

1. LEASE FEE – SHED AT AERODROME

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

Executive Summary

This report is presented to Council to determine a fee for the lease of a shed at the Narromine Aerodrome.

Report

Rebel Ag have requested the lease of a small shed at the Narromine Aerodrome on runway 04 for the storage of chemicals, to assist them with flexibility and security of chemical delivery and pick-ups.

Aircraft washouts will not be conducted at the Narromine Aerodrome and instead are conducted at the Trangie Airstrip where there are appropriate wash down pads and evaporation pits.

A water meter will be installed at this portion of the facility and the lessee will be responsible for water consumption charges. All chemical product will be contained between the mixing equipment and the aeroplane.

Noise abatement will be managed by operating during business hours and making an early left turn on runway 04 to keep noise to a minimum.

The lessee will be responsible for providing an adequate method for containing spills, and the storage shed will need to be secured to prevent unauthorised access, and have appropriate signage on entry identifying it as a chemical storage shed. The lessee will also be responsible for keeping the area surrounding the shed free from combustible materials such as vegetation or pallets and all empty containers will need to be properly disposed of.

Financial Implications

It is proposed that a fee of \$175 per month (including GST) be charged, with annual CPI increments to be applied thereafter. The lessee will be responsible for water consumption charges.

Legal and Regulatory Compliance

A formal lease agreement will need to be entered into between Council and the lessee. The lease preparation fee will be for the account of the lessee. It is suggested that a term of 3 years be entered into.

1. LEASE FEE – SHED AT AERODROME **(Cont'd)**

The General Manager has delegated authority to enter into short term leases for the use and occupation of Council land and facilities (owned or under Council's control) – exemption the setting of fees for the use of the land or facilities.

Risk Management Issues

The lease agreement will detail the obligations of the lessee.

The lessee's business operations are regulated by the Environmental Protection Authority and the Civil Aviation Safety Authority.

Internal/External Consultation

Lessee, Director Community and Economic Development, Manager Community Facilities, Executive Manager Health, Building and Environmental Services

Attachments

- Nil

RECOMMENDATION

That the fee for the lease of the shed on runway 04 at the Narromine Aerodrome be \$175 per month including GST, with annual CPI increments applied thereafter.

2. OCCUPATION FEE – TRANGIE POOL HOUSE SITE

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

Executive Summary

This report is presented to Council to determine a fee for the continued occupation of the Trangie Pool House site.

Report

The Trangie Pool House was deemed uninhabitable due to the risk of asbestos exposure. The house was advertised for expressions of interest to remove from site. One expression of interest was received with an offer of \$200.

2. OCCUPATION FEE – TRANGIE POOL HOUSE SITE (Cont'd)

A report was put before Council at its Ordinary Meeting held 11 March 2015, wherein Council resolved that the offer to remove the Trangie Pool House and rehabilitate the site be accepted (*Resolution No 2015/66*).

The pool house was subsequently purchased in April 2015.

Since then, numerous correspondence has been sent to the purchaser requesting a timeframe for removal of the house. On 11 June 2019, the purchaser was advised that in view of the time period from sale of the house to date, should the house not be removed by 30 June 2019, a report would be put before Council's July Ordinary Meeting to impose a monthly occupation fee to be applied from 1 July 2019. Furthermore, the purchaser was advised that should the house not be removed prior to 30 September 2019, the sale agreement between the purchaser and Council would be rescinded and Council would reimburse the purchaser for the purchase price of the house only. Any costs incurred by the purchaser to date would not be reimbursed.

To date the house has not been removed. It is therefore recommended that Council consider imposing an occupation fee from 1 July 2019.

Financial Implications

It is proposed that an occupation fee of \$150 per week (including GST) be charged from 1 July 2019.

Legal and Regulatory Compliance

Correspondence was sent to the purchaser in March 2015 advising the Expression of Interest to purchase was successful. Although no timeframe was stated in Council's letter, it is reasonable to expect that the house should have been removed by now, being over 4 years since purchase date.

Risk Management Issues

Should the sale be rescinded as at 30 September 2019, Council will be responsible for costs incurred in removal of the house and rehabilitation of the site.

Internal/External Consultation

Purchaser

Attachments

- Nil

2. OCCUPATION FEE – **TRANGIE POOL HOUSE SITE (Cont'd)**

RECOMMENDATION

That:-

1. The occupation fee for Trangie Pool House site be \$150 (including GST) per week to be applied from 1 July 2019.
- 2.
3. That should the purchaser not remove the house by 30 September 2019, the sale be rescinded and the purchase price of the house be refunded.

3. DELIVERY PROGRAM PROGRESS REPORT – 1 JULY 2018 TO 30 JUNE 2019

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

Executive Summary

This report provides Council with information on the progress of Council's Delivery Program actions from 1 July 2018 to 30 June 2019. Council has achieved 93% of its goals for the 2018/2019 financial year.

Report

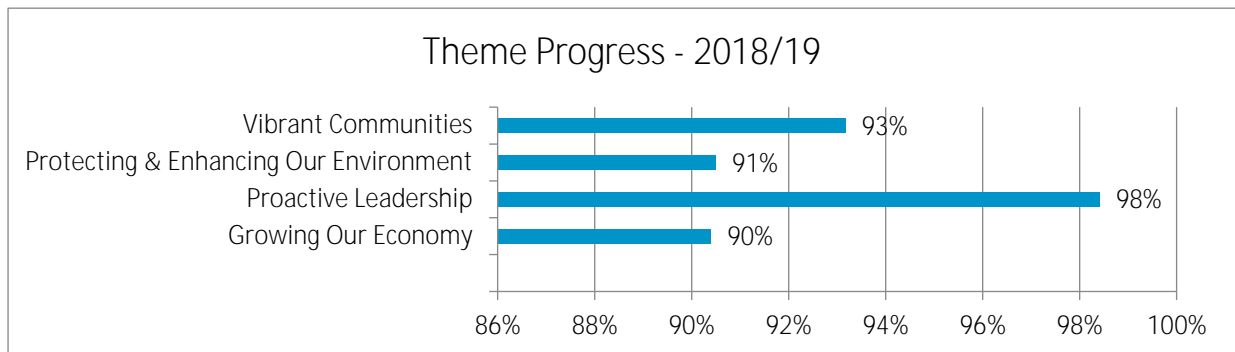
The General Manager must ensure that progress reports are provided to Council, with respect to the principal activities detailed in the Delivery Program, at least every six months.

Council's half yearly report to 31 December 2018 was presented to Council at its Ordinary Meeting held 13 February 2019.

The report (see Attachment No. 1) presents the progress on Council's achievements in implementing the 2017/2021 Delivery Program and the 2018/2019 Operational Plan to 30 June 2019. Each item in the Delivery Program is referenced to one of the key priorities in the Community Strategic Plan – Vibrant Communities; Growing Our Economy; Protecting and Enhancing Our Environment; Proactive Leadership.

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

3. DELIVERY PROGRAM PROGRESS REPORT – 1 JULY 2018 TO 30 JUNE 2019
(Cont'd)



Notable achievements for the 2108/2019 financial year include:-

- Duffy Street Reservoir upgraded - \$1.5M
- Trangie Showground grandstand seating upgraded - \$94,000
- Tomingley Memorial Hall upgraded - \$150,000
- Tom Perry Drive upgraded - \$300,000
- Receipt of Stronger Country Communities Round Two Funding - \$1.5M
- Volunteer thank you functions held in Narromine and Trangie
- Urban branding strategy completed
- Employment Lands Strategy completed
- Business Development Workshops held in Narromine
- Commencement of Food and Garden Organic Waste Service
- Improvements to Narromine and Trangie Aquatic Centres
- Redevelopment of Glenn McGrath cricket nets - \$100,000
- Trangie Burns Oval redevelopment completed – 1M
- CCTV Cameras installed in Narromine - \$228,000
- Receipt of funding for the learn to swim pool in Narromine - \$300,000
- Allocation of funding to community groups and organisations - \$110,000
- Installation of electronic scoreboard at Cale Oval Narromine - \$80,000

Financial Implications

Operational Plan and Budget 2018/2019

Legal and Regulatory Compliance

Local Government Act 1993 – Section 404(5)

Risk Management Issues

Compliance with legislative requirements.

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

3. DELIVERY PROGRAM PROGRESS REPORT – 1 JULY 2018 TO 30 JUNE 2019
(Cont'd)

Internal/External Consultation

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

Attachments

- Delivery Program Progress Report – 1 July 2018 to 30 June 2019

RECOMMENDATION

That the Delivery Program Progress Report from 1 July 2018 to 30 June 2019 be noted.

4. NSW LANDCARE PROGRAM - LOCAL LANDCARE COORDINATOR

Author	Executive Manager Corporate Governance
Responsible Officer	General Manager
Link to Strategic Plans	CSP – 3.2.4 Support the work of local environmental groups that improves the natural diversity of our environmentally sensitive areas 4.4.4 Develop and build partnerships with State and Federal governments, industry and community organisations to foster development and delivery of community services and emerging business sectors

Executive Summary

This report provides Council with information in order to consider hosting and managing a Local Landcare Coordinator role at Narromine Shire Council.

Report

The NSW Landcare Program 2019 – 2023 has been funded to support a network of part time Local and Regional Coordinator roles across NSW. The role of the Local Coordinator is to assist Landcare networks and groups to directly interact with Landcare and agencies at the local district and network scale. Outcomes will be measured directly against key accountabilities.

4. NSW LANDCARE PROGRAM - **LOCAL LANDCARE COORDINATOR (Cont'd)**

Council has been approached by NSW Local Land Services to host and manage a Local Landcare Coordinator's role that presently covers the Narromine and Warren Shire areas. The role was previously hosted by Macquarie 2100 Landcare. Macquarie 2100 have indicated that the organisation currently does not have enough participating members to oversee this position.

The host organisation will employ or directly oversee a Coordinator under this program and will enter into a binding Service Agreement with Local Land Services for the duration of the program being (2019 to 2023).

Requirements of the host organisation include:-

- Relevant and appropriate insurances
- To be members of Landcare NSW Inc. for the duration of the project
- Work with other Landcare or Industry organisations/groups/networks and Local Land Services in the region to determine a hosting approach that best meets the needs of the region, considers regional contexts, works towards addressing regional priorities and services where practical for all the Landcarers in the region
- Employ the Local Landcare Coordinator in line with current Australian Law
- Provide a workplace for the Local Landcare Coordinator, supported by appropriate workplace policies and practices
- Provide an employment package in line with recommended pay scales, employment policies and essential role criteria
- Support employed Coordinators to deliver their roles and participate in local, regional and state Community of Practice
- Support the delivery of all program reporting requirements
- Manage program funding appropriately and transparently including meeting all reporting requirements
- Provide sound strategic direction and have sound internal organisational government mechanisms in place
- Maintain open and effective dialogue between themselves, other regional hosts, Regional Coordinators and the NSW Landcare Program
- Enter into a binding agreement with Local Land Services for the duration of the program

Financial Implications

The Local Landcare Coordinator role will equate to 1 x 0.5 Full Time Equivalent position at \$53,915 per annum (ex GST), with a suggested working week of 17.5 hours (based on a 35 hour week).

Suggested salary breakdown by NSW Landcare is

- Between \$32,500 - \$35,600 gross annual
- On costs are suggested to be calculated at 25% of annual salary and are to include normal employment costs such as workers compensation insurance, loading, superannuation etc.
- Business administration costs are suggested to be calculated at 10% of annual salary

4. NSW LANDCARE PROGRAM - **LOCAL LANDCARE COORDINATOR (Cont'd)**

Operational costs associated with day to day Local Coordinator Roles are

- Initial purchase of computer
- Private vehicle use allowances
- Attendance at events
- Facilitation of meetings

These costs are calculated into the allocation to host the role and are to be made up of remaining funds once salary and on costs are accounted for.

Employment Conditions

- The host organisation can determine the financial structure that is appropriate to the organisation, which may include CPI increases
- The program expects that consideration needs to be made in terms of allowances for private vehicle use, phone expenses and professional development etc.
- Coordinators cannot be employed as a contractor
- The Coordinator should be employed as a part time employee for the duration of the program
- The recruitment and placement of Coordinators should align with the requirements of the detailed role descriptions including their individual capacity to meet the essential criteria.

There will be in-kind and resourcing impacts to Narromine Shire Council to host this position.

Legal and Regulatory Compliance

Binding Service Agreement with Local Land Services for duration of the program being 4 years

Employment Agreement with Local Landcare Coordinator for duration of the program

Risk Management Issues

Financial grant payments of the program are linked to annual milestone payments

On costs and business administration costs may potentially exceed program funding

Internal/External Consultation

Macquarie 2100 Landcare
NSW Local Land Services

4. NSW LANDCARE PROGRAM - **LOCAL LANDCARE COORDINATOR (Cont'd)**

Attachments

- NSW Landcare Program – Implementation Approach to Local and Regional Coordinators (*Attachment No 2*)

RECOMMENDATION

That Council enter into a Service Agreement with Local Land Services for the duration of the program (July 2019 to June 2023) to host a Local Landcare Coordinator.

5. REQUEST FOR LEASE OF 35 DERRIBONG STREET, TRANGIE

Author: Executive Manager Corporate Governance
Responsible Officer: General Manager
Link to Strategic Plan: CSP - 1.1.06 Advocate for appropriate and accessible health services
DP – 1.1.6.1 Collaborate with government and other health service providers to ensure that high quality health care facilities and services are available to Shire residents.

Executive Summary

This report provides Council with the details of a request from the Trangie Action Group to utilise 35 Derribong Street, Trangie to encourage Allied Health, Medical and other Health related professionals to Trangie.

Report

Council at its Ordinary Meeting held 12 June 2019 considered a report for the lease of **the former Trangie Doctor's Surgery to the Trangie Action Group for the provision of health related services to Trangie.** Council resolved as follows:-

1. That Council enter into a formal agreement with the Trangie Action Group to lease the Doctors Surgery at 61 Dandaloo Street, Trangie, from 1st July 2019 to 30th June 2020, at a rental of \$1 per annum payable on demand
2. That the Trangie Action Group sub lease the facility only to suitably accredited health professionals with appropriate insurance in place.
3. That a diary system for the sub lease of the facility be maintained by the Trangie Action Group.
4. The Trangie Action Group be responsible for electricity and water usage charges during the trial period which will be billed by Council.

Resolution No 2019/147

5. **REQUEST FOR LEASE OF 35 DERRIBONG STREET, TRANGIE (Cont'd)**

A further request has now been received from the Trangie Action Group to lease the former Girl Guide's Hall at Trangie, 35 Derribong Street, as they have a further health business interested, however this health professional requires a larger space to hold an accredited exercise physiologist program with a gym included.

