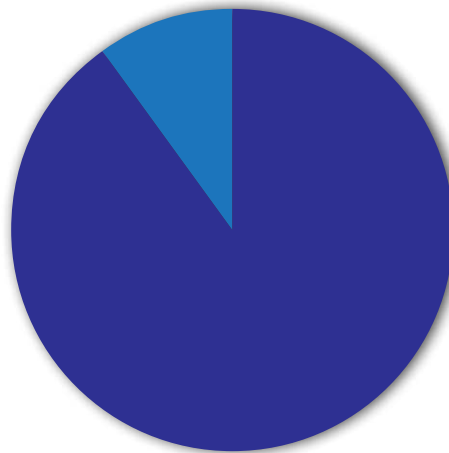


# ORGANISATIONAL CHART



# OUR ACHIEVEMENTS

## Delivery Program Achievements 2017/2018



■ Completed (189 actions)  
■ Uncompleted (19 actions)

VIBRANT COMMUNITIES  
**88%** OF ACTIONS COMPLETED

GROWING OUR ECONOMY  
**82%** OF ACTIONS COMPLETED

PROTECTING AND ENHANCING OUR ENVIRONMENT  
**92%** OF ACTIONS COMPLETED

PROACTIVE LEADERSHIP  
**96%** OF ACTIONS COMPLETED

## Organisation Achievements



**93**  
EMPLOYEES



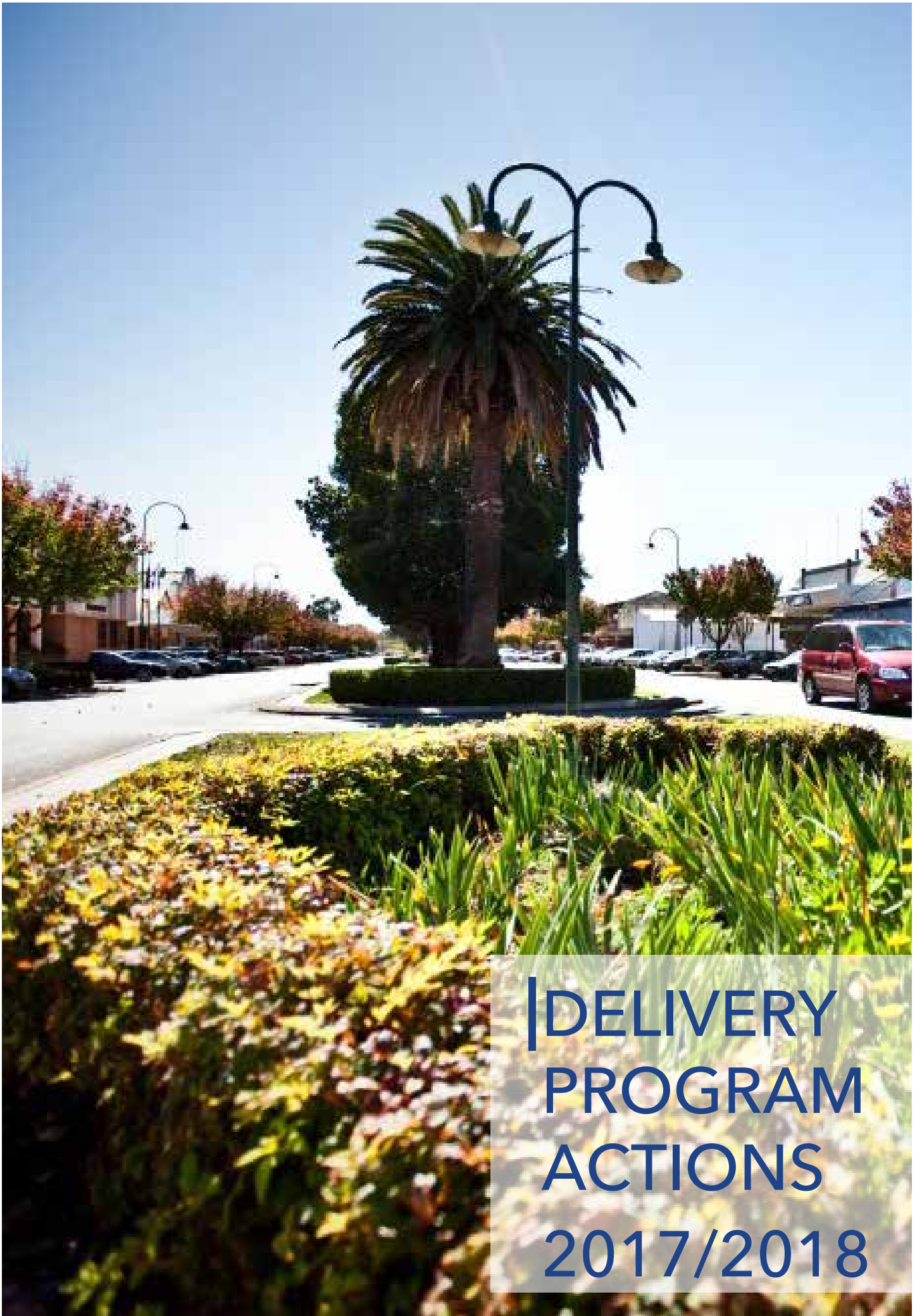
**\$20.72M**  
RECURRENT EXPENDITURE FOR 2017/2018



**\$9.7M**  
DA APPROVALS



**462 KM**  
ROADS GRADED



| DELIVERY  
PROGRAM  
ACTIONS  
2017/2018

# VIBRANT COMMUNITIES

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

Council achieved 88% of the actions set out in the vibrant communities actions in the 2017/2018 delivery program.

Action	NO. actions complete	Total no. of action
<b>88% of actions completed</b>		
1.1	25	32
1.2	18	19
1.3	12	12
1.4	5	5
	<b>60</b>	<b>68</b>



# VIBRANT COMMUNITIES

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

Action Code	Action	Performance Measure	Action Progress	Comment
1.1.1.01	Liaise with Police and other community groups.	Meet Quarterly with police	100%	Quarterly meetings with local police continue. A local Rural and Town Crime meeting was held in June 2018 and was attended by local community members, The Hon. Troy Grant and Representatives from NSW Police Service. These assist in promoting programs that will minimise crime and assist in crime protection for our community.
1.1.1.02	Review Alcohol Free Zones within the Shire.	Adoption of alcohol free zones by Council every three years	100%	New Alcohol Free Zones were adopted by 1 November 2017. All Alcohol Free Zones signage has been updated.
1.1.02.01	Investigate installing CCTV cameras in CBD and appropriate avenues of grant funding.	Submit application for funding of CCTV by 31 March 2018.	100%	Scope of works for the development of cameras completed. Successful application for the installation of cameras received.
1.1.02.02	Coordinate annual inspection of Council streetlights to ensure adequate operation.	Audit conducted annually.	50%	Active media campaign around reporting of street lights. Essential Energy approached to undertake program.
1.1.03.01	Participate in Interagency Meetings and provide Council assistance where appropriate.	90% attendance at Interagency meetings.	100%	GM or Delegate has attended monthly Interagency meetings where possible and continue to provide support to activities as required that focus on positive parenting and aim to minimise risk factors for children and young people.
1.1.04.01	Develop and publicise a brochure on the facilities available in the Shire.	Brochure developed and published by 30 June 2018.	100%	New Visitors brochure promoting services and facilities in Narromine Shire completed in May 2018. The brochure will have an 18 month shelf life.
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%	Information updated on a monthly basis.
1.1.04.04	Develop a plan for provision of cycleway routes.	Plan finalised by 30 June 2018.	100%	Cycleway plan developed and placed on public exhibition for adoption.
1.1.05.01	Upgrade recreational services booking system and streamline allocation process for all recreational facilities.	Upgrade booking system by 31 December 2017. Streamline process of booking recreational facilities by 30 June 2018.	100%	Booking system was upgraded by 31 December 2017. The Streamlining process of booking recreational facilities was completed by 30 June 2018.
1.1.05.02	Install automatic irrigation at Payten Oval Outer.	Install automatic irrigation by 30 June 2018.	50%	Design complete, Installation of automatic irrigation at Payten Oval will be finalised in the 2018/2019 financial year.
1.1.05.03	Install Bollards on Payten Oval Outer.	Install Bollards by 30 June 2018.	50%	Design complete, Installation of Bollards at Payten Oval will be finalised in the 2018/2019 financial year.
1.1.05.04	Create a Sports and Recreational Services Master Plan to promote efficient use of Council's facilities.	Finalise Master Plan by 30 June 2018.	100%	Master Plan finalised and on exhibition by 30 June 2018.

# VIBRANT COMMUNITIES

Action Code	Action	Performance Measure	Action Progress	Comment
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%	Regular meetings with Western NSW LHD and local Health Care providers attended to enable advocacy for appropriate and accessible health services in the area. Continually assessing demand for visiting Allied Health Professionals.
1.1.07.01	Maintain services provided by the Council owned Medical Centre and Trangie Doctor's Surgery to meet the needs of the users.	Extend Narromine Medical Centre by 30 June 2018.	100%	Narromine Medical Centre extensions completed by 30 June 2018.
1.1.07.02	Strengthen relationships with key medical agencies within the Shire.	Meet six monthly with Western NSW LHD Narromine and Trangie health care providers.	100%	Meetings with CEO Western NSW Local Health District and Medical Professionals from Narromine and Trangie attended to assist in enhancing local health services including the Narromine and Trangie Hospitals, Trangie Surgery and the Narromine Shire Family Medical Centre.
1.1.08.01	Install mobility chair at Narromine Pool.	Installation complete by 30 September 2017.	50%	Installation of mobility chair at Narromine Pool completed by September 2018 prior to opening of pool.
1.1.08.03	Review operational costs of Narromine and Trangie pools and determine fees and charges annually.	Fees and charges reviewed and adopted by 30 June annually.	100%	Fees and charges have been reviewed and adopted by Council.
1.1.08.04	Construct a water park at Narromine Pool.	Preliminary planning complete by 30 June 2018.	100%	Preliminary planning for construction of a water park at Narromine pool is complete.
1.1.09.01	Provide Outdoor Fitness Equipment in appropriate parks and open spaces.	Installation of Outdoor Fitness Equipment in Narromine by 30 June 2018.	100%	The installation of Outdoor Fitness Equipment in Narromine completed by 30 June 2018.
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 advertisement of programs monthly through Council's website and Facebook page.
1.1.10.02	Identify and provide suitable equipment at the Narromine Sports Centre.	Audit gym equipment and purchase suitable equipment by 30 June 2018.	100%	Auditing of gym equipment and the purchase of suitable equipment occurred by 30 June 2018.
1.1.10.03	Provide opportunity for reduced gym membership fee on receipt of Seniors Card.	Advertise reduced Seniors' gym membership monthly.	100%	Advertising of reduced Seniors' gym membership occurs monthly.
1.1.11.02	Upgrade Women's amenities at Narromine Sports Complex.	Upgrade completed by 30 June 2018.	90%	Works commenced, upgrade to women's amenities at Narromine Sports Complex will be finalised in 18/19.
1.1.11.03	Paint exterior and interior of Narromine Sports Centre	Painting completed by 30 June 2018.	90%	Works commenced, painting of Narromine Sports Centre will be finalised in the 2018/2019 financial year.
1.1.11.04	Rejuvenate floor of main auditorium.	Upgrade completed by 30 June 2018.	100%	Upgrade of floor of main auditorium completed by 30 June 2018.

# VIBRANT COMMUNITIES

Action Code	Action	Performance Measure	Action Progress	Comment
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%	Reviewed fees and charges adopted by 30 June.
1.1.11.06	Upgrade existing disabled toilet to meet Australian Standards.	Upgrade completed by 30 June 2018.	50%	Upgrade of existing disabled toilet to meet Australian Standards to be finalised in 18/19.
1.1.11.07	Install awning over front entrance.	Installation completed by 30 June 2018.	100%	Installation of awning over front entrance completed by 30 June 2018.
1.1.11.08	Install awning over exterior toilets.	Installation completed by 30 June 2018.	100%	Installation of awning over exterior toilets completed by 30 June 2018.
1.1.11.09	Undertake audit of gym equipment and replace redundant items with items of greater functionality.	Audit gym equipment and procure suitable replacement equipment by 30 June 2018.	100%	Audit of gym equipment and procurement of suitable replacement equipment occurred by 30 June 2018.
1.1.12.01	Convene and support bi-annual sports user group workshops in winter and summer.	100% meetings held with sports user groups.	100%	Meeting held with sports user groups in October 2017 and February 2018, next meeting scheduled for August 2018.
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%	Licence Agreements prepared for user groups as required.

## A vibrant and diverse community that has a strong sense of belonging and wellbeing (SP Nos. 3, 14, 24, 26, 27)

Action Code	Action	Performance Measure	Action Progress	Comment
1.2.01.01	Ensure facilities meet accessibility standards.	Review facilities annually to determine and address compliance issues.	100%	Facilities reviewed to determine and address compliance issues.
1.2.01.02	Continue to provide a Library Service in Narromine and Trangie which meets the needs of all age groups by providing resources and inclusion policies.	Audit of Council library equipment and facilities by December 2017.	100%	Audit of Council library equipment and facilities completed by December 2017.
1.2.01.03	Negotiate ongoing performance agreement with Macquarie Regional Library.	Agreement signed by 31 December 2017, increase to reflect rate cap.	100%	Council adopted Agreement by 31 December 2017 however further changes made and finally adopted in June 2018. Increase was 4%.

# VIBRANT COMMUNITIES

Action Code	Action	Performance Measure	Action Progress	Comment
1.2.02.01	In partnership with the community, continue to facilitate events that celebrate community values including all groups within the community and provide financial and in-kind assistance for community and private events, e.g. Ausfly, Oz-Kosh.	Two major events annually.	100%	Support and development of Community events for Narromine, Trangie and Tomingley continues. Events include Australia Day, fundraisers, Race Days, ANZAC Day and many more. Support for AirVenture continues.
1.2.03.01	Provide grants through the Donations, Sponsorships and Waiver of Fees & Charges Policy process to community groups, with an emphasis on sports, recreation, arts, cultural, leadership and development activities.	Submissions advertised and received by 30 September, and applicants advised by 30 November each year.	100%	Submissions were advertised. All applicants were advised 26-29 September 2017 of the Council resolution.
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%	Donation made annually to both Local History Groups in the budget.
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 completed by 31 December each year.	100%	Annual audit completed. More than 60 volunteers have worked together with Narromine Shire Council to date across activities such as AirVenture, Venetian Carnival, Australia Day, fundraising activities and many more. Total minimum of 200 hours contributed by volunteers.
1.2.03.04	Give public recognition of volunteer service.	Hold annual volunteers recognition morning tea.	75%	Narromine Shire Council organised event not held. Participation with other organisations to celebrate volunteers, eg Seniors week and Aviation Museum.
1.2.04.01	Distribute information to all new residents and provide information on Council's website.	Review information six monthly.	100%	Information on Council's website has been updated. New resident's night held in February 2018.
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%	The Welcome to Narromine for new residents was held in February. Successful event and a good opportunity for new residents to connect with existing residents and services.
1.2.04.03	Host Citizenship ceremonies upon receipt of relevant information from Department Immigration and Border Control.	Citizenship ceremonies held.	100%	Citizenship ceremonies continue as required to welcome and assist newcomers, including people with English as a second language (ESL), to integrate into our community.



# VIBRANT COMMUNITIES

Action Code	Action	Performance Measure	Action Progress	Comment
1.2.05.01	Liaise with Local Aboriginal Land Councils to enhance the opportunities for the Indigenous community.	Two meetings per year.	100%	At least two meetings per year were held with the Aboriginal community.
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%	Council is very involved in organising NAIDOC Week, Reconciliation Day and other events of importance each year.
1.2.05.03	Develop a Memorandum of Understanding with Aboriginal community.	MOU signed by Council and Aboriginal community representatives by 30 June 2018.	100%	MOU signed by Council and Aboriginal community representatives on 13 March 2018.
1.2.07.01	All new applicable applications for development comply with the National Construction Code.	100% compliance with National Construction Code.	100%	All relevant applications are being assessed against 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	100%	Development Control Plan has been reviewed to ensure compliance with Disability Inclusion Action Plan.
1.2.07.03	Conduct a biennial survey of older people to seek ratings and comments on the quality and range of aged services and facilities in the Shire.	Biennial survey of aged services and facilities available within the Shire.	100%	Aged services survey completed and made available on Survey Monkey as well as hard copies to relevant organisations.
1.2.07.04	Develop Prospectus for Aged Care Facilities within our Shire.	Prospectus developed by 30 June 2018.	100%	Ongoing discussions with several developers within the sector. Queries about land, zoning and demand. The level of private discussions would suggest that a prospectus document may not be a priority. Demographic data has recently been updated in line with new census information. This performance measure may need to be reconsidered during future delivery plan discussions.
1.2.08.01	Support youth activities within the Shire.	Partner with other agencies to deliver annual youth week activities.	100%	Progress with youth engagement and activities in the Shire continues to engage the youth in a variety of purposes. Girls Academy Program commenced.

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

Action Code	Action	Performance Measure	Action Progress	Comment
1.3.01.01	Advocate where possible for the increased provision of educational opportunities for our youth within the shire.	Meet quarterly with State and Federal Local Members ensuring the provision of educational opportunities for youth in our Shire a key agenda item.	100%	Meetings with State and Federal Local Members continue ensuring the provision of educational opportunities for Youth in our Shire. Support of youth programs, both in kind and through the provision of facilities continues.

# VIBRANT COMMUNITIES

Action Code	Action	Performance Measure	Action Progress	Comment
1.3.02.01	Continue to meet licence and audit standards as set by State and Federal governments.	Full compliance with standards.	100%	Family Day Care service ceased December 2017, had fully complied with all requirements.
1.3.02.02	Monitor educators at least monthly to ensure they are providing a high quality service.	Monthly visits to educators.	100%	Family Day Care service ceased December 2017 however prior to that monthly visits to educators were made.
1.3.02.03	Actively pursue the recruitment of additional educators in the Macquarie Valley Family Day Care Scheme.	250 children Family Day Care child care places in MVFDC Scheme by December 2017.	100%	Family Day Care Service ceased December 2017.
1.3.02.04	Implement the Quality Improvement Plan for MVFDC to ensure targets are being met.	All targets are met.	100%	Family Day Care service ceased December 2017 prior to that all targets were met.
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%	Meetings with government representatives to lobby for funding of child care services in Narromine continue. This ensures a range of childcare facilities, preschools and after hours care is affordable and available to all families.
1.3.04.01	Narromine Library conducts Story Time 0-5 year olds with the elderly at Timbrebongie House and Kurrajong Court.	Story time held three times a year.	100%	Narromine Library holds Story Time three times each year.
1.3.04.02	MVFDC take children to Timbrebongie House and Kurrajong Court for an annual excursion to interact with the seniors and entertain them with songs.	Annual excursion with educators and children.	100%	Family Day Care service ceased December 2017 prior to that annual excursions were held.
1.3.04.03	Arrange an annual visit of the children to Narromine Day Care Centre to entertain and interact with the older people.	Annually by December	100%	Family Day Care service ceased December 2017.
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 with state and federal members including advocacy for TAFE presence were held.
1.3.06.01	Assist in providing industry specific reports to vocational sector.	Make representations to vocational sector.	100%	Continuing to work with industry and the local high school to provide traineeships and opportunities for our youth that meet the specific needs of local and regional developments, industries and agencies.