It is noted that the former Girl Guide's Hall has not been utilised since its lease to Challenge Community Services.

It is anticipated that a further agreement would be entered into between the Trangie Action Group and Council for 35 Derribong Street, Trangie on the same terms and conditions as 61 Dandaloo Street, Trangie i.e. the Trangie Action Group would be responsible for:-

- Taking the bookings for the use of the building by Health professionals.
- Maintaining the bookings diary.
- Undertaking the cleaning and garden care for 35 Derribong Street.
- Paying outgoings such as electricity and water.
- Maintaining the key system such that Trangie Action Group members would meet the casual tenant at the start of their visit, welcome them and collect keys at the end of that visit.
- Ensuring the Bona Fides of those utilising the facility including correct accreditations and insurances.

Again, this would be undertaken on a one year trial basis to determine if the Trangie Action Group are able to bring improved, more frequent and diverse health services to Trangie. During the trial period the Trangie Action Group would charge a nominal fee for those using the facility to cover the costs of the electricity, water and cleaning.

Council would continue to insure the building and maintain the building to its current standard.

Financial Implications

There are no additional financial implications at this time for Council. Council has a small maintenance budget for the facility.

Legal and Regulatory Compliance

Formal 12 month lease to be entered into between Council and the Trangie Action Group.

Risk Management Issues

Not applicable at this time.

5. **REQUEST FOR LEASE OF 35 DERRIBONG STREET, TRANGIE (Cont'd)**

Internal/External Consultation

Discussions between Director Community and Economic Development and representatives of the Trangie Action Group.

RECOMMENDATION

1. That Council enter into a formal agreement with the Trangie Action Group to lease 35 Derribong Street, Trangie, from 15th July 2019 to 30th June 2020, at a rental of \$1 per annum payable on demand.
2. That the Trangie Action Group sub lease the facility only to suitably accredited health professionals with appropriate insurance in place.
3. That a diary system for the sub lease of the facility be maintained by the Trangie Action Group.
4. That the Trangie Action Group be responsible for electricity and water usage charges during the trial period which will be billed by Council.

6. LOCAL GOVERNMENT NSW ANNUAL CONFERENCE

Author: Executive Manager Corporate Governance
Responsible Officer: General Manager
Link to Strategic Plan: CSP – 4.4.1 Provide sound input into State, Regional and Non-government Organisation Plans and Strategies
DP – 4.4.1.1 Active membership and representation on government, regional and other bodies

Executive Summary

This report is presented to Council to determine Council's voting delegate to the LGNSW Annual Conference to be held in October 2019.

Report

The LGNSW Annual Conference is the main policy making event for the local government sector where issues are debated and motions put forward for consideration by delegates. This year the conference will be held at Warwick Farm from 14 October to 16 October 2019.

Narromine Shire Council is entitled to one voting member, usually the Mayor. Other participants attend as observers.

Attendees need to register from mid-July in order to take advantage of special 'early bird' rates.

6. LOCAL GOVERNMENT NSW **ANNUAL CONFERENCE (Cont'd)**

Council's voting delegate (must be an elected member of Council) is required to be registered by 12 midnight on Friday 20 September 2019.

Voting members can put forward motions to be considered at the Conference from 24 June 2019 and prior to midnight Monday 19 August 2019. Motions need to be strategic, affect members state-wide and introduce new or emerging policy issues and actions.

Council will need to determine its voting delegate and other attendees in order to take advantage of the 'early bird' registration rates.

The Mayor will not be available to attend the conference this year. It is proposed that the Deputy Mayor be Council's voting member.

Financial Implications

'Early bird' pricing has not been released as yet, however it is estimated that registration costs will be between \$900 and \$1000 per attendee. Accommodation and travel costs will also be incurred.

Legal and Regulatory Compliance

Member's voting entitlements is determined by the LGNSW rules.
Payment of Expenses and Provision of Facilities for Mayor and Councillors Policy.

Risk Management Issues

Not applicable at this time.

Internal/External Consultation

Nil

RECOMMENDATION

That:-

1. The Deputy Mayor be Council's voting member; and
2. That the General Manager also attend the 2019 LGNSW Annual Conference.

NARROMINE SHIRE COUNCIL
ORDINARY MEETING BUSINESS PAPER – 10 JULY 2019
REPORTS TO COUNCIL – GENERAL MANAGER

7. DEVELOPMENT APPROVALS

Author Executive Manager Planning
Responsible Officer General Manager
Link to Strategic Plans CSP – 3.1.6 – Encourage developers to consider energy efficiency and sustainable building design options in new developments
DP – 3.1.6.1 - Ensure compliance with relevant building codes and regulations

Executive Summary

This report provides information to Council on the approved Development Applications for the month of June 2019.

Report

The approvals for the month of June 2019 bring the total approved Development Applications for the financial year to 82 with a total value of \$9,584,661.

DA No.	Location	LOT/DP	Description	Value	Assessment Time/Days
2019/30	Ceres Siding Rd Narromine	65/755124	Change of use	\$0.00	21
2019/32	Mullah St Trangie	1/309099	Relocate dwelling	\$2,500	5
2019/33	Dappo Rd Narromine	7003/1032702	Shed	\$10,640	9
2019/34	Manildra St Narromine	6/1120543	Shed	\$6,500	2
2019/38	Meryula St Narromine	G/35523	Shed	\$7,480	3
2019/39	Derribong St Trangie	1/507113	Deck	\$30,000	6

There are currently 8 applications under assessment.

Financial Implications

There have been 82 Development Approvals with a total value of \$9,584,661 for the financial year.

Legal and Regulatory Compliance

Environmental Planning and Assessment Act 1979
Environmental Planning and Assessment Regulation 2000

7. **DEVELOPMENT APPROVALS (Cont'd)**

Risk Management Issues

Nil

Internal/External Consultation

Nil

Attachments

Nil

RECOMMENDATION

That the information be noted.

8. **CLAUSE 4.6 VARIATION TO DEVELOPMENT STANDARDS – NARROMINE LEP 2011**

Author	Executive Manager Planning
Responsible Officer	General Manager
Link to Strategic Plans	CSP – 3.2.2 Ensure regulatory compliance with environmental legislation DP - 3.3.2.1 Ensure all development approvals consider existing utilities infrastructure in their determination

Executive Summary

This report is to inform Council of the approval of a development application (DA) involving a variation Clause 4.1 of Narromine Local Environmental Plan 2011 (LEP) regarding minimum lot size for rural zoned land.

In accordance with the NSW Department of Planning's **Circular – Varying Development Standards PS 18-003**, a report of variations approved under delegation from a Council must be provided to Council at least once a quarter.

Report

Council staff determined the below development application involving a 1.35% variation to the 400 hectare minimum lot size as prescribed by Clause 4.1 of the Narromine LEP 2011.

NARROMINE SHIRE COUNCIL
ORDINARY MEETING BUSINESS PAPER – 10 JULY 2019
REPORTS TO COUNCIL – GENERAL MANAGER

8. **CLAUSE 4.6 VARIATION TO DEVELOPMENT STANDARDS – NARROMINE LEP 2011
(Cont'd)**

Application determined	27 May 2019
Application Number	2019/36
Land description	Lot 109 DP 755092 & Lot 122 DP 845700 609 Cornucopia Road, Narromine
Proposed development	Boundary Adjustment and three (3) lot Subdivision (Torrens Title)
Value of proposed development	\$0.00

After taking into consideration the relevant matters prescribed by Clause 4.6 Exceptions to Development Standards of the Narromine LEP 2011, the variation to the minimum lot size was considered satisfactory and supported in this instance.

As the variation to the minimum lots size standard was less than 10%, Council staff were able to determine the variation under delegation. Further details regarding the variation are provided in following table:

DA	LOT/DP	ADDRESS	STANDARD VARIED	JUSTIFICATION	EXTENT OF VARIATION
2019/22	109/755092 122/845700	609 Cornucopia Road, Narromine	CI 4.1 - Minimum subdivision lot size (RU1 Primary Production zone)	The subdivision will not result in 2 or more lots less than the minimum area specified by a development standard.	1.35% (5.4 ha)

Financial Implications

Nil

Legal and Regulatory Compliance

Environmental Planning and Assessment Act 1979 (as amended)
Environmental Planning and Assessment Regulations 2000
Narromine Local Environmental Plan 2011
Planning Circular - Varying Development Standards PS 18-003

Risk Management Issues

Nil

Internal/External Consultation

Nil

8. CLAUSE 4.6 VARIATION TO DEVELOPMENT STANDARDS – NARROMINE LEP 2011
(Cont'd)

Attachments

Nil

RECOMMENDATION

That the information in this report be noted.

Jane Redden
General Manager



Delivery Program Report
July 2018 – June 2019

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Narromine Shire Vision

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

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

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

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



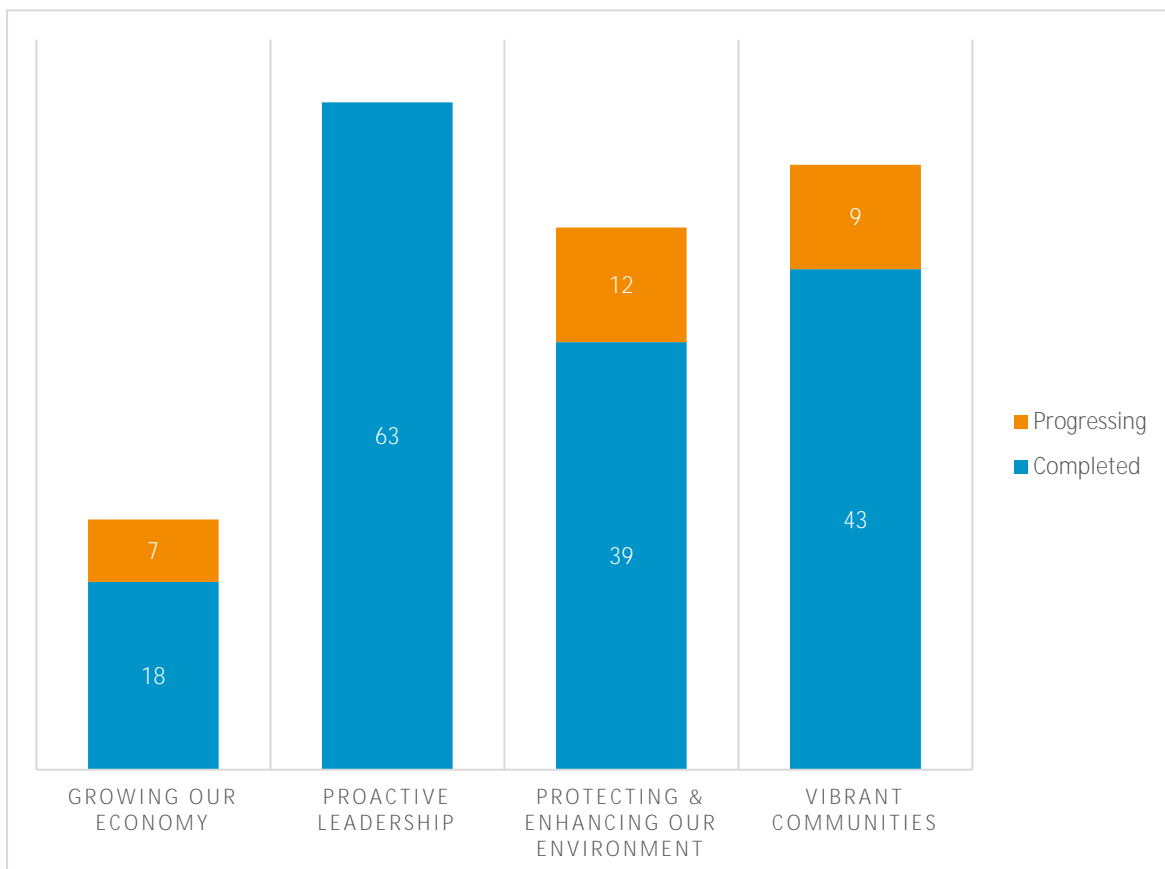
Delivery Program

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

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

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

Below is the summary of Council's overall performance for July 2018 – June 2019.



Vibrant Communities

Our Goal:

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

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



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

Action Code	Action	Performance Measure	Action Progress	Comment
1.1.1.01	Liaise with Police and other community groups.	Meet Quarterly with police	100%	Regular meetings held with NSW Police and community crime, meeting held June 2019.
1.1.1.03	Develop a Crime Minimisation Strategy.	Strategy complete by 31 December 2019.	5%	Work to Commence following adoption of Social Plan.
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%	This project was completed by 30 April 2019.
1.1.02.02	Coordinate annual inspection of Council streetlights to ensure adequate operation.	Audit conducted annually.	85%	Progressing program of inspections.
1.1.03.01	Participate in Interagency Meetings and provide Council assistance where appropriate.	90% attendance at Interagency meetings.	100%	Member of Economic Development team attends when possible. Communication with agencies ongoing.
1.1.04.01	Develop and publicise a brochure on the facilities available in the Shire.	Brochure developed and published by 30 June 2018.	100%	Updated every two years. Brochure to be reviewed and updated in 19/20.
		Update brochure annually.		
1.1.04.02	Promote recreational opportunities for all ages through website, social media and other available networks.	Update information on a monthly basis.	100%	Regular updates on website, Facebook and traditional media.
1.1.04.03	Installation of signage in parks, reserves and relevant facilities.	Prepare program and design signage by 28 February 2018. Install signage by 30 June 2019.	95%	Signs for parks and ovals have been purchased and are being installed as resources allow.
1.1.04.04	Develop a plan for provision of cycleway routes.	Plan finalised by 30 June 2018.	100%	Plan finalised and adopted by Council 8 August 2018.
1.1.05.02	Install automatic irrigation at Payten Oval Outer.	Install automatic irrigation by 30 June 2018.	100%	Funded through the Drought Communities program and completed by 30 June 2019.
1.1.05.03	Install Bollards on Payten Oval Outer.	Install Bollards by 30 June 2018.	100%	Bollards installed by 30 June 2019.
1.1.05.05	Oversee implementation of the Master Plan.	Implement key deliverables as per the Master Plan.	100%	Concept plan for Cale Oval developed and adopted.
				Concept Plan for Burns Oval in progress, on public display.