# VIBRANT COMMUNITIES

Action Code	Action	Performance Measure	Action Progress	Comment
1.3.07.01	Provision of E resources, IT training workshops and advisory services to Libraries.	Free Wi-Fi and microfiche printer facility available for researching. IT training workshops held. Public computers provided.	100%	IT training workshops held at the library targeted for seniors as well as others in the community. Free Wi-Fi, microfiche and public computers are available.

## Accessible facilities and services are available for people with limited mobility

Action Code	Action	Performance Measure	Action Progress	Comment
1.4.01.01	Implement actions identified in Council's Disability Action Improvement Plan (DIAP).	100% DIAP targets met.	100%	Disability Action Improvement Plan targets met.
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%	All community Disability Action Improvement Plan targets completed.
1.4.02.02	Undertake accessibility audit on all community / Council facilities.	Review facilities annually by 31 March 2018 to determine compliance issues.	100%	Review of facilities annually occurred by 31 March 2018 to determine compliance issues.
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%	Bus services currently provided to Dubbo and return a number of times each day, community transport is also provided through the health and Non-Government Organisation sector.
1.4.04.01	Liaise with Interagency Group to include delegates representing people with disability to join the group.	Interagency Group is extended to include delegate(s) representing disability by December 2017.	100%	Interagency Group has been extended to include delegate(s) representing people with disability.

# GROWING OUR ECONOMY

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

Council achieved 82% of the actions set out in the growing our economy actions in the 2017/2018 delivery program.

Action	NO. actions complete	Total no. of action
<b>82% of actions completed</b>		
2.1	16	20
2.3	2	2
	<b>18</b>	<b>22</b>



# GROWING OUR ECONOMY

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

Action Code	Action	Performance Measure	Action Progress	Comment
2.1.01.01	Prepare and implement an Economic Development Strategy.	Economic Development Strategy completed by 31 July 2017. Implementation of Action Plan deliverables.	100%	The Economic Development Strategy was completed in February 2018. Priorities of the strategy have been further developed. Discussion with Economic Development Committee ongoing.
2.1.02.01	Establishment of a retailers' network.	Network established and meeting quarterly by July 2018.	100%	Early stages of this being developed through Growing Narromine seminar series. Retailers also participating in Photo News promotion. Informal at this time.
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%	Numbers seeking information are continuously monitored. Review underway at present on future projects for Love the Life. Will continue to support region wide initiative.
2.1.03.01	Develop a Shire wide Marketing Strategy.	Strategy developed by 30 June 2018.	90%	The Communications Plan has now been completed and is to be used in house to assist deliver more effective communication across Council's Departments.
2.1.03.02	Continue participation with Greater Western Plains Promotions Group.	Number of campaigns undertaken annually.	100%	On going participation in the greater Western Plains Tourism Group. Participation in the new visitors guide.
2.1.04.01	Finalise the peer review for the flood levee investigation and flood studies as per recommendations of the Narromine Floodplain Risk Management Study and Plan 2009 and feasibility study.	Peer review recommendations finalised by 30 June 2018.	100%	Peer Review for the flood levee investigation finalised September, 2017.
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%	Rural Residential Strategy has been reviewed and new Strategy developed to remain consistent with the communities needs and priorities. Employment Lands Strategy developed with an Industrial Land growth focus to also encourage economic growth for the community.
2.1.05.02	Develop Employment Lands Strategy.	Strategy completed by 30 June 2018.	80%	Development of the Employment Lands Strategy is well underway in the 2018 financial year. This is expected to be complete early in the 2018/2019 financial year.
2.1.06.01	Compare actual and projections as part of demographic analysis to prove projections.	Once per year	100%	This information is analysed in the context of planning and grant applications. Ongoing.
2.1.06.02	Assist community with applications for grant funding by providing statistical data.	Quarterly promotion in newsletter.	100%	Grant information has been updated on the Narromine Shire website. Demographic information available. Assist provide information from REMPLAN on impact of development.

# GROWING OUR ECONOMY

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

Action Code	Action	Performance Measure	Action Progress	Comment
2.2.01.01	Hold a biennial industry forum specifically targeting agricultural value add opportunities.	Industry forum held.	100%	The growing Narromine work shop series engaged with some rural enterprises. Working with some in this sector in regards to growth, grant opportunities and new business. The aim of the Economic Development team will be to host such forums annually rather than every two years.
2.2.02.01	Freehold appropriate land at the Aerodrome to encourage further investment.	Freehold status attained by 30 June 2018.	100%	Aerodrome land has been freeholded.
2.2.03.01	Implement strategies contained in Aerodrome Strategic Master Plan.	Targets are met	100%	Targets are met.
2.2.03.03	Continue with the hangar light industrial precinct development for aviation related businesses in accordance with the Aerodrome Strategic and Master Plan.	First stage available for sale by 30 June 2018.	50%	Concept plans complete, initial interest has been strong.
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%	Work with State government agencies has been completed as part of the preparation of the Rural Residential Land Use Strategy and the Employment Land Use Strategy focusing on Industrial Land growth to maximise opportunities for business and industries.
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.	90%	An Employment Land Use Strategy included a chapter on Industrial lands and development / maximising opportunities for existing industries and allowing for further growth. The Strategy is required to be adopted by Council and Inland Rail alignment must be finalised before work with the Department of Planning to produce a site plan on value added sites can be undertaken.
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%	New site for Visitor Information Centre confirmed. New website live. Staff member appointed to improve community consultation, information sharing and Council marketing. Overall online enjoyment increased by 67% from 16/17.
2.2.05.02	In conjunction with other OROC councils attend the Country and Regional Living Expo and other marketing opportunities.	Annual attendance.	100%	Love the Life we Live enhancements to replace the Country Week concept. Narromine Shire Council very supportive of region wide initiative. This is being updated early in the 2018/2019 financial year with an emphasis on our closer region.
2.2.07.01	Work with existing tourist operators and community groups to promote Narromine Shire.	Undertake accommodation audit once per year.	100%	Audit complete in order to update Visitor information brochure. Continue to work with existing providers to promote Narromine Shire.

# GROWING OUR ECONOMY

Action Code	Action	Performance Measure	Action Progress	Comment
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%	Forum held October 2017 during Growing Narromine series. Continue to work with new business opportunities and with those businesses looking to grow.

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

Action Code	Action	Performance Measure	Action Progress	Comment
2.3.01.01	Advocate for the maintenance or increase of educational opportunities and training programs within the Shire.	Meet quarterly with State and Federal Local Members ensuring the provision of educational opportunities and training opportunities in our Shire a key agenda item.	100%	Meetings with State and Federal members including educational opportunities a key agenda item to ensure a range of educational opportunities and skills based training programs are available for workers within the Shire. Girls Academy Program commenced and work continues with the Narromine High School for the introduction of Clontarf (Boys Program).
2.3.03.02	Identify potential value-added sites with good inter-modal transport links.	Liaison with all site owners by 30 June 2018.	100%	Narromine Shire Council has liaised with potential site land holders. Continue to develop opportunities.

# PROTECTING & ENHANCING OUR ENVIRONMENT

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

Council achieved 92% of the actions set out in the protecting and enhancing our environment actions in the 2017/2018 delivery program.

Action	NO. actions complete	Total no. of action
<b>92% of actions completed</b>		
3.1	9	12
3.2	17	17
3.3	3	4
3.4	4	4
3.5	7	7
3.6	5	6
	<b>46</b>	<b>50</b>





# PROTECTING & ENHANCING OUR ENVIRONMENT

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

Action Code	Action	Performance Measure	Action Progress	Comment
3.1.01.01	Finalise plans for the redevelopment of the Narromine wetlands into a natural ecosystem.	Plans finalised by 31 December 2017.	100%	Plans for the redevelopment of Narromine Wetlands were finalised by 31 December 2017.
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%	Staff attended 100% of CWRWC & MWWAC meetings throughout the financial year maintaining involvement in the Macquarie and LLS Weeds Group and ensuring enhancement and protections of our river systems and wetlands.
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%	Funding application has been lodged for 2019 fingerling release.
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%	Advertising encouraging owners of heritage items to contact Council regarding funding available for maintenance of their buildings and sites from State and Local Government to ensure preservation and maintenance of the Shire's heritage buildings and places of interested completed.
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%	Heritage grant process advertised and closed for this year. No applicants met the criteria for funding.
3.1.04.03	Manage heritage-related enquiries at Council.	Record number of enquiries taken and advice given.	100%	Record kept of enquiries and advice given regarding heritage matters.
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%	30% of Private property inspections as well as all other commitments were undertaken within budget constraints for Year 3 WAP1520 funding and staff allocations.
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 relevant applications are being assessed against the National Construction Code and were accompanied by relevant Basix or Part J report.
3.1.07.01	Review Narromine Shire Waste Management Strategy.	Update Narromine Shire Waste Management Strategy by 30 June 2018.	50%	Preliminary work done on strategy, some areas of efficiency and improvement have been identified and implemented.
3.1.07.03	Investigate and introduce a cost effective approach to organics management to minimise impact on landfill locally and regionally.	Introduce organics management before 30 June 2018.	100%	Introduced organics management before 30 June 2018.

# PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comment
3.1.07.04	Investigate alternative management options for the Narromine Waste Depot.	Determine suitable management options prior to 30 June 2018.	50%	Preliminary work done. Further investigation to continue to determine suitable management options for the Narromine Waste Depot.
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%	100% NetWaste meetings (Steering Committee) attended.

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

Action Code	Action	Performance Measure	Action Progress	Comment
3.2.01.01	Support natural resource initiative of Local Land Services (LLS).	80% attendance Local Government Reference Group meetings.	100%	100% attendance at quarterly Macquarie Valley Weeds Advisory Committee meetings by relevant staff. Environment & Water Alliance meetings have been attended by various staff when relevant.
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%	Contacted schools to enable four school groups per year to utilise the Narromine wetlands as a learning resource.
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%	290 Primary School aged students engaged in Recycling Rules, Food for Thought, Being Resourceful, Litter, Litter Everywhere, It's a Wormy World, and Don't Waste Biodiversity program in accordance with Waste Education Plan.
3.2.01.04	Continue involvement in the Waste Education Plan.	Education by Envirocon at schools in accordance with the Waste Education Plan.	100%	290 Primary School aged students engaged in Recycling Rules, Food for Thought, Being Resourceful, Litter, Litter Everywhere, It's a Wormy World, and Don't Waste Biodiversity program in accordance with Waste Education Plan.
3.2.01.05	Promote environmental awareness.	Quarterly newsletter article.	100%	Promotion of environmental awareness was conducted throughout the year via regular posts on Council Facebook page and Newsletters.
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 achieved through Free Online Responsible Pet Ownership program available on Council's website. Alternate to newsletter, letters were sent to new registered owners which included link to above free online training.

# PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comment
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%	In excess of 90% of investigations occurring within 24hrs of receipt of complaint. Council staff actively identifying overgrown allotments and derelict buildings.
3.2.03.01	Identify local environmental groups within the Narromine Shire.	Contact local environmental groups by June 2018.	100%	Placed public notices with local papers calling for local environmental groups to come forward in July 2017. Liaised with other relevant agencies to help identify groups. Contact made with relevant groups and entered into register by June 2018.
3.2.03.02	Develop and maintain a register of local environmental groups.	Prepared by June 2018.	100%	Register has been created and updated with new Environmental Groups that were identified in the Narromine Shire (November 2017).
3.2.03.03	Develop a working relationship with identified local environmental groups.	Arrange to meet six monthly.	100%	Contact was made with relevant groups. Council has existing strong relationship with RiverSmart and is working towards developing a relationship with Dubbo Field Nats (Dubbo Field Naturalist and Conservation Society Inc). Follow up contact has yet to be undertaken as no new funding opportunities have been identified.
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%	Limited environmental funding opportunities were identified. Promotion of funding not relevant as funding was not suitable for groups.
3.2.04.02	Promote and encourage environmental sustainable practices to local business.	Annual promotional material to local businesses.	100%	Promotion of environmentally sustainable practices occurred through Council's social media options and newsletters, when available.
3.2.05.01	Promote initiatives using Smart WaterMark.	Promotion materials sent out with second rates notice.  Participate in summer time television campaign through Smart WaterMark annually.	100%	Promotional material raising awareness of environmentally friendly practices sent with third rate notice. Participation in summer time television campaign through Smart WaterMark completed.
3.2.05.02	Maintain membership of Smart WaterMark through the LMWUA.	Renew membership annually.	100%	Annual membership has been renewed.
3.2.05.03	Continue to be a member council of NetWaste, attend regional forums to address waste management issues at a regional level.	90% Regional Forums attended.	100%	100% NetWaste Forums attended.
3.2.05.04	Promote benefits of recycling using NetWaste resources.	Include statistics for recycling in Council's newsletter.	100%	2017/18 statistics were included in newsletter and facebook post when they became available.
3.2.05.05	Promote the benefits of recycling and water conservation.	Publish recycling statistics at least monthly.	100%	Newsletter articles and posts on social media site promoting the benefits of recycling and water conservation were published when statistics became available from May to July 2018.

# PROTECTING & ENHANCING OUR ENVIRONMENT

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

Action Code	Action	Performance Measure	Action Progress	Comment
3.3.01.01	Install rain sensors in parks and sporting fields.	Develop strategy for installation of rain sensors by 30 June 2018.	100%	Strategy developed for installation of rain sensors. Rain sensors have been fitted to Payten and Dundas Ovals.
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%	100% of approvals have had adequacy of existing utilities determined as part of the DA assessment process.
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%	TBL submitted on time. Compliance not available at the time of completing this as there have been delays within the Department. Assume 100% compliance as there have been no breaches.
3.3.03.01	Advocate for reliable and affordable access to internet and communications technology.	100% installation of NBN in residential areas of Narromine, Trangie and Tomingley. Increase in the coverage area for mobile technology throughout the Shire.	50%	Meetings with the Federal Communications Minister and NSW Premier continue to allow further advocacy for improved internet coverage and increased mobile coverage throughout the Shire.

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

Action Code	Action	Performance Measure	Action Progress	Comment
3.4.01.01	Work with relevant parties to identify aged care accommodation needs.	90% attendance at relevant meetings in an advisory role.	100%	No advisory group has been established however Aged Care survey completed to identify and rate aged care services in the Shire.
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%	Review of supply of vacant land has been completed.
3.4.03.01	Review DCP in accordance with legislative changes.	Review / update biennially.	100%	Review completed in accordance with legislative changes.
3.4.04.01	Liaise with local real estate agents to ascertain changes in rental demand.	Monitor with local real estate agents annually.	100%	Real Estate agents contacted and information obtained from realestate.com website.

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

Action Code	Action	Performance Measure	Action Progress	Comment
3.5.01.01	Liaise with transport providers to ensure that full suite of transport options are available.	Correspond with all providers annually.	100%	Disability survey identifying transport options and gaps in services completed. Correspondence continues with all providers.
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%	Ongoing support provided to Dubbo Regional Council through representations to State and Federal members for expansion of services at Dubbo Regional Airport.

# PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comment
3.5.03.01	Liaise with rail service providers to ensure rail service is maintained.	Correspond with rail providers annually.	100%	Meetings with State and Federal members continue including support for rail service provision and ensuring the rail service is maintained.
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%	Obstacle Limitation Surface (OLS) completed by 30 November 2017.
3.5.05.03	Undertake inspections on operational areas.	Minimum 52 inspections per year.	100%	Carried out a minimum 52 inspections per year.
3.5.05.04	Maintenance of glider grassed runways.	Slashing undertaken minimum 26 times per year.	100%	Slashing undertaken a minimum 26 times per year.
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%	Annual inspections of footpaths and cycleways prior to finalising works program have been done. Annual works program identified by inspections and PAMP priorities, and adopted.

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

Action Code	Action	Performance Measure	Action Progress	Comment
3.6.01.01	Review and implement Council's ten year roads Capital Works Program.	Ten Year Capital Works Program updated annually and adopted by 30 June.  Works program completed within + / - 5%.	80%	Ten Year Capital Works Program updated annually and adopted by 30 June 2018. Review of expenditure will be undertaken after financials for year finalised. Some delays in Capital Works due to extended grant application processes.
3.6.01.02	Continue to maintain roadside slashing when grass impedes visibility.	Undertake slashing program annually.	100%	Slashing program completed for year.
3.6.01.03	Apply for hazard reduction funding through Rural Fire Fighting Fund.	Apply for funding prior to 31 March annually.	100%	Funding applied for prior to 31 March 2018.
3.6.02.01	Convene Local Traffic Committee meetings.	Convene 6 meetings per year of the Local Traffic Committee.	100%	Local Traffic Committee meetings held every two (2) months, unless postponed by Chair due to no business.
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%	Meetings with State and Federal Members continue and include discussion for increased funding for the rural road network. Submission of grant applications continue.
3.6.03.02	Proactively engage with the Local Government Grants Commission.	Invite Local Government Grants Commission to present to Council biennially.	100%	Invitation extended to representatives of the Local Government Grants Commission to present to Council.

# PROACTIVE LEADERSHIP

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

Council achieved 96% of the actions set out in the proactive leadership actions in the 2017/2018 delivery program.

Action	NO. actions complete	Total no. of action
<b>96% of actions completed</b>		
4.1	11	11
4.2	22	24
4.3	21	21
4.4	11	12
	<b>65</b>	<b>68</b>



# PROACTIVE LEADERSHIP

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

Action Code	Action	Performance Measure	Action Progress	Comment
4.1.01.01	Continue to gather feedback regarding community engagement strategies.	Annual review of community engagement strategy to Council by 30 November each year.	100%	Community Engagement strategy reviewed and updated.
4.1.01.02	Produce a newsletter promoting the positive aspects of Narromine Shire Council.	12 newsletters distributed annually.	100%	Newsletter is distributed to ratepayers on a quarterly basis. This continues to enhance open and interactive communication between Council and the community.
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 column in local media and regular media releases prepared to continue to enhance open and interactive communication between Council and the community. Exceeds 12 per annum.
4.1.01.04	Information available on Council's website.	Website updated as required.	100%	Website updated as required.
4.1.01.05	Prepare a Communications Strategy.	Strategy prepared by June 2018.	100%	The Communications Strategy is completed.
4.1.02.01	Councillors maintain strategic community focus.	Positive media around Council's strategic approach.	100%	Councillors continue to focus on delivering the outcomes in Narromine Shire Council Community Strategic Plan. Councillors are representative of the community and continue to provide strong and visionary leadership.
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 provided at Ordinary Council Meetings. Promoted quarterly throughout the year on a variety of media platforms (including Facebook, Council Column and Council newsletter).
4.1.03.03	Continue to facilitate S355 Advisory Committees.	Annual review of Section 355 Committee Charters and annual appointment of delegates (September).	100%	Delegates appointed to section 355 Committees and Committee Charters reviewed September 2017.
4.1.04.01	Respond to requests for access to public information as per legislative requirements.	100% compliance with GIPA Act 2009. Annual review of Council's Information Guide.	100%	Formal applications for public information under the Government Information (Public Access) Act 2009 dealt with as received. Council's Information Guide reviewed 8 January 2018 as per legislative requirements.
4.1.05.01	Present a positive image of Council to the community.	One "Good News" media release per month.	100%	"Good News" stories continue to be provided to various media outlets for publication to allow presentation of a positive image of Council to the community, this exceeds target.
4.1.05.02	Mayor to undertake media training.	Training program complete.	100%	Mayor completed media training program in October 2017.