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%	Meetings with State and Federal Members held with the provision of health care services on the standard agenda. Proactive and positive relationships maintained with Narromine Shire Family Health Care services. Meetings held with WNSWLHD in June 2019.
1.1.07.02	Strengthen relationships with key medical agencies within the Shire.	Meet six monthly with Western NSW LHD Narromine and Trangie health care providers.	100%	Meeting held with local State Member and CEO Western NSW Local Health District. Follow up meeting with WNSWLHD scheduled for August 2019.
1.1.08.01	Install mobility chair at Narromine Pool.	Installation complete by 30 September 2017.	100%	Chair foundation completed. Mobility chair will be installed at the commencement of each season for use by those with limited mobility.
1.1.08.02	Install mobility chair at Trangie Pool.	Installation complete by 30 September 2018.	100%	Chair foundation completed. Mobility chair will be installed at the commencement of each season for use by those with limited mobility.
1.1.08.03	Review operational costs of Narromine and Trangie pools and determine fees and charges annually.	Fees and charges reviewed and adopted by 30 June annually.	100%	New fees and charges adopted by Council prior to 30 June 2019.
1.1.08.04	Construct a water park at Narromine Pool.	Preliminary planning complete by 30 June 2018.	100%	Tender advertised and selection process in motion, grant funding has been received.
1.1.10.01	Support programs for the aged in the community with a healthy lifestyle focus.	Consult with Health Services and advertise programs monthly through Council's website and Facebook page.	100%	Council has commenced the following programs: Get Active and Stay Moving, Healthy Lifestyles Community Exercise, Pilates Classes and Tai Chi for Arthritis Classes. These programs are advertised via Facebook, Council's website, posters throughout the community and the Council Column.
1.1.10.03	Provide opportunity for reduced gym membership fee on receipt of Seniors Card.	Advertise reduced Seniors' gym membership monthly.	100%	New fees and charges have been adopted by Council providing reduced gym membership for Seniors Card holders. Advertising occurs through a variety of mediums.

Action Code	Action	Performance Measure	Action Progress	Comment
1.1.11.01	Upgrade Men's amenities at Narromine Sports Centre.	Upgrade completed by 30 June 2018.	50%	Order has been raised work will commence in August 2019.
1.1.11.02	Upgrade Women's amenities at Narromine Sports Complex.	Upgrade completed by 30 June 2018.	50%	Work order has been raised work to commence in August 2019.
1.1.11.03	Paint exterior and interior of Narromine Sports Centre	Painting completed by 30 June 2018.	50%	Interior painting completed. Part exterior painting undertaken. Budget allocation for 19/20 to complete exterior painting.
1.1.11.05	Ensure adequate resources are allocated to the Sports Centre to maintain facilities in accordance with community usage.	Review fees and charges annually by 30 June.	100%	New fees and charges adopted by council.
1.1.11.06	Upgrade existing disabled toilet to meet Australian Standards.	Upgrade completed by 30 June 2018.	50%	Work order raised and work to commence in August 2019.
1.1.12.01	Convene and support bi-annual sports user group workshops in winter and summer.	100% meetings held with sports user groups.	100%	Meetings held in Narromine and Trangie as required.
1.1.12.02	Prepare Leases/Licenses or User Agreements for all Sporting Groups using Council's sporting fields.	Agreements prepared for all user groups.	100%	Agreements prepared as required

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

Action Code	Action	Performance Measure	Action Progress	Comment
1.2.01.01	Ensure facilities meet accessibility standards.	Review facilities annually to determine and address compliance issues.	80%	DIAP works have commenced in Narromine library and Administration building toilets.
1.2.02.01	In partnership with the community, continue to facilitate events that celebrate community values including all groups within the community and provide financial and in-kind assistance for community and private events, e.g. Ausfly, Oz-Kosh.	Two major events annually.	100%	Australia Day completed. Pink Pigeon fundraising completed. Seniors Day and Youth Week activities completed. NAIDOC Day and Sorry Day participation.

Action Code	Action	Performance Measure	Action Progress	Comment
1.2.02.02	Prepare Inclusion and Access Guidelines for cultural and community events.	Inclusion and Access Guidelines prepared by December 2018.	100%	Completed in 2017-18.
1.2.03.01	Provide grants through the Donations, Sponsorships and Waiver of Fees & Charges Policy process to community groups, with an emphasis on sports, recreation, arts, cultural, leadership and development activities.	Submissions advertised and received by 30 September, and applicants advised by 30 November each year.	100%	Submissions advertised and received by 30 September, and applicants advised by 30 November each year.
1.2.03.02	Continue to support the Local History Groups in Narromine and Trangie with a financial contribution to assist with their work.	Donation to both Local History Groups in the Annual Budget.	100%	Continue to communicate with Local History Groups. Financial contribution as per Council's 18/19 budget.
1.2.03.04	Give public recognition of volunteer service.	Hold annual volunteers recognition morning tea.	100%	Volunteer thank you functions held in early December in Narromine and Trangie.
1.2.04.01	Distribute information to all new residents and provide information on Council's website.	Review information six monthly.	100%	Information on website continues to be reviewed and updated. Note development of new guide information is due for completion in July 2019.
1.2.04.02	Host welcome functions for new residents, community group representatives, business owners and local agency representatives to enable new residents to establish contact with others in the community.	Advertise and promote welcome function to the broader community annually in March.	100%	Narromine region Welcome evening held 16 May 2019.
1.2.04.03	Host Citizenship ceremonies upon receipt of relevant information from Department Immigration and Border Control.	Citizenship ceremonies held.	100%	Citizenship Ceremonies hosted when notification received from Department of Immigration.
1.2.05.01	Liaise with Local Aboriginal Land Councils to enhance the opportunities for the Indigenous community.	Two meetings per year.	100%	Continue to liaise with Community groups. Meetings established as per MOU. MOU meeting held 27th March 2019.
1.2.05.02	Assist with NAIDOC Week, Reconciliation Day and other events of importance to the Aboriginal community.	Involvement at these events on an annual basis.	100%	Assisted with NAIDOC Day on the 21 September 2018. Assistance provided for other significant events as requested. NAIDOC 2019 to be held 1 July 2019.

Action Code	Action	Performance Measure	Action Progress	Comment
1.2.05.04	Implement Targets in the MOU Action Plan	Meet twice annually to discuss targets in Action Plan.	100%	Meetings arranged and actions completed as per plan. Discussion being initiated with the Aboriginal Community around delays in progressing the action plan. Work through actions as per plan when time and resources allows.
1.2.06.01	Develop an urban branding strategy for the towns and villages within the shire.	Urban branding strategy complete by 30 June 2019.	100%	The urban branding strategy brings together Council's marketing plan, branding, communications plan and latest tourism brochure. The tourism brochure has been reviewed and updated.
1.2.07.01	All new applicable applications for development comply with the National Construction Code.	100% compliance with National Construction Code.	100%	Applications are being assessed to ensure compliance with National Construction Code
1.2.08.01	Support youth activities within the Shire.	Partner with other agencies to deliver annual youth week activities.	100%	Council supportive of youth week activities and additional events such as pool inflatable days at the Narromine and Trangie pools.

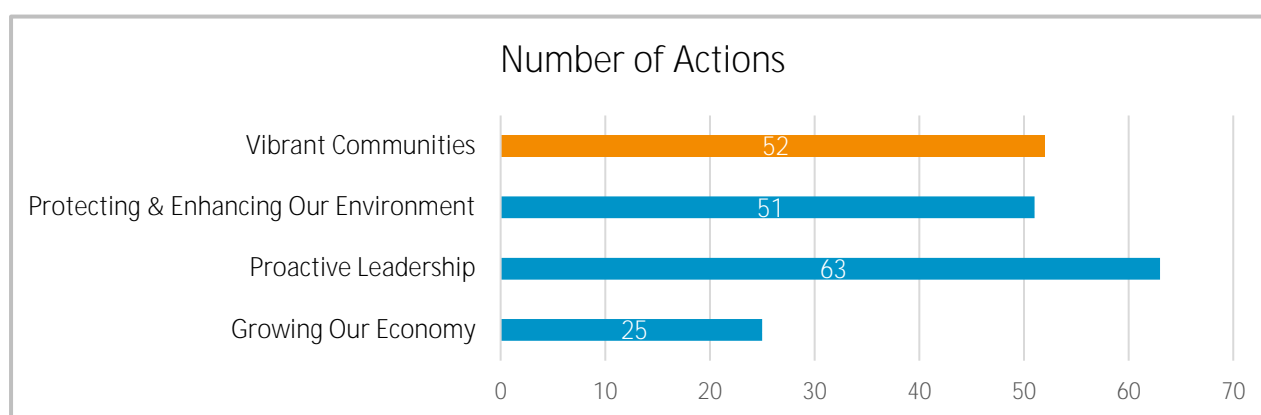
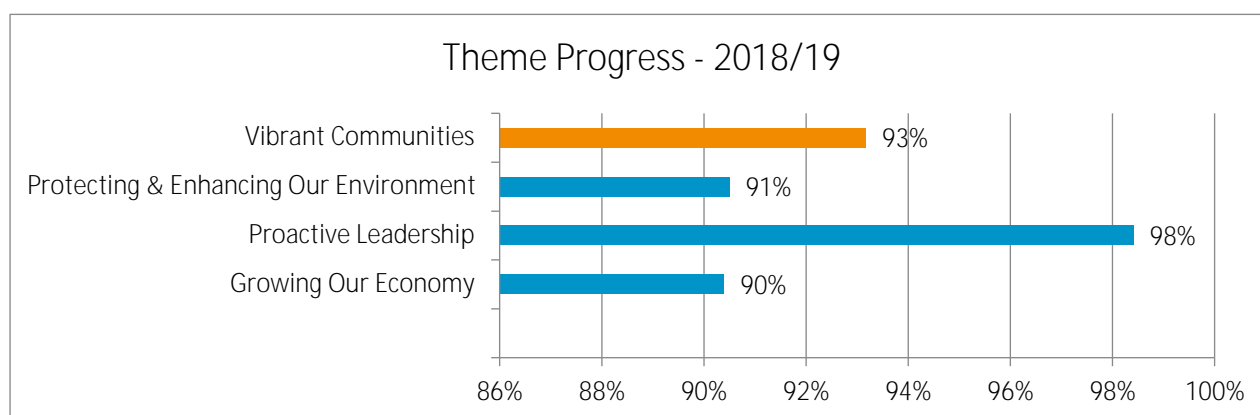
A COMMUNITY THAT CAN ACCESS A RANGE OF FORMAL AND INFORMAL EDUCATION, INFORMATION AND OTHER SERVICES AND OPPORTUNITIES TO ENHANCE THEIR LIVES - SP No. 15

Action Code	Action	Performance Measure	Action Progress	Comment
1.3.01.01	Advocate where possible for the increased provision of educational opportunities for our youth within the shire.	Meet quarterly with State and Federal Local Members ensuring the provision of educational opportunities for youth in our Shire a key agenda item.	100%	Quarterly meetings with State and Federal Members held with education as a standard agenda item, Council provides ongoing financial and administrative support to the Girls Academy program at Narromine High School.
1.3.03.01	Lobby the government to continue to fund child care services in Narromine Shire.	Affordable provision of child care services within the Shire.	100%	Council is supportive of pre-school and child care centres in our shire. Advocacy undertaken as required.
1.3.05.01	Continue to lobby Federal and State Local Members and relevant Ministers for service delivery and presence of TAFE within our Shire.	Meet quarterly with State and Federal Local Members ensuring the delivery of TAFE services within the Shire.	100%	Quarterly meetings held with State and Federal Members with the delivery of TAFE services a standard agenda item.
1.3.06.01	Assist in providing industry specific reports to vocational sector.	Make representations to vocational sector.	100%	Representations provided as requested.
1.3.07.01	Provision of E resources, IT training workshops and advisory services to Libraries.	Free Wi-Fi and microfiche printer facility available for researching. IT training workshops held. Public computers provided.	100%	Work continues along with MRL.

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

Action Code	Action	Performance Measure	Action Progress	Comment
1.4.01.01	Implement actions identified in Council's Disability Action Improvement Plan (DIAP).	100% DIAP targets met.	80%	Actions identified and works have commenced.
1.4.01.02	Implement actions identified in Council's Disability Action Improvement Plan (DIAP) in relation to community services.	100% DIAP targets met.	100%	Strategic actions implemented as per Disability Inclusion Action Plan.

Action Code	Action	Performance Measure	Action Progress	Comment
1.4.02.01	Identify buildings in the CBD that are not 'mobility friendly' for access in Narromine and Trangie.	Identify buildings to provide access and report to owners for their consideration by December 2019.	100%	Audit was completed in January 2019 for both Narromine and Trangie CBD. Reports created and letters were sent to both owner and occupier advising them of audit result and inviting them to make contact should they wish to assess their disability access restrictions.
1.4.02.02	Undertake accessibility audit on all community / Council facilities.	Review facilities annually by 31 March 2018 to determine compliance issues.	100%	Ongoing inspections held and improvements done as funds become available
1.4.03.01	Work with Government agencies to lobby for community transport access within the Shire and to Dubbo and on a regular basis.	Access to community transport locally and to Dubbo is maintained.	100%	Community transport access ongoing advocacy item for Council.



Growing Our Economy

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

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



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

Action Code	Action	Performance Measure	Action Progress	Comment
2.1.01.01	Prepare and implement an Economic Development Strategy.	Implementation of Action Plan deliverables.	100%	The EDG Committee continues to meet every quarter to discuss priorities and delivery of the strategy deliverables.
2.1.02.01	Establishment of a retailers' network.	Network established and meeting quarterly by July 2018.	100%	Engage with retailers at specific times of the year to update them on marketing initiatives, tourism, new residents night, Events, Growing Narromine workshops among others. At this time there is not a demand from retailers for a formal network.
2.1.02.02	Continue association with 'Love the Life we Live' website and marketing campaign through the Economic Development network.	Monitor hits to Narromine component of 'Love the Life we Live' website and referrals.	100%	Works continue with Orana EDO group. Changed focus planned.
2.1.03.01	Develop a Shire wide Marketing Strategy.	Implement the actions from the Strategy	100%	Strategy completed. Continue to implement actions within the strategy.
2.1.03.02	Continue participation with Greater Western Plains Promotions Group.	Number of campaigns undertaken annually.	100%	Campaigns include brochure and website together with activities therein.
2.1.04.01	Finalise the peer review for the flood levee investigation and flood studies as per recommendations of the Narromine Floodplain Risk Management Study and Plan 2009 and feasibility study.	Peer review recommendations finalised by 30 June 2018.	95%	Option H discussed at Floodplain Management Committee. OEH informed about new options. Suggested to include new alignments in the Flood Risk Management Plan.
2.1.04.02	Seek grant funding and determine loan funding requirements for the flood levee construction project.	Obtain grant funding by 30 June 2019.	0%	Cannot progress until Floodplain Risk Management Plan reviewed.