# PROACTIVE LEADERSHIP

## Effective Council organisational capability and capacity (SP No 30)

Action Code	Action	Performance Measure	Action Progress	Comment
4.2.01.01	Encourage and reward innovative practices within Council's workforce.	One innovation introduced per directorate each year.	100%	Staff continue to be recognised in the Reward and Recognition Program this ensures innovation, continuous improvement and creativity in the workplace.
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%	Values and Behaviours developed by staff continued to be displayed by Narromine Shire Council Staff allowing cultural change across the organisation. Staff strive to be part of the Reward and Recognition Program recognising those who display the values and behaviours of Narromine Shire Council.
4.2.01.03	Develop Employee Reward & Recognition Program.	Program developed by 30 June 2018.	100%	An employee reward and recognition program has been created and implemented throughout the 2017/2018 year with the employee of the year and team of the year to be recognised at the annual award dinner in August. The Values and Behaviors that were created have been promoted through the employee newsletters and performance assessment system and assist with Managers and employees striving for business excellence.
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%	Employee work/life balance has been promoted through various policies and programs to promote flexible working arrangements including the health and well being policy, committee and charter, flexitime policy amendments and employee health initiatives such as half priced gym/pool memberships.
4.2.02.02	Provide access to innovative leadership training programs.	Research and identify appropriate leadership training for Managers annually.	100%	Various relevant training completed for staff to meet their training plans and statutory and legislative requirements. Training completed included Bachelor Degree in Engineering, traffic control, chainsaw, customer service, manual handling, conflict resolution, first aid, pool maintenance and water industry training.
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%	Council has supported the ongoing skills development of staff through many training programs including university degrees, traffic control, chainsaw, customer service, manual handling, conflict resolution, first aid, pool maintenance and water industry training.
4.2.02.05	Implementation of Councillor Training Program.	95% attendance by Councillors at scheduled training events.	100%	Training requests and training opportunities provided throughout the year to Councillors in accordance with Council's adopted budget. Councillor self-assessments based on the OLG Draft Councillor Training and Professional Development Guide completed for determination of 2018/2019 and beyond training requirements. 95% attendance by Councillors at scheduled training events.
4.2.03.01	Integrated Planning and Reporting documents reflect best practice.	Positive feedback from Office of Local Government.	100%	Office of Local Government no longer provide peer review and feedback. Documents compare favourably to other Councils including Parkes, Dubbo and Forbes.
4.2.04.02	Customer services standards.	Annual satisfaction survey.	100%	The Council's annual Satisfaction Survey was completed successfully before 20 June 2018 and reported to Council.



# PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comment
4.2.04.03	Customer Requests responded to within time frames agreed in Customer Service Policy.	100% compliance with Customer Service Policy.	90%	Improved Customer Request Management measurement processes are in place and compliance is reliably measured.
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 are promoting future workforce development by doubling the number of trainees within Council to "grow our own" local workforce and give back to the community through employment and upskilling.
4.2.05.02	Develop and implement initiatives to support / promote workforce diversity.	Ensure the Disability Inclusion Action Plan is considered in all workforce activity.	100%	Following on from the Memorandum of understanding with the aboriginal community, an Aboriginal employment strategy has been drafted for future adoption and the disability inclusion plan has been adopted to ensure that the needs of the community are met within our workforce to support and promote workforce diversity.
4.2.05.03	Create and implement a tailored health and wellbeing program to assist in staff retention.	Health and wellbeing program created and implemented by December 2017.	100%	A tailored health and well being program was implemented for staff which included dietary and fitness education, half priced pool and gym memberships and a focus on mental health. A health challenge was conducted during the year with a weight loss and step challenge for staff to participate in.
4.2.05.04	Update HR policies and procedures to ensure they are competitive in the market to support the recruitment and retention of a quality workforce.	Policies updated every four years.	100%	New recruitment software assisted with the attraction of quality staff. Retention strategies such as the health and well-being program, staff benefits including skin checks, flu vaccinations and policies to promote flexible working arrangements are in place and promoted to ensure the workforce is retained where possible.
4.2.06.01	Councillors to act positively at all times in the public eye.	No negative feedback received.	100%	No Negative feedback has been received showing that Councillors are continuing to act positively and have a 'can do' approach.
4.2.07.01	Continue to implement and improve the employee performance assessment system.	All Departments' performance assessments completed by 1 September annually.	100%	The annual performance assessment system is continuing to be used to monitor and improve organisational performance.
4.2.07.02	Review and implement the Work Health Safety Management System.	WHS Management System in place and functioning by December 2018 and on an ongoing basis.	100%	The work health safety management system was reviewed through an audit. Areas of improvement were identified and programs implemented to improve the system. This is a continuous improvement process.
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%	MANEX discussed and documented areas of improvement.
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.	Establish Audit & Risk Committee by 30 June 2018.	100%	Internal Audit and Risk Management Committee established by Council with Councillor delegate appointed. Committee to commence 1 July 2018. Internal Auditor appointed for a three year term.

# PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comment
4.2.07.06	Maintain a database of legislative compliance obligations.	Distributed monthly to MANEX for 100% compliance with statutory obligations.	100%	Legislative Compliance Checklist updated and provided monthly to Manex for compliance with statutory obligations.
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%	Extraordinary and Ordinary Council Meeting documentation prepared as required and in accordance with Council's Code of Meeting Practice. Agenda and Business papers are distributed to Councillors five days prior to meeting. Minutes are distributed to Councillors seven days after the meeting.
4.2.08.02	Maintain a framework of relevant policies and procedures.	Policies and procedures updated at least every four years.	90%	Council's Policy Register is regularly reviewed and provided to Manex for consideration and action by Policy owners. Some policies currently under review.
4.2.08.03	Ensure Staff and Councillors are made aware of Council's Code of Conduct and Procedures.	Training organised annually.	100%	Council's Code of Conduct Policy reviewed and adopted by Council in July 2017. Office of Local Government Consultation Draft of proposed Model Code of Conduct for Local Councils in NSW (October 2017) provided to Council for information. Code of Conduct reminders regularly provided in staff newsletters. Formal Code of Conduct training provided to staff every 2 years due to limited resources.
4.2.08.04	Manage Council's Records System.	No breaches of State Records Act.	100%	Electronic records are being migrated from previous electronic document records management system to current system. Annual hard copy records destruction undertaken in accordance with the State Records Act. Migration of State Records being undertaken in accordance with the State Records Act. There are no known breaches of the State Records Act.

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

Action Code	Action	Performance Measure	Action Progress	Comment
4.3.01.01	Implementation of the Delivery Program and Operational Plan including Budget and Asset Management Plan on an annual basis.	Plans and Budget documentation endorsed by Council by 30 June each year.	100%	The 2018-19 budget was approved by Council and adopted before 30 June 2018.
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 2018-19 financially sustainable budget was adopted by Council 13 June 2018.
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 2018-19 Revenue Policy was approved by Council and adopted before 30 June 2018.

# PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comment
4.3.01.04	Levy and collect rates and charges in accordance with statutory requirements and Council policies.	No known breaches of policy.	100%	The 2018-19 rates, fees and charges were approved by Council and adopted before 30 June 2018 in accordance with statutory requirements and Council's policies. No known breaches of statutory requirements and Council policies.
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 monthly and quarterly reports were submitted as required at appropriate Council meetings.
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 2016-17 Financial Statements were completed, with an unmodified audit report, no significant matters reported and no prior-period adjustments.
4.3.01.07	Ensure Council has adequate cash flow to meet their needs.	Maintain level of outstanding rates and charges at below 10%.	100%	Council's receivables balances are approximately 6% overdue.
4.3.01.08	Ensure Council's ongoing financial viability.	Maintain a debt service ratio below 10%.	100%	Council's Debt Service cover ratio is currently around 5% which is well under target.
4.3.01.09	Ensure accounting data is recorded accurately and returns are filed in accordance with legislative requirements.	Positive audit findings. Reduction in management letter points.	100%	2016-17 Audit report was unmodified. Management letter points reduced from 3 last year to 1 this year.
4.3.02.01	Ensure Council's Operational Plan is well publicised with ample opportunity for community input.	Operational Plan on public exhibition for a period of 28 days.	100%	Council's Operational Plan was on public display and submissions requested. This plan was approved by Council and is adopted.
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 a project over \$300,000 within Council priority areas.	100%	Grants confirmed via Stronger Country Communities Fund including pool upgrades and Community Hall projects.
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%	List of priority projects developed. Funding applications submitted to Stronger Country Communities Round 2 funding.
4.3.04.01	Review and update Asset Management Strategy.	Strategy adopted by Council by 30 June every four years.	100%	Advertised in May, adopted by Council in June 2018.
4.3.04.02	Review and update Asset Management Policy.	Policy adopted by Council by 30 June every four years.	100%	Advertised in May, adopted by Council in June 2018.
4.3.04.03	Review Asset Management Plans annually.	Asset Management Plans updated annually by 30 June.	100%	Asset Management Plans included updated Long Term Financial Plan and placed on public exhibition with the IP&R document and adopted by Council in June 2018.
4.3.04.04	Update Long Term Financial Plans annually.	100% Long Term Financial Plans updated and adopted by 30 June annually.	100%	Advertised in May, adopted by Council in June 2018.

# PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comment
4.3.04.05	Undertake monthly inspections of Regional Roads.	12 inspections of each Regional Road per year.	100%	Assets inspected, defects recorded, reported and programmed for maintenance, renewal or replacement.
4.3.04.06	Undertake annual inspections of Local Roads.	100% Local Roads inspected minimum of once per year.	100%	All roads in the shire have been inspected a minimum of once ensuring that program is being followed.
4.3.04.07	Develop and implement plant and fleet strategy.	Strategy developed by 30 June 2018 and implemented thereafter.	100%	Strategy developed by 30 June 2018 and implemented.
4.3.04.09	Develop IT Strategic Plan.	Plan developed by 30 June 2018.	100%	The IT Strategic Plan was approved and adopted by Council before 30 June 2018.
4.3.05.01	Maintain sustainability ratios as per Fit for the Future Improvement Proposal.	Sustainability ratios calculated and reported to Council six monthly.  Resubmit Fit for the Future Improvement Plan in light of Joint Organisations.	100%	Sustainability ratios were calculated for half year. The Council's Fit for the Future Improvement Plan is no longer required to be resubmitted as Council deemed Fit for the Future by Minister Upton 27 November 2017.

## Sound partnerships are encouraged and fostered (SP No 32)

Action Code	Action	Performance Measure	Action Progress	Comment
4.4.01.01	Active membership and representation on government, regional and other bodies.	Maintain membership of relevant government, regional and area bodies.	100%	Attendance at Country Mayors Association Meetings continue. Current membership of relevant government, regional and area bodies including Newell Highway Taskforce continues providing input into State, Regional and Non-Government Organisation Plans and Strategies.
4.4.01.02	Prepare submissions as required.	One submission prepared per year.	100%	Continue to inform and prepare submissions to all levels of Government. Good relationships with Government support.
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%	Orana Joint Organisation commenced in June 2018 and includes Narromine Shire Council, Gilgandra Shire Council, Mid-Western Regional Council, Warren Shire Council, Bogan Shire Council and Warrumbungle Shire Council.
4.4.02.01	Represent the community's interests and lobbying topics of significant impact to the Shire.	One submission per quarter.	100%	Regular meetings are held with State and Federal representatives to discuss local community interests and lobby for major infrastructure. 2018 saw a visit from the Prime Minister and several Federal Ministers.
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 have been prepared on Inland Rail, economic development opportunities and meetings with Roads Minister, Local MP's and Federal senators advocating for our shire.

# PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comment
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%	Regular meetings with State and Federal representatives regarding better allocation of funding for services such as transport, education and youth services have been held.
4.4.03.01	Nurture relationship with key external organisations and individuals.	90% attendance at OROC and GMAC meetings.	100%	Attendance at OROC Board meetings continued, Narromine Shire Council is now part of the Orana Joint Organisation and continues to nurture relationships with external organisations and individuals to work on issues that affect us and our neighbouring shires.
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%	Council representation on Lower Macquarie Water Utilities Alliance, Water Directorate, Netwaste, IPWEA and Country Mayors Association continues.
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%	Regular meetings held with State and Federal representatives as well as local NSW Police service and attendance at Interagency group meetings to foster development and delivery of community services.
4.4.04.02	Develop a Social Plan.	Social Plan developed by 30 September 2017.	40%	Youth social plan underway. Initial meetings held. Awaiting State Government assistance to finalise.
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%	Participation of Community Groups within Interagency Group increased.
4.4.05.02	Work collaboratively with the community through greater representation at the Trangie Action Group.	90% attendance by Councillor Representative.	100%	Council representatives maintain high level of attendance at almost 100%.

# MAJOR CAPITAL WORKS UNDERTAKEN 2017/2018

- Roads to recovery - \$848K
- Regional roads capital - \$800K
- Regional road reseals - \$336K
- Rural road reseals - \$304K
- Local roads rehabilitation - \$93K
- Street reseals - Narromine, Trangie, Tomingley - \$95K
- Resheeting - \$248K
- Extension Narromine Shire Medical Centre - additional pathology collection room; additional office space for visiting specialists; new staff room - \$590K
- Construction of heavy vehicle rest area in Trangie - \$653K
- Sewer CCTV investigations, upgrades and replacements - \$585K
- Water upgrades and replacements - \$818K
- Upgrade of cardio equipment at the Narromine Sports and Fitness Centre; refurbishment of stadium floors and lighting, building modifications and new weights equipment - \$67K
- Upgrade of Financial software system - \$92K
- Installation of outdoor exercise equipment in Rotary Park, Narromine - \$41K
- Council Chambers Upgrade - \$89K
- Drainage works - Enmore Street, Trangie - Meringo Street, Meringo Street North, Narromine - Various Channels (Tomingley, Narromine, Trangie) - \$135K
- Footpaths/Cycleways - Burraway Street, Tomingley - \$10K
- Aerodrome - reform, grading, lighting, wind indicator, seals - \$192K
- Pool upgrades - cleaner, amenities, shade structures, dosing pumps, lift chair - \$257K

# MAJOR CAPITAL WORKS COMMENCED 2017/2018

- Duffy Street drinking water reservoir rehabilitation - internal and external coating removal and replacement, new roof structure, access and inspection hatches, security fencing and building improvements.
- Construction of new truck wash, Narromine - installation of an all weather, 24/7 truck wash including concrete wash down bay, 24 hour operational lights, AvData system, high pressure washer and high volume hose.

# 2017/2018 GRANTS

## Successful

- Stronger Country Community Round 1 - upgrade to pools including Toilet Block, Grandstand, Get Active - \$783K
- Country Arts Support Program - Trangie Community Arts Project - \$2.5K
- Weeds Action Program - \$57K
- Bulgandramine Bridge - \$400K
- Heavy Vehicle Safety Productivity Program - Trangie Heavy Vehicle Rest Area - \$300K
- Fixing Country Truck Washes - Narromine Truck Wash - \$141K
- Local Sport Defibrillator Grant Program - \$2.6K
- Dollar for Dollar Native Fish Stocking Program - \$3K
- NSW Community Safety Fund - CCTV Project - \$178K
- Regional Growth - Marketing and Promotion - \$47K

## Unsuccessful

- Fixing Country Truck Washes - Trangie Truck Wash - \$100K
- Innovation Fund - iPads - \$40K
- Regional Growth Environment and Tourism Fund - Narromine Wetlands - \$2.4M
- NSW Community Safety Fund - Trangie Showground signage and security lighting - \$44K
- Restart NSW Fixing Country Roads Program - upgrade Tomingley to Eumungerie Roads Heavy Vehicle Freight Corridor - \$20M
- RMS Cycleway Funds - Burraway Street Stage 2 - \$120K

## Pending

- PRMF - Trangie Showground pavilion - \$82K
- Growing Local Economies - Narromine Aerodrome Industrial Precinct - \$780K
- Growing Local Economies - Dappo Road Retirement Village Extension, Enabling Infrastructure - \$775K
- Safe and Secure Water Program - Tomingley, \$297K; Narromine, \$19M and Trangie, \$6M
- OEH Flood Plain Risk Management Study and Plan - \$150K



# EVENTS

## **Air Venture Airshow 19, 20 and 21 October 2017**

Three fun filled days including exhibitions, seminars, trade displays, air show and a balloon burn.



## **Pink Pigeon Race 6 January 2018**

Events held to raise much needed funds for the McGrath Foundation included the Pink Sheep Sale at Dubbo Saleyards on 11 December 2017, Pink Bowls Day and Calcutta at the Trangie Bowling Club on 16 December 2017 and the Pink Pigeon Race on 6 January 2018 at the Dundas Oval, Narromine.

## **Australia Day Narromine 26 January 2018**

Over 400 residents gathered at Dundas Park to celebrate Australia Day. Ambassador Paralympian Gold Medallist David Hall OAM and the Hon. Troy Grant, Minister for Police and Minister for Emergency Services presented the Australia Day Award Winners as follows:-

Senior Sports Award - Fiona Walker,  
Junior Sports Award - Alex Heap,  
Community Event of the Year -  
Western Plains Little Athletics Zone  
Championships, Young Citizen of the Year  
- Matilda Irvine and Citizen of the Year -  
Judy Barlow.

Celebrations were also held at the Trangie Bowling Club with many community groups coming together to enjoy a BBQ breakfast. Ambassadors Lana and Roger Borg presented the 2018 Awards as follows:-

Citizen of the Year - Jessica Skinner,  
Young Citizen of the Year - Narelle  
Shillingsworth-Budd, Community  
Event of the Year - Wungunja Cultural  
Centre Opening, Senior Sports Person -  
Gabrielle Wake and Junior Sports Person  
- Benjamin Thornton.

Council also partnered with Communities for Children to bring an inflatable giant obstacle course to Narromine and Trangie Pools in the January school holidays.



## **Dollar for Dollar Native Fish Stocking Program February 2018**

Over 4000 Murray Cod Fingerlings were released into the Macquarie River at the Rotary Park Boat Ramp. Unfortunately due to unfavourable breeding conditions, the Golden Perch fingerlings were unable to be sourced. This event is a long standing partnership between Department of Primary Industries, Macquarie Cotton Growers Association and Council.

## **Seniors Week Olympics 12 April 2018**

Council partnered with Trangie Local Aboriginal Lands Council who facilitated a day of activities including live music, sporting activities, morning tea, lunch and afternoon tea.

## **Local Government Week 31 July - 7 August 2017**

Council held mock Ordinary Meetings, and student essay writing and colouring in competitions with the various schools in the Shire highlighting this year's theme of "Discovery, Diversity and Democracy".

## **Ignite your Life Youth Week 2018 16 - 20 April 2018**

Council supported a number of organisations to provide various events for the youth in our Shire including TOTEM skate boarding workshops at both Narromine and Trangie.

## **Reconciliation Day 1 June 2018**

Over 200 people attended a sausage sizzle and school performance in Dundas Park, Narromine.



# ECONOMIC DEVELOPMENT

Seeking out economic development opportunities and strengthening the efforts of Council has been a specific target of the Delivery Plan 2017-2021 and the Operational Plan for 2017-2018. In early 2017 the position of Manager of Economic Development was filled and tasked with implementing many of the community and economic development actions in the Delivery Plan. In particular;

- **2.1.01.01 - 2.1.01.01:** Prepare and implement an Economic Development Strategy
- **2.1.05.01 - 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.