Action Code	Action	Performance Measure	Action Progress	Comment
2.1.05.01	Review Land Use Strategies in line with results of Economic Development Strategy to ensure planned new land releases to stimulate economy.	Review of Land Use Strategies following adoption of the Economic Development Strategy.	80%	Rural Residential and Residential Land Use Strategy completed and endorsed by Department of Planning and Environment and Council.
2.1.05.02	Develop Employment Lands Strategy.	Strategy completed by 30 June 2018.	100%	Completed in August 2018.
2.1.06.02	Assist community with applications for grant funding by providing statistical data.	Quarterly promotion in newsletter.	100%	Up to date information provided on the website and as community groups require.

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%	Assist with Growers workshop. Growing Narromine Workshops held in October. Trangie Ag Tech workshop held.
2.2.02.02	Establish interest of current owners of hangars / buildings at the Aerodrome to ascertain their interest in purchasing the site of their buildings.	Owner interest documented by 30 June 2020.	100%	This has been completed in the past. Will regauge interest once the Aerodrome Masterplan has been finalised and in light of suggestions for changed Council Policy.
2.2.03.01	Implement strategies contained in Aerodrome Strategic Master Plan.	Targets are met	100%	Strategic plan to be updated 2019, consultation has commenced
2.2.03.02	Update / Review Aerodrome Strategic Master Plan	Review of Plan completed and adopted by Council 30	80%	Initial consultation finalised. Report to July 2019 Council meeting for formal community consultation. Expect to be finalised by October 2019.

Action Code	Action	Performance Measure	Action Progress	Comment
2.2.03.03	Continue with the hangar light industrial precinct development for aviation related businesses in accordance with the Aerodrome Strategic and Master Plan.	First stage available for sale by 30 June 2018.	50%	Tender documents prepared. Funding has been allocated
2.2.04.01	Work with State Government agencies to appropriately identify high value land resources, where Government priorities are identified.	Provide input to new State Legislation within advertised time frames for consultation.	100%	Council continues to work with State government agencies 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.	80%	Narromine Agricultural Lands Strategy (GHD, 2013) has been reviewed, recommendations include RU4 - Rural Small Holdings. This zone is not adopted by our LEP, will discuss with Dept Planning regarding introducing it in the next LEP review and will identify the need for small ag holdings in the LSPS with potential location. Reference has been made to the Study in the assessment of intensive plant DAs.
2.2.05.01	Provide improved information services to highlight tourism events and points of interest in the Shire.	Increased online engagement by 10%.	100%	Updates of information on facebook and website as required. Ongoing support of Visitors Centre. Visitor Information signage completed.
2.2.05.02	In conjunction with other OROC councils attend the Country and Regional Living Expo and other marketing opportunities.	Annual attendance.	100%	Promotions through Love the Life We Live website. Note that the Orana group of Council's no longer support this initiative. Narromine Shire Council will develop this further for promotion of Narromine, Trangie and Tomingley.

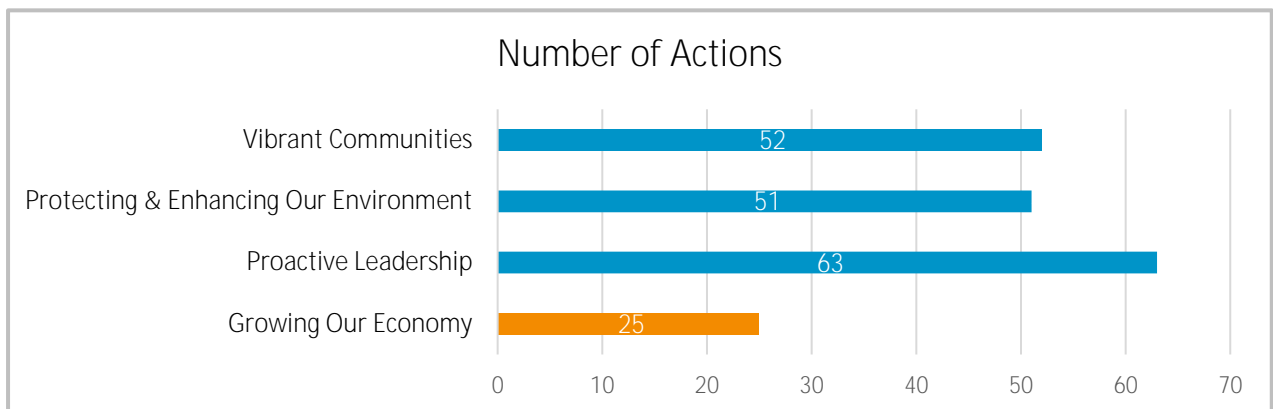
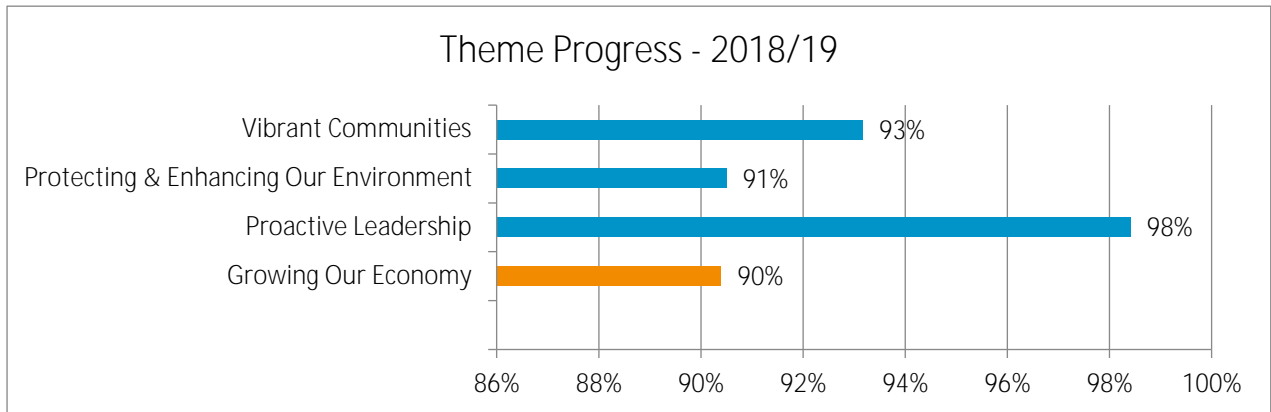
Action Code	Action	Performance Measure	Action Progress	Comment
2.2.06.01	Develop action plan for expenditure of water and sewer head works charges and Section 94A levies.	Minimum 10% funds expended each financial year in accordance with growth area priorities. Seek grant funding for Narromine Water Treatment Plant by 30 June 2019.	75%	Consultant appointed for Section 7.11 and Section 7.12 plans. Comments provided to DSP consultant and is waiting for updated report. Funding for temporary plant approved. Scoping study and business case for permanent treatment plant approved.
2.2.07.01	Work with existing tourist operators and community groups to promote Narromine Shire.	Undertake accommodation audit once per year.	100%	Work continues with existing stakeholders. Annual promotions include website promotions, social media promotions and brochures.
2.2.08.01	Encourage businesses to work with Council to support a business culture within our shire.	One business forum per year held by Council.	100%	Grow Narromine series workshops held in October 2018. Ongoing improved communications with businesses. Updated business prospectus. Ongoing EDO Group meetings.

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

Action Code	Action	Performance Measure	Action Progress	Comment
2.3.01.01	Advocate for the maintenance or increase of educational opportunities and training programs within the Shire.	Meet quarterly with State and Federal Local Members ensuring the provision of educational opportunities and training opportunities in our Shire a key agenda item.	100%	Quarterly meetings with State and Federal Members with educational opportunities and training programs as a key agenda item.
2.3.02.01	Develop a policy on industry incentives for existing and new businesses.	Policy complete by 30 June 2020.	100%	Incentives listed on Council's website including State and any Federal incentives at this time.

Attachment No 1

Action Code	Action	Performance Measure	Action Progress	Comment
2.3.03.01	Upgrade truck wash facilities in Narromine and Trangie.	Upgrade of Narromine Truck Wash completed by 30 June 2019. Upgrade of Trangie Truck Wash completed by 30 June 2020.	100%	Narromine facility upgrade completed. Trangie has now received funding and will commence following acquisition of land.



Protecting & Enhancing our Environment

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

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



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

Action Code	Action	Performance Measure	Action Progress	Comment
3.1.01.02	Seek grant funding for the Wetlands redevelopment.	Grant funding finalised by 30 June 2019.	100%	Grant funding application successful. Planning and design has commenced.
3.1.02.01	Maintain involvement with the Macquarie and LLS Weeds Group.	Representation and 90% attendance at Macquarie Regional Weeds Advisory Group meetings.	100%	100% Attendance of both Macquarie Valley Weed Committee meetings and Central West Regional Weeds Committee meeting throughout 2018/2019.
3.1.02.02	Continue the annual fingerling release into the Macquarie River and into Goan Waterhole in conjunction with Macquarie Cotton Growers.	Funding application lodged each year and fingerlings released into River and Goan Waterhole - January annually.	100%	Despite funding program being under review, DPI contacted Council on 19 December 2018 to inform Council that DPI would be releasing 6000 Murray Cod fingerlings at the Narromine boat ramp. Release result of Council's long term (20yr) commitment to the program.
3.1.03.01	Install solar panels on suitable Council buildings.	Installation of solar panels by 30 June 2019.	0%	To be considered as part of an Orana JO initiative.
3.1.04.01	Encourage owners of heritage items to contact Council regarding funding available for maintenance of their buildings and sites from State and Local Government.	Quarterly articles in Council's newsletter.	50%	Request has been made to office of heritage to extend funding for 6 months into next financial year as no request was made to extend the previous financial years funding.
3.1.04.02	Contact owners of sites where building is not maintained and negotiate action plan of maintenance.	Annual review undertaken and action plan complete.	80%	Will identify relevant buildings and negotiate plan of maintenance.
3.1.04.03	Manage heritage-related enquiries at Council.	Record number of enquiries taken and advice given.	60%	Responding to heritage enquiries, have advised applicant for local heritage funding that Council has requested an extension for funding for the next financial year.
3.1.05.01	Undertake commitments within the WAP1520 Weeds Action Plan.	Ensure that 90% of private property inspections are undertaken in accordance with commitments within WAP1520.	100%	Commitments under the WAP1520 Yr4 program are being met where possible considering drought conditions.

Action Code	Action	Performance Measure	Action Progress	Comment
3.1.06.01	Ensure compliance with relevant building codes and regulations.	Development applications and construction certificates are accompanied by relevant Basix certificates or Part J relevant reports where required.	100%	All applications are being assessed and determined under the relevant legislation.
3.1.07.01	Review Narromine Shire Waste Management Strategy.	Update Narromine Shire Waste Management Strategy by 30 June 2018.	75%	Documents have been prepared and will go to quotation in July for the strategy to be completed by September 2019.
3.1.07.04	Investigate alternative management options for the Narromine Waste Depot.	Determine suitable management options prior to 30 June 2018.	75%	Suitable management options will be determined as part of the strategy. Draft for quotation being developed.
3.1.07.05	Continue to be a member council of Net Waste, attending regional forums to address waste management issues at a regional level.	90% attendance at NetWaste meetings.	95%	Ongoing Participation.

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

Action Code	Action	Performance Measure	Action Progress	Comment
3.2.01.01	Support natural resource initiative of Local Land Services (LLS).	80% attendance Local Government Reference Group meetings.	100%	100% Attendance of Central West Regional Weeds Committee meeting throughout 2018/2019.
3.2.01.02	Engage with schools and local community groups to utilise the Narromine Wetlands as a learning resource.	Four school groups per year utilise the Narromine wetlands as a learning resource.	0%	Promotion with schools will continue after works have been completed.
3.2.01.03	Continue to conduct community education campaigns through Net Waste in accordance with the Waste Education Plan promoting the benefits of recycling and educating the community regarding which items can be recycled.	Carried out by Envirocon annually at each school. At least one community education program conducted annually.	100%	Education Plan is being implemented.
3.2.01.04	Continue involvement in the Waste Education Plan.	Education by Envirocon at schools in accordance with the Waste Education Plan.	100%	Education Plan is being implemented.

Action Code	Action	Performance Measure	Action Progress	Comment
3.2.01.05	Promote environmental awareness.	Quarterly newsletter article.	100%	Information provided in quarterly Newsletter.
3.2.02.01	Conduct public education campaigns aimed at reducing littering, stray dogs/cats, and promoting the desexing of domestic animals, dog and cat registration, and micro-chipping.	Annual promotion in newsletter.	100%	Promotion through social media and in correspondence via companion animals registration process.
3.2.02.02	Investigate concerns or complaints in relation to overgrown allotments and buildings in a state of disrepair.	90% of complaints to have investigations commenced within 2 working days.	100%	CRM's in regards to overgrown blocks and dilapidated buildings are being investigated within 2 days and relevant Council staff are actively identifying issues prior to CRM being lodged.
3.2.03.01	Identify local environmental groups within the Narromine Shire.	Contact local environmental groups by June 2018.	100%	Register maintained and updated as necessary.
3.2.03.03	Develop a working relationship with identified local environmental groups.	Arrange to meet six monthly.	50%	Opportunities for meetings to be held did not occur in 2018/19 period.
3.2.03.04	Identify any funding sources that can assist both the local environmental groups and/or Council.	Promote relevant grant funding sources throughout the year.	100%	Funding sources have been identified and forwarded to known environmental groups.
3.2.04.01	Encourage environmentally sustainable, safe and more economical utilisation of Council's fleet.	Install GPS tracking on larger plant by 30 June 2019.	100%	GPS units have been purchased to be installed 2019. Additional units have been purchased and installed to rest of fleet.
3.2.04.02	Promote and encourage environmental sustainable practices to local business.	Annual promotional material to local businesses.	100%	Information developed for both Council Website and Social Media site.
3.2.05.01	Promote initiatives using Smart WaterMark.	Promotion materials sent out with second rates notice.	100%	Membership continued via participation in Orana Water Utilities Alliance corporate membership and promotional activities such as billing inserts and promotional banners and website participation.
		Participate in summer time television campaign through Smart WaterMark annually.		
3.2.05.02	Maintain membership of Smart WaterMark through the LMWUA.	Renew membership annually.	100%	Membership continued via participation in Orana Water Utilities Alliance corporate membership

Action Code	Action	Performance Measure	Action Progress	Comment
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%	Information provided for Newsletter, when available
3.2.05.04	Promote benefits of recycling using NetWaste resources.	Include statistics for recycling in Council's newsletter.	100%	Information provided for Newsletter, when available

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

Action Code	Action	Performance Measure	Action Progress	Comment
3.3.01.01	Install rain sensors in parks and sporting fields.	Implement actions from the Strategy by 30 June 2019.	100%	As part of the Drought funding Payten and Dundas Ovals have smart systems installed the same as Burns Oval.
3.3.02.01	Ensure all development approvals consider existing utilities infrastructure in their determination.	100% of approvals have had adequacy of existing utilities determined.	90%	Have considered utilities provision in DA assessment and referred to relevant utility provider where possible.
3.3.02.02	Utilities performance audited annually through Triple Bottom Line (TBL) reporting.	Report submitted by 15 September. Achieve 100% compliance with TBL reporting.	100%	DOI Water opened reporting website late in 2018 closure date 21/10/2018. Report completed and submitted 19/10/2018.
3.3.03.01	Advocate for reliable and affordable access to internet and communications technology.	Continue to lobby for the increase in the coverage area for mobile technology throughout the shire.	100%	Council actively working with telcos in the sector to obtain funding for increased mobile coverage.