Significant progress has been made with a number of projects, events and economic opportunities over the 2017-2018 period, including:

- **Learn, Innovate and Grow Business Development Workshops:** In October 2017, 10 workshops were held which aimed to increase the capacity of local businesses, improve networking opportunities and deliver local training. This series is again planned for October 2018.
- **Narromine Aerodrome:** Narromine Aerodrome hosted a number of major events including the AirVenture Seminars and Airshow in October 2017. Additional commitments from Council include;
  - » Relocation of the Visitors Information Centre to the Aviation Museum
  - » Grant application assistance for the Narromine Aviation Museum
  - » Planning commenced for the development of 22 industrial blocks
  - » Planning for the next stages of the Skypark residential precinct.
- **Grant applications:** Council has been successful with several large grant applications in the year 2017-2018. These include;
  - » Assisting in securing the grant for the redevelopment of Burns Oval (\$690K)

- » Community Projects under the Stronger Country Community Fund (\$1.5M)
- » CCTV development for the main street (\$178K)

- **Tourism promotions:** Council developed the narromineregion.com.au website as a tourism platform and the enhancement of our social media capabilities. The Narromine Region tourism guide was updated and distributed State wide.

- **Economic Development Strategy:** The Strategy highlighted that Narromine Shire was operating in a competitive environment against other areas within the Orana and Central West regions. Each LGA is working to attract investment and development that will help drive population and economic growth. Narromine Shire's competitive strengths were highlighted as:

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

Narromine Shire's key opportunities were outlined as:

- » Inland rail
- » International events at aerodrome
- » Innovative agriculture
- » Health Hub
- » Main street amenity - day trip market
- » Agricultural education

There are a number of projects that Narromine Shire Council will continue to work on to enhance the economic and community development of the Shire. These will be ongoing into the 2018-2019 year.



# FINANCIAL SNAPSHOT

## Financial Performance

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

Income Statement	2018 (\$'000)	2017 (\$'000)
Total income from continuing operations	23,566	24,510
Total expenses from continuing operations	20,721	18,860
Operating result from continuing operations	2,845	5,650
<b>Net operating result for the year</b>	<b>2,845</b>	<b>5,650</b>
Net operating result before grants and contributions provided for capital purposes	14	4,453
Statement of Financial Position		
Total current assets	27,558	26,799
Total non-current assets	303,464	299,634
Total current liabilities	(3,216)	(3,385)
Total non-current liabilities	(2,550)	(2,744)
<b>Total equity</b>	<b>325,256</b>	<b>320,304</b>
Other Financial Information		
Operating performance ratio %	(0.88%)	18.7%
Own source operating revenue ratio%	53.43%	47.9%
Unrestricted current ratio	5.98x	5.38x
Debt service cover ratio	12.68x	19.96x
Rates and annual charges outstanding ratio %	11.6%	9.2%
Cash expense cover ratio	18.93 months	19.9 months

## Cash Position

Council has cash and investment holdings of \$24,355,000 as at 30 June 2018. A summary of our cash flow for year ended 30 June 2018 is shown below:

Income Statement	2018 (\$'000)	2017 (\$'000)
Cash flows from operating activities	7,605	10,927
Cash flows from investing activities	(10,240)	(8,779)
Cash flows from financing activities	(163)	(340)
Net increase/decrease in cash held	(2,798)	1,807
Cash at beginning of financial year	3,833	2,026
Cash at end of financial year	1,035	3,833
Additional information		
Plus investment on hand - end of year	23,320	21,000
<b>Total cash, cash equivalents and investments</b>	<b>24,355</b>	<b>24,833</b>

## Income Statement

Council's operating result (\$2.8 million including the effect of depreciation expense of \$6 million) was \$2.9 million lower than the 2016-17 result. The decrease from the previous period is mainly due to reduced funding from grants and contributions and increased depreciation charges.

The net operating result before capital grants and contributions (\$14,000) was \$4.5 million lower than the 2016-17 result due a reduction in operating grants and increased depreciation charges. Rates and annual charges revenue (\$8.3 million) increased by \$0.3 million (3.8 per cent) in 2017-2018.

Grants and contributions revenue (\$10.9 million) decreased by \$1.8 million (14.2 per cent) in 2017-2018 due to the timing of financial assistance grants received over the past two years.

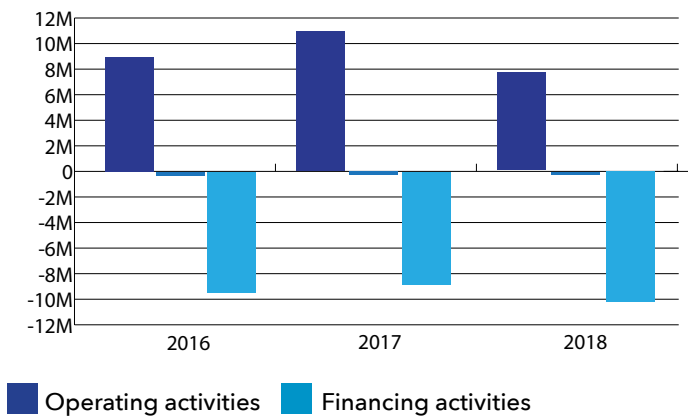
	2018 \$M	2017 \$M	Variance %
Rates and annual charges revenue	8.3	8.0	3.5% increase
Grants and contributions revenue	10.9	12.7	14.2% decrease
Operating result for the year	2.8	5.7	50.9% decrease
Net operating result before capital amounts	0.014	4.5	99.8% decrease

# FINANCIAL SNAPSHOT

## Statement of Cash Flows

The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year and reveals that cash decreased by \$2.8million to \$1 million at the close of the year.

The decrease can be attributed to holding more funds in term deposits rather than cash.



## 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.

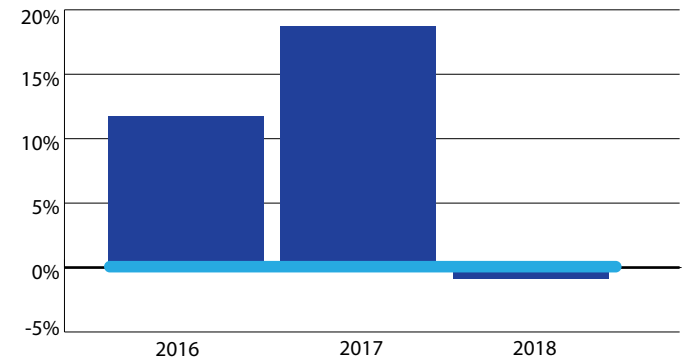
Cash and Investments	2018 \$M	2017 \$M
External restrictions	13.4	14.0
Internal restrictions	7.7	7.5
Unrestricted	3.3	3.3
<b>Cash and investments</b>	<b>24.4</b>	<b>24.8</b>

## Performance Ratios

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

### Operating Performance Ratio

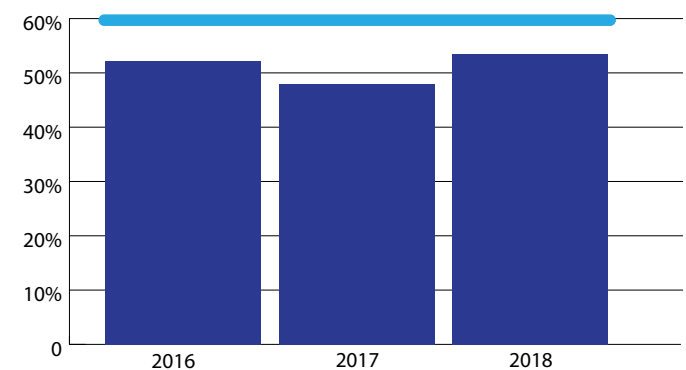
The indicator of -0.88% was below the industry benchmark (>0%). The variance from the previous year is due to the reduced operating result noted above.



Operating performance ratio Industry benchmark >0%

### Own Source Operating Revenue Ratio

Council's own source operating revenue ratio of 53.43% was below the industry benchmark (0.60%). This indicator would increase with the inclusion of the financial assistance grant.

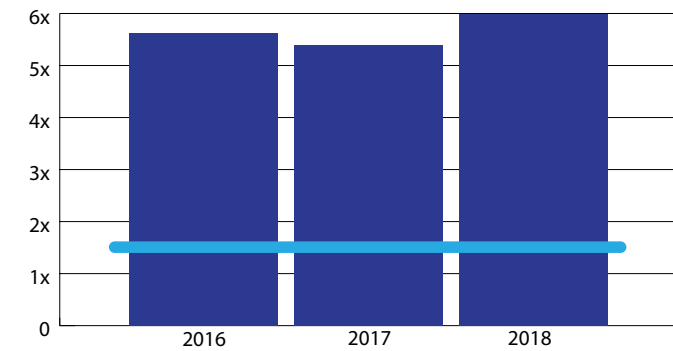


Own source operating revenue ratio Industry benchmark >60%

# FINANCIAL SNAPSHOT

## Unrestricted Current Ratio

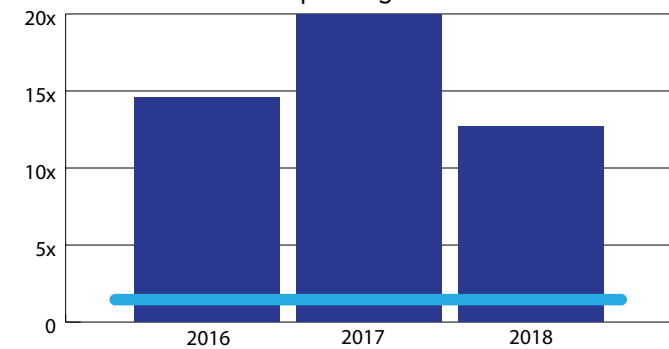
This ratio indicated that Council currently had 5.98 times of unrestricted assets available to service every one dollar of its unrestricted current liabilities. This exceeded the industry benchmark (>1.5x).



■ Unrestricted current ratio ■ Industry benchmark >1.5x

## Debt Service Cover Ratio

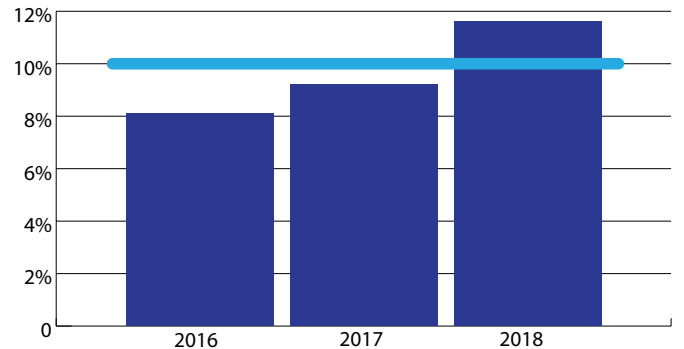
The debt service cover ratio of 12.63 times exceeded the industry benchmark (> 2x). The variance from the previous is a reflection of the reduced operating result for 2017/2018.



■ Debt Service Cover Ratio ■ Industry benchmark >2x

## Rates and Annual Charges Outstanding Ratio

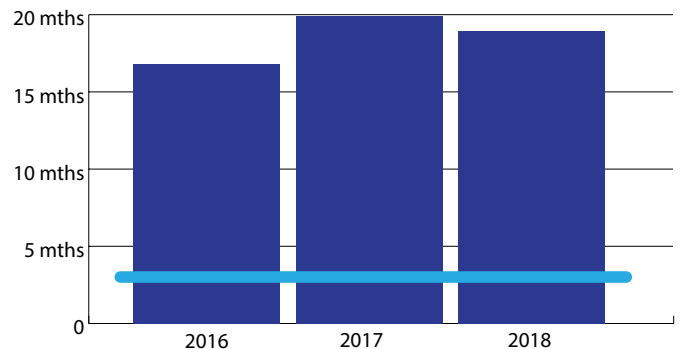
Council's outstanding rates and charges ratio of 11.61% was outside the industry benchmark (<10%). Management attribute the deterioration of this ratio to hardship caused by the drought.



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

## Cash Expense Cover Ratio

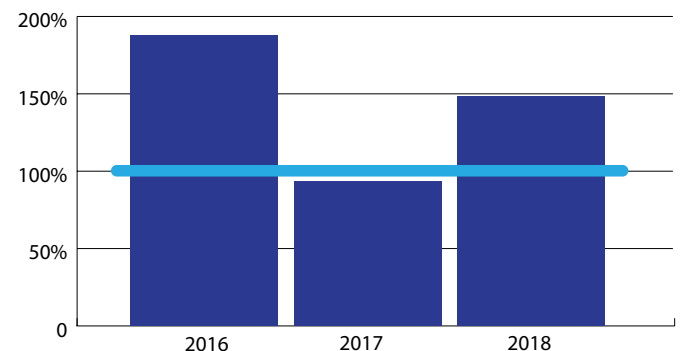
Council's cash expense cover ratio of 18.93 months well exceeded the industry benchmark (>3 months).



■ Cash expense cover ratio ■ Industry benchmark >3 mths

## Building and Infrastructure Renewals Ratio

Council's building and infrastructure renewals ratio of 148.4% exceeded the industry benchmark (>100%).



■ Building and infrastructure renewals ratio ■ Industry benchmark >100%

# STATUTORY REPORT

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

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

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

## cl132 Amount of rates and charges written off during the year

\$7746.86

## s428(4)(b) Details of Overseas visits

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

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

Expense	2018
Mayoral Allowance	\$25,250
Councillor Fees	\$102,201
Provision of dedicated office equipment allocated to Councillors	\$4,500
Telephone calls made by Councillors	\$1080
Attendance of Councillors at conferences and seminars	\$10,628
Training of Councillors and provision of skill development, including transport, accommodation and out-of-pocket expenses	\$2,069
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.)	\$87,635
<b>Total</b>	<b>\$233,365</b>

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

Name of Contractor	Nature of Goods/ Services Supplied	Total Amount Payable (incl GST)
Accurate Asphalt and Road Repairs; Stabilised Pavements of Australia Pty Ltd; The Mining Pty Ltd; Stabilco Pty Ltd	Provision of Road Stabilising	\$330,000
Lionel Moore Trailers Pty Ltd	Supply 2 Tri-Axle Side Tipping Trailers and 1 Tri-Axle Heavy Duty Dolly	\$315,000
Ray's Machinery Painting Pty Ltd t/a RMP Abrasive Blasting	Duffy Street Narromine Reservoir Rehabilitation	\$1,220,000
CBC Project Management Group	Supply and construction of Fire Shed	\$172,509
Narromine Building and Excavation P/L	Tom Perry Drive drainage and concrete works	\$288,400
JR & EG Richards (NSW) Pty Ltd t/a JR Richards and Sons	Waste Management Services	\$670,000
Rosmech Sales & Services Pty Ltd	Supply One Street Sweeper	\$327,632.80
Stanaway Pty Ltd t/a David Payne Constructions	Construction / Redevelopment of Alan Burns Oval Trangie	\$918,111

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

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

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

Nil

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

\$18,206.00

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

Nil

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

Nil

# STATUTORY REPORT

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

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

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

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

Activities included:-

- 6 meetings in the 2017/2018 year
- The promotion of EEO, anti-discrimination/harassment in the monthly staff newsletter
- A review of the recruitment policy and advertisements to ensure gender based language is not used and at least 2/3 panel members have been trained
- Ensuring all opportunities to act in higher positions have been based on merit
- A review of the flexible work arrangement policies
- All staff interviewed on exit to ensure resignations are not due to EEO or harassment issues.

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

Total remuneration package for the General Manager for the year was \$248,998.12. 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.

Salary	2018
Basic salary	\$212,436.64
Non-cash benefits	\$4,000
Sub Total	\$216,436.64
Superannuation	\$20,561.48
Fringe benefit tax (payable by Council)	\$12,000.00
<b>Total remuneration package</b>	<b>\$248,998.12</b>

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

Nil

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

The following work was carried out using stormwater levies.

- Meringo Street Kerb and Gutter Replacement Narromine

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

Nil

## s428A(1) State of Environment Report

Refer to Annexure Two (State of Environment Report).

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

Nil

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

Nil

## Capital Expenditure Guidelines Report on capital works projects

Nil

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

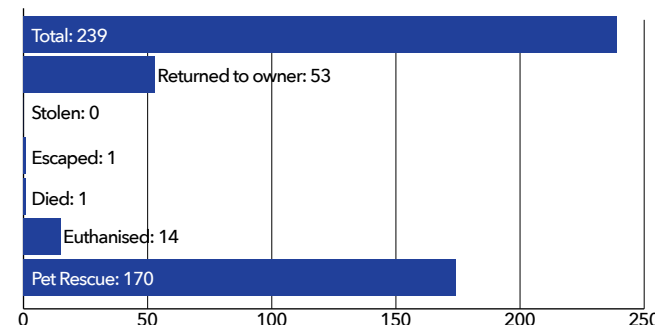
All pound data collection and reports relating to dog attacks are submitted to the Office of Local Government as required.

During 2017/2018 Council spent a total of \$163,000 on companion animal management and activities.

Council subscribes to a free online "Responsible Dog Ownership" program which is promoted through Council's website and social media. This program encourages responsible ownership, care of companion animals as well as promoting de-sexing of companion animals within the Narromine Shire. Council has a strong working relationship with various pet rescue organisations to ensure that as many companion animals are re-homed as possible. The re-homing rate for 2017/18 was 71%, with 22% being returned to their owners and only 6% being euthanised due to being unsuitable for re-homing and/or dangerous.

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

## 2017/2018 Summary of Animal Shelter Data - Dogs



# STATUTORY REPORT

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

Council's program for the proactive release of information involved providing as much information as possible on Council's website. During the reporting period Council received 1 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/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private Sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	1	0	0	0	0	0	0	0

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

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

Table C - Invalid Applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	1
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	1
Invalid applications that subsequently become valid applications	0

# STATUTORY REPORT

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

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

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

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

**Table F - Timeliness**

	Number of applications
Decided within the statutory time frame (20 days plus any extensions)	1
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0

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

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

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

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

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

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

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

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



# STATUTORY REPORT

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

In 2017/2018 Council did not receive any public interest disclosure reports made by public officials performing their day to day functions. There were no public interest disclosures finalised in the reporting period. Council has adopted an Internal Reporting Policy for Local Government. Council's General Manager has taken action to meet staff awareness obligations through NSW Ombudsman training, links on staff intranet site and Council's website, messages in staff newsletters and poster displays.

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

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

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

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

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

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

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

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

A number of actions have been achieved throughout the year to June 30th 2018. These are summarised below:

Action	Achievement	Timeframe
Website audit to ensure that images include people with disability and that language is appropriate	The Narromine Shire Council websites have been updated accordingly.	Completed December 2017
Liaise with Interagency Group to include delegates representing people with disability to join the group	The interagency is a broad group of Government and Non Government organisations which meet at least six times per year to share strategic planning, event information, training and opportunities for people in the region. Organisations representing those with a disability include the Area Health Service, Breakthru, Aboriginal Lands Council and Narromine Shire Council among others.	Completed
Audit activities and events run by Council for accessibility	Narromine Shire Council's event management policy, forms and checklists have been reviewed and changed to reflect disability access	Completed December 2017. Completed each major event
Audit Council library equipment and facilities in Narromine and Trangie to ensure disability access	Audit completed by the Directory Community and Regulatory Services	Completed December 2017
Work with Government Agencies to lobby for community transport access within the Shire and to Dubbo	Continue to liaise with those that undertake community transport.	Ongoing
Progress Actions in Council's Pedestrian Access Mobility Plan	This has been included for discussion in the Tomingley, Trangie and Narromine main street beautification plan. Funding confirmed in the 2018-19 year	Ongoing

# STATUTORY REPORT

In 2018/19 Council's focus will be to audit each of Council's key sporting facilities and review the needs for additional main street seating which have not been completed. These will be finalised prior to December 2018.

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

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

#### **s220ZT Recovery and threat abatement plans**

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

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

16 private swimming pools were inspected in 2017/2018

# CONTACT

## **Customer Service & Payments Centre**

120 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