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

Action Code	Action	Performance Measure	Action Progress	Comment
3.4.01.01	Work with relevant parties to identify aged care accommodation needs.	90% attendance at relevant meetings in an advisory role.	100%	Attendance at all relevant meetings.

Action Code	Action	Performance Measure	Action Progress	Comment
3.4.02.01	Monitor take-up of all land use zones vacant land. Identify short falls.	Review supply of vacant land six monthly.	55%	Noted State Govt's Medium Density Housing Code and potential to provide further housing choice. Will review LEP at health check stage.
3.4.04.01	Liaise with local real estate agents to ascertain changes in rental demand.	Monitor with local real estate agents annually.	100%	Council continues to liaise with real estate agents.

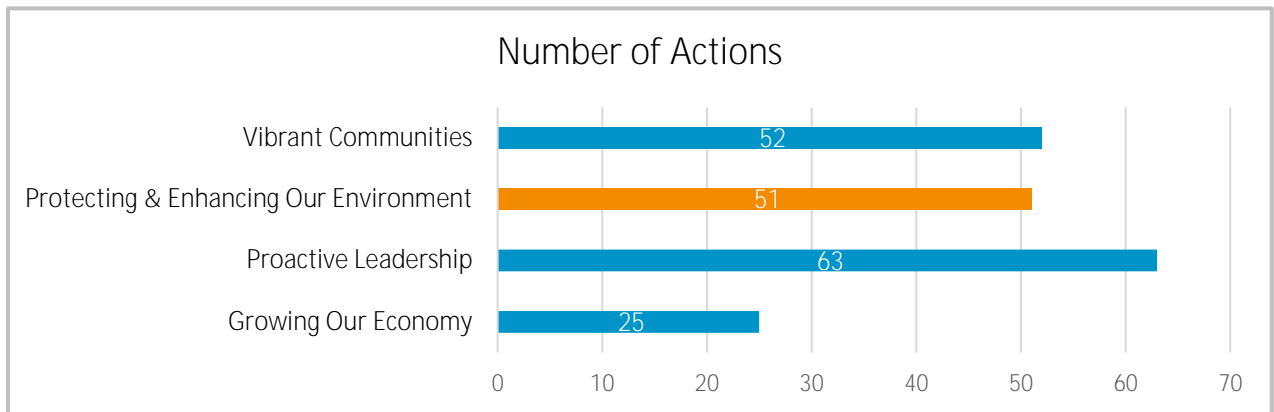
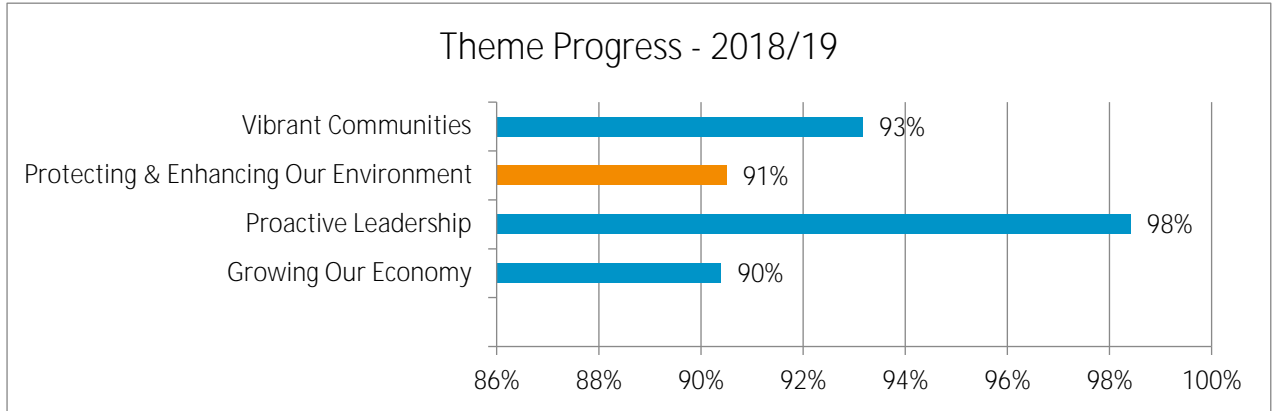
OUR COMMUNITY IS WELL CONNECTED THROUGH OUR CYCLEWAYS, FOOTPATHS AND PUBLIC TRANSPORT SYSTEMS - SP No. 9

Action Code	Action	Performance Measure	Action Progress	Comment
3.5.01.01	Liaise with transport providers to ensure that full suite of transport options are available.	Correspond with all providers annually.	100%	Monthly attendance at interagency meetings which advocate for continued and increased transport options for residents of the shire.
3.5.02.01	Provide support as required to the Dubbo Regional Council for the expansion of services at the Dubbo Regional Airport.	100% commitment to support Dubbo Regional Council.	100%	Council continues to provide ongoing support to Dubbo Regional Council for the expansion of services at the Dubbo Regional Airport and more recently support for the Qantas Pilot Academy in Dubbo.
3.5.03.01	Liaise with rail service providers to ensure rail service is maintained.	Correspond with rail providers annually.	100%	Work being undertaken on commercial opportunities with rail operators, not passenger rail providers. Country rail buses continue to have a daily service from Narromine and Trangie.
3.5.04.01	Survey community biennially to ensure that transport issues of our residents are adequately addressed.	Survey question as part of residential survey.	100%	Survey completed.
3.5.05.01	Upgrade lighting on main runway (subject to CASA advice).	Seek grant funding to upgrade lighting prior to 30 June 2019.	100%	Council not required by CASA to upgrade lighting at this time.
3.5.05.02	Maintain the Narromine Aerodrome facility to meet reasonable user expectations and CASA requirements within the allocated budget.	Complete Obstacle Limitation Surface (OLS) annually by 30 November.	100%	OLS conducted November 2018. Maintenance carried out regularly as required.
3.5.05.03	Undertake inspections on operational areas.	Minimum 52 inspections per year.	100%	Undertake inspections as per schedule.

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

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

Action Code	Action	Performance Measure	Action Progress	Comment
3.6.01.01.1	Review and implement Council's ten year roads Capital Works Program.	Ten Year Capital Works Program updated annually and adopted by 30 June.	100%	Works Program adopted by Council 12 June 2019.
3.6.01.01.2	Review and implement Council's ten year roads Capital Works Program.	Works program completed within + / - 5%.	95%	Works progressing as per program
3.6.01.02	Continue to maintain roadside slashing when grass impedes visibility.	Undertake slashing program annually.	100%	Program completed.
3.6.01.03	Apply for hazard reduction funding through Rural Fire Fighting Fund.	Apply for funding prior to 31 March annually.	100%	Funding application submitted prior to 31 March 2019.
3.6.02.01	Convene Local Traffic Committee meetings.	Convene 6 meetings per year of the Local Traffic Committee.	100%	Six (6) Local Traffic Committee meetings held.
3.6.03.01	Meet with State and Federal Members and the Roads Minister on rural road funding issues.	Quarterly meeting with State and Federal Members, and annually with Roads Minister.	100%	Quarterly meetings held with State and Federal Members.
3.6.03.02	Proactively engage with the Local Government Grants Commission.	Invite Local Government Grants Commission to present to Council biennially.	100%	Invitation to be extended to the Local Government Grants Commission for a meeting. They have advised they will be conducting sessions in Narromine 19/20.



Proactive Leadership

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

Financial Snapshot	2017/18	2018/19	2019/20	2020/21
Organisational Services	\$-9,919,855	-10,026,497	-10,169,787	-10,267,216
Infrastructure	\$6,228,951	6,168,836	6,387,281	6,379,324
Loans/Financing	\$387,844	404,135	1,156,001	,141,796



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

Action Code	Action	Performance Measure	Action Progress	Comment
4.1.01.01	Continue to gather feedback regarding community engagement strategies	Annual review of community engagement strategy to Council by 30 November each year	100%	Report to Council completed in September 2018.
4.1.01.02	Promote the positive aspects of Narromine Shire Council. Provide important information to the community.	Provide updates to the community on Council activities through all means available within the communications strategy.	100%	Extensive communications in the form of media releases and social media campaigns.
4.1.01.03	Prepare council columns and media releases for local media.	Weekly column provided to print media. A minimum of 12 media releases per annum.	100%	Weekly council columns provided to print media and at least 10 media releases published per month, well exceeding target.
4.1.01.04	Information available on Council's website.	Website updated as required.	100%	Updates and press information available on Council's website.
4.1.02.01	Councillors maintain strategic community focus.	Positive media around Council's strategic approach.	100%	Media releases on Council's projects openly linked to the priorities in the Community Strategic Plan.
4.1.03.01	Review Council's Code of Meeting Practice.	Review complete by 31 December 2018.	100%	Council's Code of Meeting Practice adopted 8 May 2019. To be enacted from 1 July 2019 to enable audio recording to be set up and trialed.
4.1.03.02	Provide an opportunity for the public to address Council on relevant issues through the Public Forum Policy at Council Meetings.	Advise the public of the availability of the public forum in the column and newsletter at least quarterly.	100%	Public forum has been advertised quarterly in Council's Column and newsletter. Public Forum no longer part of Council Meeting, but will commence at 5.00pm prior to the meetings from 1 July 2019. Public Forum Policy to be made obsolete from 1 July 2019. Public will be notified accordingly.
4.1.03.03	Continue to facilitate S355 Advisory Committees.	Annual review of Section 355 Committee Charters and annual appointment of delegates (September).	100%	Completed in September 2018.
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 processed in accordance with the Act. Council's Information Guide updated.

Action Code	Action	Performance Measure	Action Progress	Comment
4.1.05.01	Present a positive image of Council to the community.	Provide weekly communications via various means per the communications strategy.	100%	Weekly column provided to the print media and active social media campaigns.

EFFECTIVE COUNCIL ORGANISATIONAL CAPABILITY AND CAPACITY - SP No. 30

Action Code	Action	Performance Measure	Action Progress	Comment
4.2.01.01	Encourage and reward innovative practices within Council's workforce.	One innovation introduced per directorate each year.	100%	Agenda item at monthly MANEX meetings to discuss innovation ideas.
4.2.01.02	Foster a culture of continuous improvement.	Cultural change program progressively implemented across the organisation. Organisational values and behaviours developed and implemented.	100%	Cultural change program, incorporating employee awards that are based on recognising employees that espouse Council's values and behaviours.
4.2.02.01	Provide policies, programs and initiatives that support employee work/life balance.	Create, update and implement policies for a flexible workplace on an ongoing basis.	100%	Health and wellbeing has been made a priority this year with a comprehensive health and wellbeing program being rolled out by the committee which included lunchtime Yoga session, desk massages and healthy cooking classes. Leave balances have been reduced and the christmas close down was extended to further support work/life balance. Mental health awareness training was rolled out to all employees.
4.2.02.02	Provide access to innovative leadership training programs.	Research and identify appropriate leadership training for Managers annually.	100%	Council training budget was utilised in full this year for staff to attend various innovative training programs which included a team building and mentoring session with the MANEX team, mental health awareness and dignity and respect in the workplace training for all staff and numerous statutory training courses for outdoor staff to carry out their roles.

Action Code	Action	Performance Measure	Action Progress	Comment
4.2.02.03	Promote and maintain coaching and mentoring programs across the organisation to support leadership growth.	Programs used to assist staff with leadership growth.	100%	Our leadership team have benefited this year from a mentoring program within the MANEX group. These leaders have also mentored their staff to achieve leadership growth within their positions for the benefit of the organisation.
4.2.02.04	Update and implement succession planning to support a high level workforce to meet the ongoing delivery program needs.	Implement succession planning system by December 2018.	100%	The succession planning framework has been implemented across the organisation with key critical roles identified and succession plans created for these roles to ensure a continuity of service to the community in the delivery of our operational plans.
4.2.02.05	Implementation of Councillor Training Program.	95% attendance by Councillors at scheduled training events.	100%	Councillor Professional Development undertaken in accordance with self-assessments. Councillor Induction and Professional Development Policy adopted 13 February 2019. Preparation of pre-election candidate sessions and induction program will commence in 19/20 financial year.
4.2.03.01	Integrated Planning and Reporting documents reflect best practice.	Positive feedback from Office of Local Government.	100%	Narromine 2018/19 IP&R documents were peer reviewed at a workshop with other Councils in conjunction with LGNSW with minor recommendations suggested. 2019-20 IP&R was approved by Council 12 June 2019.
4.2.04.02	Customer services standards.	Annual satisfaction survey.	100%	Customer satisfaction survey was run November-December 2018. Results showed high level of satisfaction. Results also give suggestions for improvement which are implemented.

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.	100%	Weekly reporting is in place, achievement is being monitored.
4.2.05.01	Promote future workforce development with options such as traineeships, apprenticeships and cadetships within each department.	Increase the number of apprenticeships over the next 4 years.	100%	Council respects the need to provide opportunities for the youth of our region to gain skills in local government. As such, the IT traineeship has been extended a further 12 months and a Trainee Storeperson is being recruited for commencement July 2019. An engineering cadetship and water industry trainee have been approved and will join the team in 2019/2020.
4.2.05.02	Develop and implement initiatives to support / promote workforce diversity.	Ensure the Disability Inclusion Action Plan is considered in all workforce activity. Create and implement an Aboriginal Employment Strategy by December 2019.	100%	Workforce diversity is promoted by the adoption of an aboriginal employment strategy and the establishment of an Equal Employment Opportunity management plan and committee to ensure support for a workforce that is diverse in age, gender and culture. All recruitment encourages Aboriginal and Torres Strait Islanders and people with a disability to apply. Council have also teamed up with Break-Thru to assist community members with a disability to gain valuable work experience.
4.2.06.01	Councillors to act positively at all times in the public eye.	No negative feedback received.	100%	No instances of negative impact reported.
4.2.07.01	Continue to implement and improve the employee performance assessment system.	All Departments' performance assessments completed by 1 September annually.	100%	Council's online performance assessment system 'Pulse' has been reviewed and changes made to improve engagement and accountability of staff. SMART

Action Code	Action	Performance Measure	Action Progress	Comment
				goals are set for all staff and reviews conducted in a timely manner.
4.2.07.02	Review and implement the Work Health Safety Management System.	WHS Management System in place and functioning by December 2018 and on an ongoing basis.	100%	The WHS management system is under constant review with improvements being made on a regular basis to improve our safety record. Council has adopted new software for online risk assessments and safety inspections to be completed with accountability assigned for improvement areas.
4.2.07.03	Promote and support continuous improvement activities across council.	Review and document one area of Council operations each year per directorate.	100%	Contract Management is currently under review.
4.2.07.04	Develop and implement an Enterprise Risk Management Framework.	Policy, Plan and Strategic Register to be developed by 31 December 2018.	100%	Risk Management Policy adopted December 2018. 3 year Strategic Internal Audit Plan considered by Internal Audit Committee 10 December 2018. Risk Management Plan for 19/20 to be considered by the Internal Audit Committee in October 2019.
4.2.07.05	Establish an Internal Audit and Risk Management Committee in accordance with the OLG's proposed new legislation and based on a resource sharing model.	Committee to meet six monthly and provide report to Council.	100%	Internal Audit Committee established and meeting 3 times per year. Minutes of committee provided to Council for endorsement.
4.2.07.06	Maintain a database of legislative compliance obligations.	Distributed monthly to MANEX for 100% compliance with statutory obligations.	100%	Checklist maintained and provided monthly to Manex for consideration and action. Exceptions to be reported to Internal Audit Committee.
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.	100%	Agenda, business paper and minutes prepared and distributed accordingly. New Code of Meeting Practice for 2019/20 allows for distribution of Agenda and Business Papers to be 3 days prior to meeting.
		Minutes to be distributed to Councillors 7 days after meeting.		
4.2.08.04	Manage Council's Records System.	No breaches of State Records Act.	100%	Migration of records ongoing. Sentencing of Engineering records Ongoing. 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 Annual Budget and Long Term Financial Plan were completed and approved by Council 12 June 2019 along with the remaining IPR documentation.
4.3.01.02	Continue to prepare financially sustainable budgets for consideration by Council.	Council prepares annual balanced budget for adoption by Council.	100%	The Annual Budget was approved by Council 12 June 2019.
4.3.01.03	Continue to develop revenue strategies that are equitable and contribute to a financially sustainable future.	Sustainable Statement of Revenue Policy endorsed by Council by 30 June each year.	100%	The Statement of Revenue Policy was completed and approved by Council 12 June 2019.
4.3.01.04	Levy and collect rates and charges in accordance with statutory requirements and Council policies.	No known breaches of policy.	100%	There were no known breaches in the levying and collection of rates for the year.
4.3.01.05	Provide monthly cash balances and detailed quarterly financial reports to Council.	Reports prepared and accepted by Councillors and management.	100%	Reports were prepared and accepted by Councillors and management for the year with no exceptions.
4.3.01.06	Prepare Council's Annual Financial Accounts in accordance with relevant Acts and Regulations.	Unmodified audit report issued by 31 October each year.	100%	2017/18 accounts were completed 31 October 2019 when the NSWAO audit report was received.
4.3.01.07	Ensure Council has adequate cash flow to meet their needs.	Maintain level of outstanding rates and charges at below 10%.	100%	Outstanding rates and charges are 9% which is below year end target of 10%.
4.3.01.08	Ensure Council's ongoing financial viability.	Maintain a debt service ratio below 10%.	100%	Council's debt service ratio is well below 10%, the theoretical benchmark set by the OLG under the defunct Fit For The Future criteria.
4.3.01.09	Ensure accounting data is recorded accurately and returns are filed in accordance with legislative requirements.	Positive audit findings. Reduction in management letter points.	100%	All external deliverables for the year have been met.

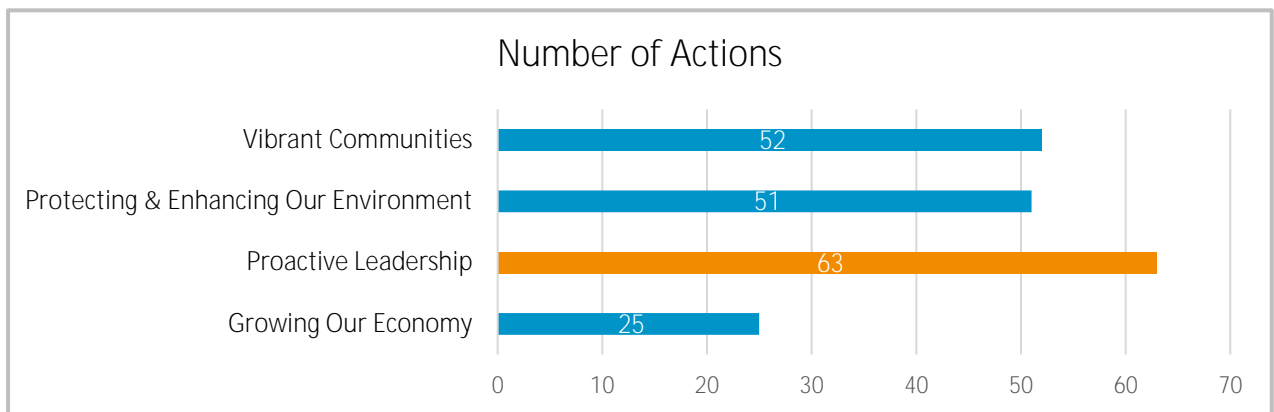
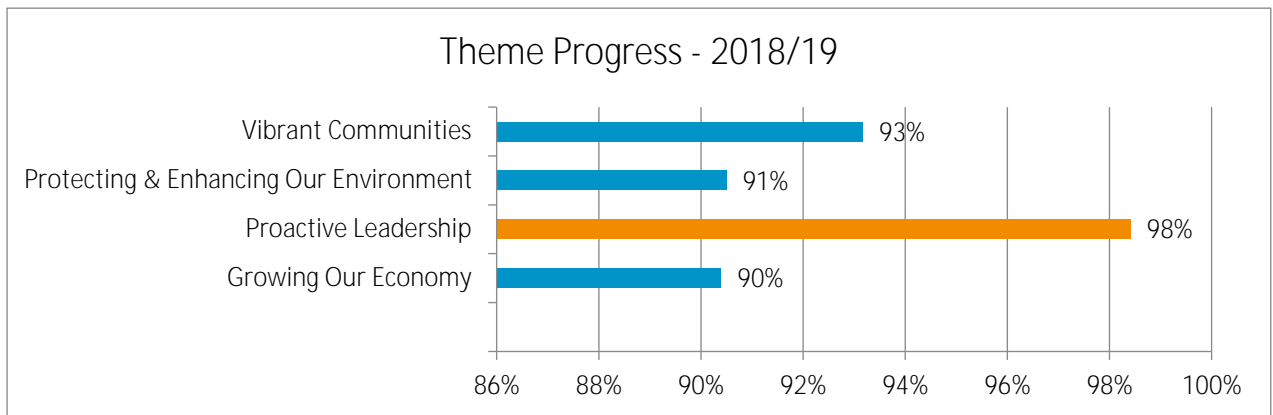
Action Code	Action	Performance Measure	Action Progress	Comment
4.3.02.01	Ensure Council's Operational Plan is well publicised with ample opportunity for community input.	Operational Plan on public exhibition for a period of 28 days. Comment invited on a variety of media platforms.	100%	Council's 2019-2020 Operational Plan was placed on public exhibition for 28 days. Submissions were received and reported to Council. The 2019-2020 Operational Plan was approved by Council 12 June 2019.
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%	Council continues to maximise potential. Successful Growing Local Economies Funding application made. Successful Drought Communities Funding Program application. Successful Stronger Country Communities Funding application. Successful Tourism and Environment Application.
4.3.03.02	Identify projects suitable for grant applications.	At least five identified projects per year in the operational plan, subject to grant funds.	100%	Projects include pool upgrades, wetlands project, multiple sporting field upgrades, variety of projects within the Drought Communities Program. Continue to identify further projects eg Sports precincts in Trangie and Narromine. Aerodrome amongst others. Wetlands project confirmed funding in 2019-2020.
4.3.04.03	Review Asset Management Plans annually.	Asset Management Plans updated annually by 30 June.	100%	Asset Management Plans were reviewed and adopted by Council prior to 30 June 2019.
4.3.04.04	Update Long Term Financial Plans annually.	100% Long Term Financial Plans updated and adopted by 30 June annually.	100%	Undertaken in March as part of IPR
4.3.04.05	Undertake monthly inspections of Regional Roads.	12 inspections of each Regional Road per year.	100%	Undertaken as resources allow.
4.3.04.06	Undertake annual inspections of Local Roads.	100% Local Roads inspected minimum of once per year.	100%	Undertaken as resources allow.
4.3.04.07	Develop and implement plant and fleet strategy.	Strategy developed by 30 June 2018 and implemented thereafter.	100%	Plant replacement program reviewed and implemented annually.
4.3.05.01	Maintain sustainability ratios as per Fit for the	Sustainability ratios calculated and reported to Council six monthly.	100%	Performance ratios including the OLG ratios are monitored

Action Code	Action	Performance Measure	Action Progress	Comment
	Future Improvement Proposal.	Resubmit Fit for the Future Improvement Plan in light of Joint Organisations.		and were reported to Council monthly.

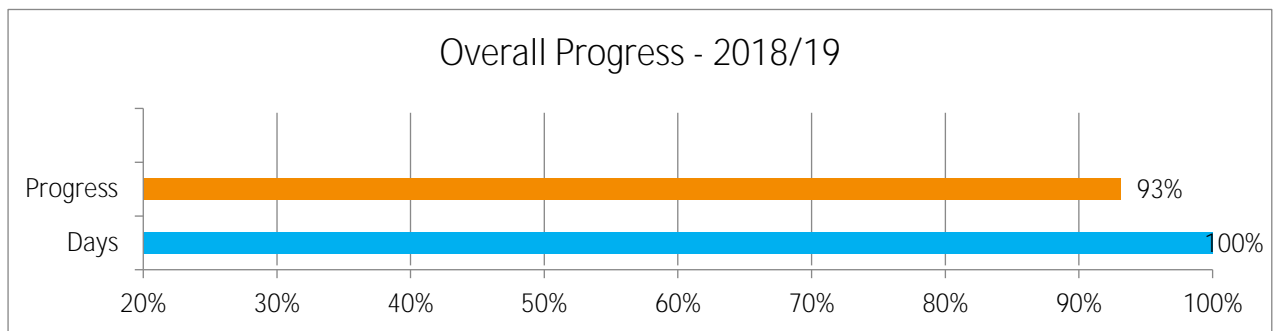
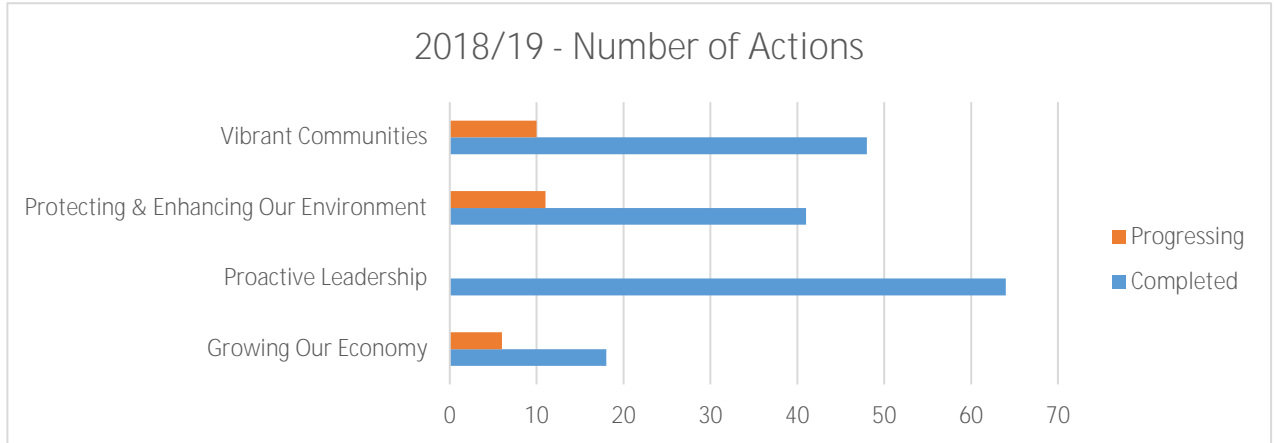
SOUND PARTNERSHIPS ARE ENCOURAGED AND FOSTERED - SP No. 32

Action Code	Action	Performance Measure	Action Progress	Comment
4.4.01.01	Active membership and representation on government, regional and other bodies.	Maintain membership of relevant government, regional and area bodies.	100%	Proactive member of the Orana Joint Organisation, member of Country Mayors Association.
4.4.01.02	Prepare submissions as required.	One submission prepared per year.	100%	Ongoing as required. Submissions made as part of election cycle. Submission re Tomingley Road made. Detailed discussions around opportunities with Inland Rail and Dubbo Rail maintenance.
4.4.01.03	Continue to participate in shared opportunities through OROC.	Utilise internal audit and procurement shared services.	100%	Transition of these opportunities to the Joint Organisation model, internal audit set up internally.
		Utilise panel tenders for fuels, reseals and bitumen emulsion.		
		Participate in user groups for finance, HR, payroll, risk management and WHS.		
4.4.02.01	Represent the community's interests and lobbying topics of significant impact to the Shire.	One submission per quarter.	100%	Submissions prepared to the Regional Infrastructure coordination unit, Local and Federal Members.
4.4.02.02	Prepare submissions and lobby for community interests as required, e.g. funding for rural roads, infrastructure and services.	One submission per quarter.	100%	Submissions prepared as required.
4.4.02.03	Advocate to other tiers of government for a better allocation of funding to support the delivery of services for which other	Meet with State and Regional Local Members, six monthly.	100%	Quarterly meetings held with State and Federal Members.

Action Code	Action	Performance Measure	Action Progress	Comment
	levels of government have primary responsibility.			
4.4.03.01	Nurture relationship with key external organisations and individuals.	90% attendance at OROC and GMAC meetings.	100%	100% attendance at Orana Joint Organisation meetings and reformation of GMAC for the Orana and Far West JO's.
4.4.03.02	Maintain partnerships with like-minded councils and other organisations to create stronger and more effective lobby groups.	Maintain active membership and representation on LMWUA, Local Government Procurement, Water Directorate, NetWaste, IPWEA.	100%	Active memberships maintained.
4.4.04.01	Build stronger relationships with State and Federal members, NSW Police, Interagency Group, Regional Development Australia.	Meet quarterly with State and Federal Members, NSW Police and Regional Development Australia. Attend monthly Interagency Group meeting.	100%	Quarterly meetings with State and Federal Members held, NSW Police and Regional Development Australia. Council representatives attend monthly interagency meetings.
4.4.04.02	Develop a Social Plan	Social Plan developed by 30 September 2017.	100%	Social Plan developed.
4.4.04.03	Work with community groups and services to deliver actions in the Social Plan.	Implement actions in Social Plan.	0%	Social Plan completed. Actions planned for 2019-2020.
4.4.05.01	Work collaboratively with community groups through greater representation at the Interagency Group.	Increase the representation of community groups within the Interagency Group by 30 June 2018.	100%	Continue to represent Council at the community Interagency meetings and when talking with Government departments and the Non Government sector.
4.4.05.02	Work collaboratively with the community through greater representation at the Trangie Action Group.	90% attendance by Councillor Representative.	100%	Continue to liaise with Trangie Action Group. Council representatives maintain high level of attendance at meetings. Coordination of Community Allied Health initiative. Assisted with youth week 2019.



Overall Progress





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NSW Landcare Program

Implementation Approach to Local and Regional Coordinators



Time-frames:

- Invitation to submit a Regional Implementation Proposals:
Friday 10 May 2019
- Due date for Regional Implementation Proposals:
Friday 31 May 2019
- Target date for finalisation of Local and Regional Coordinator Allocations:
11 June 2019

Information and Regional Proposals can be found here:

www.landcare.nsw.gov.au/landcare-program/

A partnership between Local Land Services and Landcare NSW Inc.
supported by the NSW Government.



Document Information

Title: NSW Landcare Program – Implementation Approach to Local and Regional Coordinators

Release Date: 10 May 2019

Document Location: <https://landcare.nsw.gov.au/landcare-program>

Document History:

Version:	Amendment/Action:	Date:
1st Draft	Submitted to project team for review	30/04/2019
2nd Draft	Submitted to Joint Management Committee	1/05/2019
Final	Distributed to Landcare and Local Land Services Networks	10/05/2019

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• NSW Landcare Program Strategic Plan	4.
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• Appendix: Local Landcare Coordinator Role Description	12.
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This document has been published by the NSW Landcare Program as a partnership of Local Land Services and Landcare NSW under the auspice of the Joint Management Committee.

Acknowledgements

Local Land Services and Landcare NSW would like to acknowledge both organisations and the broader Landcare community in NSW for the support they give the NSW Landcare Program.

We would like to acknowledge and pay our respects to past, present and future Aboriginal and Torres Strait Island people of NSW and Australia and recognise their role as traditional custodians of the land.

The Program would like to thank and acknowledge the NSW Government, the NSW Parliamentary Friends of Landcare.

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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing. However because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Local Land Services or the user's independent advisor.

Photography: All photos in this document have been provided by Landcarers via Local Landcare Coordinator Initiative Case Studies. We thank them for sharing and acknowledge their contribution.

The NSW Landcare Program is a state, regional and local investment in the partnership between Local Land Services and Landcare, empowering people to take action on local problems and deliver outcomes across local and regional issues.

The NSW Landcare Program 2019 – 2023 builds on the partnership between Local Land Services and Landcare, on a number of previous Landcare Support Programs and regional Landcare investment made through National Landcare Program and Catchment Action over the last four years and beyond.

The Program is a collaborative endeavour of Local Land Services and Landcare NSW, supported by the NSW Government and overseen by a Joint Management Committee.

A memorandum of understanding underpins the Committee's operations and those of the Program.

The Program recognises the value of Government and Landcare working together and aims to support outcomes for Landcarers.

This document outlines the implementation approach that will see the Program roll-out over the coming four years.

The Program is comprised of a number of components, however this document will focus on the implementation of the Local and Regional Landcare Coordinator network.

To achieve its objectives, the NSW Landcare Program must support local action for the benefit of communities and Government. It must consider local contexts and diversity in order to address current and future challenges, ultimately leading to on ground outcomes delivered by an engaged community, via increased participation and increased adoption of practice change, sustainability, advisory service uptake and capacity building.

The Objectives of the NSW Landcare Program:

Delivery: Landcare and Local Land Services delivering outcomes together for the people, lands and waters of NSW

Partnerships: Effective partnerships between Landcare organisations and Government at all levels, and other stakeholders

Support: Landcare and volunteer groups are connected and supported to achieve their goals

Value: Landcare is valued by community, investors and partners

Capable: Landcare is capable and delivering on its goals

Role of the NSW Landcare Program:

The NSW Landcare Program, delivered by Landcare groups across the state is designed to empower Landcare communities and volunteers to achieve their goals. Goals that deliver benefit to the broader community, industries and landscapes of NSW.

Goals that are shared by the NSW Government and Local Land Services.

As with any investment of public funding, the program must align its aspirations with those of both Government and Landcare Communities. The NSW Government aspirations as deliverable by this program are identified on page 15.

The NSW Landcare Program is not the sole mechanism of delivery of Landcare outcomes and activity in NSW.

The Program recognises that the full quantum of Landcare empowerment and support resources includes other investment streams such as those that come via Local Government, other agencies, private contributions, fee for service and group membership.

The purpose of the Program is to play a role in empowering local Landcare volunteers by contributing to the systems that underpin their capacity to achieve outcomes and to partner with others. One of the primary aims of the Program is to encourage leveraging on all the other aspects of Landcare support, action and partnership across NSW.

This program requires a holistic view of Landcare volunteer empowerment including empowering the organisations that empower landcarers.

It is about enabling whole of Landcare community, from Landcare NSW to community volunteers, about acknowledging

the importance of social capital of Landcare organisations and broadening the impact of government and other services designed to support whole of community, landscape and industry outcomes.

A Changing Landscape in Landcare:

The realities of investment in public programs is that they regularly change based on a range of factors including state and national Government priorities, community characteristics, climate influences and organisational structures.

It is important for the success of the Program that it considers the current Landcare support landscape and looks for trends into the future.

The implementation of this Program acknowledges the issue of significant reductions in the total quantum of Landcare support funding now available to Landcare organisations in comparison to funding that has been available in the past.

As the Local Landcare Coordinator Initiative took into account the quantum of support funding available between 2015 – 2019, this Program must consider the realities of available funding now in 2019.

The 2019 – 2023 Program is not a replacement for all previous funding programs. It is designed to be effective with the resources currently available to empower local networks in a regional context, and seeks input from those regional communities on how this resource can be applied to support Landcare within that region. It seeks to strengthen the linkages from region to state, building on the need for support from the state scale to better Landcare now and into the future at local scales.

NSW Landcare Program – Strategic Plan

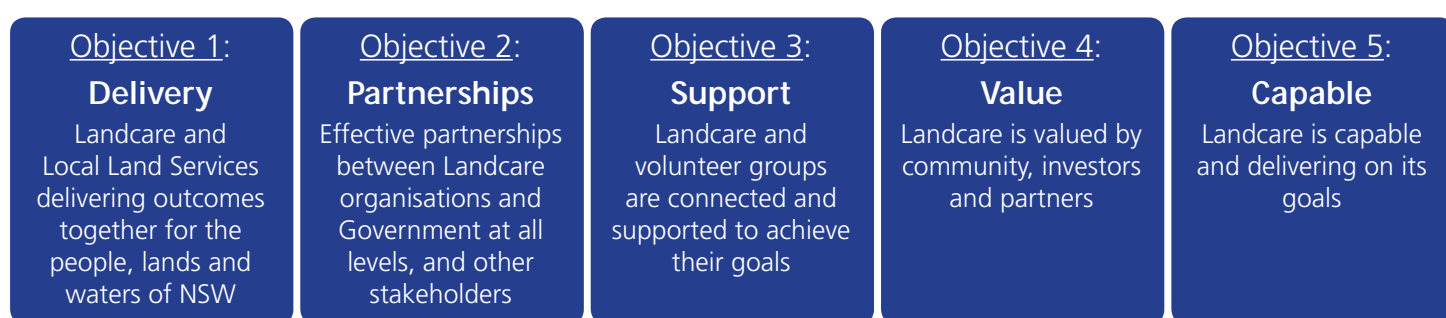
MoU Partnership Statement: Landcare NSW and Local Land Services as a government and community partnership are stronger together in achieving outcomes for communities and landscapes

Landcare NSW Vision: NSW Landcarers will have the leadership, skills and resources to care for our land, environment and communities

Local Land Services Vision: Resilient communities in productive healthy landscapes

The Need for the NSW Landcare Program: Coordinated, empowered and effective volunteer action delivers on community and government goals around caring for people, industries and landscapes

The Purpose of the NSW Landcare Program: To equitably empower and deliver resources to volunteer Landcarers that leads to the achievement of community, industry and landscape goals on ground



Outcomes

Primary Outcomes:

1. A program that supports community's capacity to deliver natural resource management, farm productivity, and community program outcomes across all urban, coastal, rural and regional areas of NSW
2. A program that supports community participation in practice change adoption through connection to empowered and inclusive peer networks such as Landcare
3. A program that supports participation in on-ground delivery of natural resource management and sustainable, productive agricultural activities

4. A program that supports effective public investment through opportunity leveraging

5. A program that supports strengthened Regional Landcare collaborations

6. A program that supports sustained social capital leading to longer term outcomes on public and private investment

7. A program that supports the reciprocal sharing of knowledge between traditional owners and the Landcare Community

8. A program that supports professional development and improvements in key personal, relational and organisational disciplines

9. A program that demonstrates Landcare's value in delivery of outcomes for people, lands, industries and waters of NSW

Secondary Outcomes:

10. A program that supports skill and capacity building in Landcare communities to attract external funding

11. A program that supports jobs and economic outcomes in many small rural, remote and regional communities

12. A program that supports social, mental and physical health in urban, rural, remote and regional communities

Program Resources

Total Program Budget: \$22,423,000 over four years (2019 – 2023)

Local Landcare Coordinators: \$12,940,000 – A network of part time roles (30 Full Time Equivalent)

Regional Landcare Coordinators: \$3,432,000 – A network of part time roles (6.6 Full Time Equivalent)

Community of Practice/People Development: \$3,260,000 – Support for state and regional communities of practice

Aboriginal Landcare Program: \$1,000,000

Program Management: \$1,791,000 – Delivery of state level program components

Regional Implementation of Local and Regional Coordinators

The NSW Landcare Program is calling on all Regional Landcare Communities-of-Practice or Regional Organisations in line with Local Land Services regions to develop a regionally appropriate approach to achieving the outcomes of the program with the resources allocated.

A Regional Approach to Local Implementation:

Landcare is at its core, local action by local people. This Program aims to support that.

The evidence and learnings from the Local Landcare Coordinator Initiative and similar programs in other states demonstrates that the most effective approach to the delivery of Landcare outcomes is by supporting connection and collaboration for local action at the regional scale. A regional approach is even more important and relevant in the current funding environment where the total quantum of Landcare support resources are more limited.

This program aims to support an empowered network, designed at a regional scale, acting and delivering on local and regional issues.

The NSW Landcare Program looks to the Landcare groups, networks, collectives or formal organisations across the state to consider an approach to designing the Program in their region.

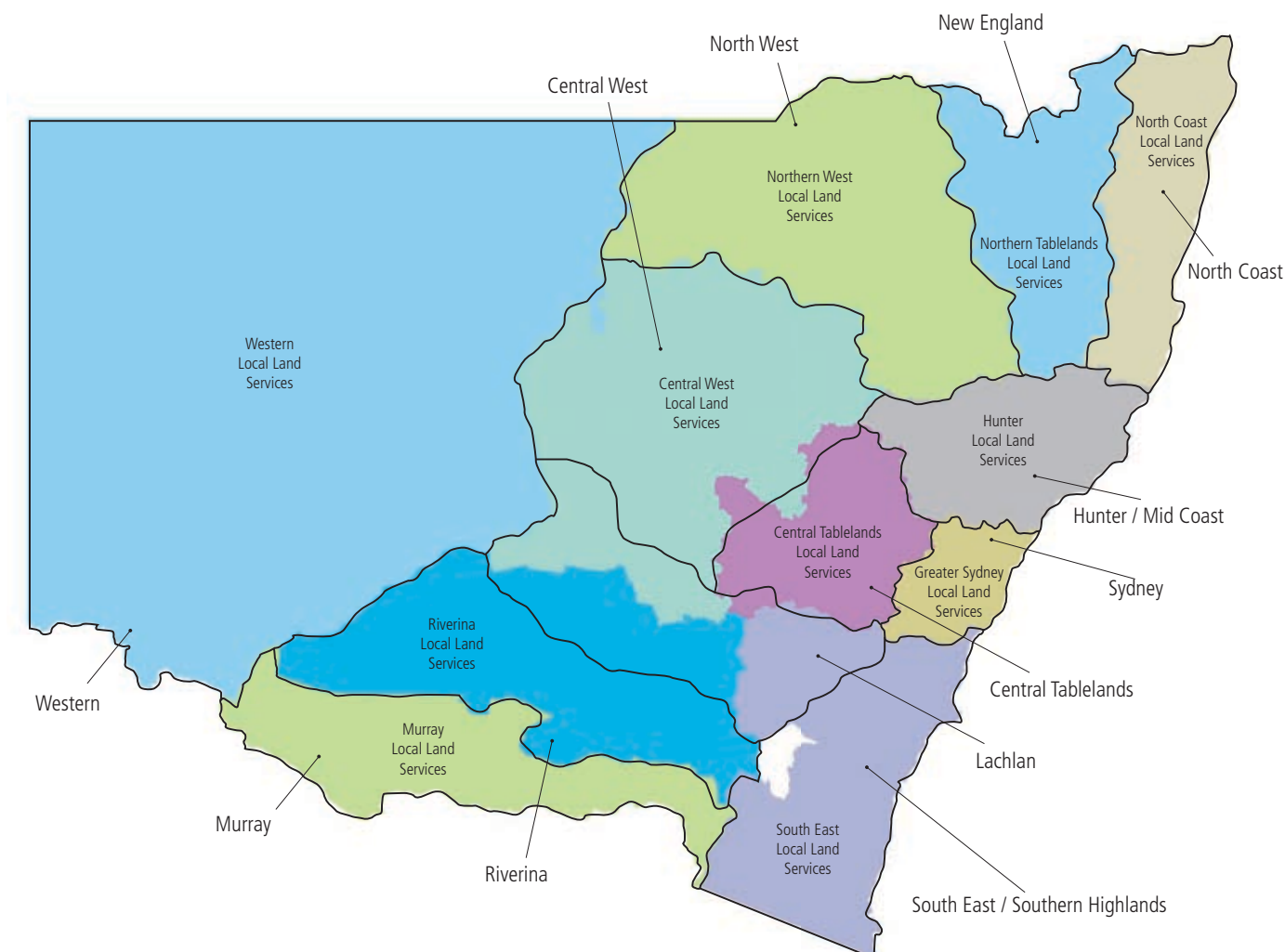
An Approach that most effectively addresses local delivery of the program objectives and outcomes.

The Program aims to support volunteer Landcarers of NSW, it asks Landcare as a region to tell us: how, with the resources available, you will work together to support and empower the Landcare volunteers across the region.

This approach will require Landcarers, Local Land Services and other stakeholders to work together to reflect on how they coordinate actions and identify priorities. Landcare networks along with their partners will need to come together like never before to decide how to best utilise the resources allocated so that the Program can support local communities and the environments and industries they care for.

The Program will focus initially on Local Land Services boundaries, acknowledging that in some areas, there will need to be some cross boundary collaboration.

Detailed instructions for Implementation Proposals follow.



New South Wales with Landcare Region boundaries over Local Land Services boundaries.

(source: Landcare NSW Landcare Regional Mapping Project 2018) *note: Landcare Regional boundaries are porous and fuzzy and shown here as an indicator of general sphere of influence based on regional Communities-of-Practice/regional Landcare organisations.

Call for Regional Implementation Proposals

Landcare Groups, Networks and Organisations that support Landcare volunteers, industries and communities are invited to develop an approach to implementing the NSW Landcare Program in their region (in line with Local Land Services boundaries) that supports a whole of region Community-of-Practice approach.

Regional Implementation Proposals:

The NSW Landcare Program will be accepting Regional Implementation Proposals based on Local Land Services Regions. We acknowledge that in some areas, there will need to be some cross boundary collaboration.

Proposals may however be made based on either Landcare Region or Local Land Services region depending on the individual contexts of each region.

The Program will only be accepting Regional Implementation Proposals and will not be considering individual applications to host a Local or Regional Coordinator outside of a Regional Implementation Proposal.

Regional Implementation Proposals will be made via a Proposal Form that can be downloaded here: [Landcare Program](#)

Defining a Regional Community-of-Practice:

The NSW Landcare Program, for the purpose of this Proposal process, has adopted the term "Regional Community-of-Practice" to describe the way all the participants in Landcare come together across the whole of a Landcare or Local Land Services region, depending on the specifics of each region.

In some regions this may mean one formal organisation that covers a whole region. In others it may mean an informal collective of several sub-regional networks, groups or organisations that engage and collaborate with each other to address common issues and opportunities at a whole of Landcare or Local Land Services region scale.

Developing a Regional Implementation Proposal:

The Program understands that the individual contexts of each region are very different. Rather than apply a one-size-fits all approach, the Program asks the Regions, as a Community-of-Practice to come together to consider an approach that is viable in the Region with the resources allocated.

Each proposal should be developed by a Community-of-Practice (this may be a working group or a regional body). A regional incorporated body is not needed if one does not exist. However each proposal will need to identify the organisations that will formally host/administer the Coordinator roles; these must be incorporated and must be members of Landcare NSW.

Proposals should consider inviting input from Regional Landcare Organisations, Landcare Groups, Landcare Networks, Partner Industry Organisations, Local Government and Regional Local Land Services.

Key Components of a Regional Implementation Proposal:

The Implementation Proposals will ask for a range of information to justify the investment of resources into each Region.

The key components that will need to be considered in the development of a Implementation Proposal are:

- How functional the Landcare Community-of-Practice is in your region
- How well the Landcare groups/organisations collaborate in your region
- How you will deliver against the Program Outcomes with the resources provided (Strategic Plan - page 4)
- What the are key issues, risks or barriers in your region and how the resources provided will work to overcome them
- Who is best placed within your region to host Local Coordinators and a Regional Coordinator
- How the resources might be divided to best service local needs
- How appropriate these host organisations are in terms of structure, governance, stability and proven performance
- Who will be supported in your region by Local and Regional Coordinators
- What opportunities are there to leverage against the resources provided by this program

This document is designed to provide you with the background information you will need to consider in designing your approach to implementing the Local and Regional Coordinator component of the Program.

You should read it carefully including the Program Strategic Plan and Program Outcomes on page 4 and the Anticipated Questions on page 10.

Initial Indicative Regional Allocations:

In order for regional proposals to be developed, the program has set a level of indicative full time equivalent allocations for Local and Regional Coordinator roles. These have been determined by the Joint Management Committee follow review of a number of factors.

Regional Coordinator allocations will be indicatively allocated as 0.6 full time equivalent per Local Land Services Region (total 6.6 FTE across the state).

Regions should consider these in their proposals, however final allocations will depend on the outcomes of regional proposals and will be decided upon by the Joint Management Committee.

Initial Indicative Local Coordinator FTE Allocations:

- Central West: 3.0
- Central Tablelands: 2.5
- North West: 2.25
- Northern Tablelands: 2.25
- North Coast: 3.75
- Hunter: 2.5
- Murray: 2.5
- Western: 2.5
- Sydney: 3.0
- South East: 3.25
- Riverina: 2.5

Local and Regional Coordinator Roles

The NSW Landcare Program 2019 – 2023 will support a network of part time Local and Regional Coordinator roles. These Coordinators will empower and enhance the effectiveness of Landcare networks and Landcare volunteers through contributions to the delivery of Program outcomes in their regions.

The NSW Landcare Program 2019 – 2023 Local and Regional Coordinators will support their host organisations and other groups via the delivery of Program outcomes as identified in the NSW Landcare Program Strategic Plan.

Coordinator roles will be allocated as components of Full Time Equivalent (FTE) roles, based on Local Land Services regions and will be hosted on the ground depending on the best fit for local Community-of-Practice. The Program will consider flexibility where it is most appropriate.

This allocation aims to be as equitable as possible and does take into account many parameters including different Landcare models, existing Landcare networks, number of active groups, regional Landcare contexts, previous allocations, changes in support funding over the last four years, population types and sizes and landscapes.

The final regional allocation will be dependent on the Regional Implementation Proposal as submitted and its alignment with key delivery criteria as outlined later in this document.

The Local and Regional Coordinator allocation and regional implementation approach will need to consider how to best supports outcomes across each Landcare and Local Land Services regions.

This approach is reflective of the fact that the Landcare movement follows porous boundaries and should not foster open competition. Landcare is a whole of landscape movement.

While the approach to implementing Local Coordinators must consider whole of region contexts and priorities, it may be the case that individual Coordinators are administered by regional or local host organisations. This will depend on the individual requirements of each Landcare region and will be determined based on advice from each Landcare region. It is not a requirement of this program that a formal region wide body exists, the program will also recognise informal regional Communities-of-Practice.

Hosts must be incorporated, members of Landcare NSW and will be required to demonstrate how they will actively work to support the broader Landcare community in their areas, actively collaborate with other host and non-host organisations in their Landcare Community-of-Practice and work to ensure the empowerment of Landcare volunteers across the whole region.

Once regional implementation proposals are received, the Program will undertake an assessment of the overall approach outlined and then will assess the nominated administrators or hosts of each role for their appropriateness, capacity and past performance prior to final approval.

Roles of a Local Coordinator:

The core role of the Local Coordinator is that of an enabler for Community volunteer Landcare. The Local Coordinator works with their host organisation and the groups they support to empower Landcare across their region to achieve their own goals and those of the Program.

Together with their hosts, Local Coordinators will directly interact with Landcare and agencies at the local district and network scale. They will focus on empowering participation in Landcare by individuals and sub groups, to increase the capacity of these groups to deliver against the outcomes of the Program.

Local Coordinators will be expected to collaborate with a range of Landcare support mechanisms including other Local Coordinators, Regional Coordinators, Landcare Committees, Local Government and Local Land Services.

The Local Coordinator is not a Project Officer, solely responsible for the delivery of other grant funded projects, however should be a resource for Landcare to effectively partner, attract project funding and to empower successful delivery.

Where the Coordinator is part time, additional hours for project management may be undertaken by the same person where these hours are funded by the project/s or other partners.

Key Deliverables of a Local Coordinator:

Local Coordinators will work with their hosts to deliver outcomes of the Program which include:

- Support community engagement and participation
- Providing support to groups, networks and landholders
- Undertake planning, develop partnerships and secure resourcing through project grants and other sources
- Monitor, evaluate and report on program outcomes
- Support improvements in stability and long term viability of Landcare in their region
- Effectively participate in natural resource management activities that address critical agricultural sustainability and environmental issues
- Facilitate linkages between Landcare activities/projects and Local Land Services and Landcare NSW strategic objectives
- Participation in and delivery of regional and state Community-of-Practice
- Work with the Regional Coordinator to develop a Regional Priority Plan, supporting its implementation

Detailed position descriptions follow.

Local and Regional Coordinator Roles

Roles of a Regional Coordinator:

The Regional Coordinators will be a part of a statewide network, playing a key role in expanding and multiplying on the benefits delivered at the local district and network scale.

Regional Coordinators will support regional approaches to priority planning, regional collaboration, regional organisation and the capacity for Landcare networks and groups in their regions to participate more effectively in larger scale opportunities.

Regional Coordinators will play an important role in the facilitation of Community-of-Practice in their region and will link to other key stakeholders including Regional Agriculture Landcare Facilitators, Landcare NSW, Local Land Services and other partners.

Regional Coordinators will be guided by a Regional Steering Committee and must maintain strong links to the state level program. A Regional Priority Plan must be developed within three months of the Regional Coordinator being recruited.

The Regional Coordinators will not specifically be executive officers or administrators for specific groups.

Their outcomes will be measured against key performance indicators which will include the delivery of strategic regional initiatives, collaboration and regional scale participation.

Key Deliverables of a Regional Coordinator:

- Work with partners to support, facilitate, and build new or existing regional Community-of-Practice networks
- Increase participation in the regional Community-of-Practice from Landcare, Local Land Services and other organisations and agencies
- Increase capacity of Local Landcare Coordinators to deliver on the program outcomes
- Monitor, evaluate and report on program outcomes at a regional scale
- Facilitate linkages between Landcare activities/projects and Local Land Services and Landcare NSW strategic objectives
- Identify and facilitate potential regional joint initiatives, funding opportunities and collaborative programs
- Work towards improved financial stability and long-term viability of regional initiatives and programs
- Develop and implement a Regional Priority Plan and support its implementation
- Participation in and contribution to State Landcare Community-of-Practice

Regional Coordinators should not:

- Be directly responsible for the administration of their host organisation, group or networks
- Be the direct line managers of Local Coordinators (in their specific role as Regional Coordinator)
- Be the primary manager of projects as funded by other grant programs
- Be directly responsible for Local Coordinator individual reporting

Roles of a Hosting Organisation:

As outlined in this document, the NSW Landcare Program recognises the importance of supporting Landcare participation, engagement and empowerment across whole of region.

While the Program is calling for Regional Implementation Proposals, it understands that the hosting of Coordinators will need to be undertaken in a manner that best suits the region. As an example; this may be one whole-of-region Landcare organisation, five sub-regional networks/groups or by one or two sub-regional networks on behalf of other groups or networks (this may require a MOU or agreement).

It may be the case that other partner organisations are engaged to host positions, this may include Local Government, industry organisations or regional Local Land Services. These arrangements will be dependent on local contexts.

It is the preference of the Program that these arrangements are negotiated at a regional scale.

Key Deliverables of a Hosting Organisation:

- Work with other Landcare or Industry organisations/ groups/networks and Local Land Services in their region to determine a hosting approach that best meets the needs of their regional, considers regional contexts, works towards addressing regional priorities and services where practical for all the Landcarers of their regions
- Employ a Local and/or Regional Coordinator in line with current Australian Law
- Participate in regional and state Community-of-Practice to ensure whole of region support for Landcare
- Participate in collaborative efforts to support outcomes and activities of the Program
- Provide a workplace that is fit for purpose, safe and inclusive. Supported by appropriate workplace policies and practices
- Provide an employment package in-line with recommended pay scales, employment policies and essential role criteria
- Support employed Coordinators to deliver their roles and to participate in local, regional and state Community-of-Practice
- Support the delivery of all Program reporting requirements
- Manage Program funding appropriately and transparently including meeting all reporting requirements
- Provide sound strategic direction and have sound internal organisational governance mechanisms in place
- Maintain open and effective dialogue between themselves, other regional hosts, Regional Coordinators and the NSW Landcare Program
- Enter into a binding Service Agreement for the duration of the NSW Landcare Program 2019 – 2023 with Local Land Services.

Detailed coordinator and host criteria are outlined in more detail later in this document.

Local and Regional Coordinator Roles

The NSW Landcare Program centres around the allocation of Local and Regional Coordinator roles as part time components of Full Time Equivalent (FTE) roles.

The Program will allocate funding based on 0.5 FTE for a Local Coordinator and 0.6 FTE for a Regional Coordinator.

The Program will not set specific employment scales. These are to be determined by the individual hosts.

However, the Program has been designed to take into consideration appropriate criteria and pay scales to set the value of a FTE for each the Local and Regional Coordinators.

For the purpose of the Program, position criteria have been set in alignment with current NSW Government Awards as implemented by Local Land Services.

Local Coordinator:

1 x 0.5 FTE allocation to host – \$53,915 per annum (ex gst)

Suggested Work Week – 17.5 hours (1 FTE = 35 hour week)

Equivalent NSW Government Scale – LLS Grade 4

Suggested salary breakdowns based on a 35 hour week:

Between \$32,500 – \$35,600 gross annual

Calculated on a 35 hour week, however this would be dependant on individual organisational operations.

On costs are suggested to be calculated at 25% of annual salary and are to include normal employment costs such as workers compensation insurance, loading, superannuation, etc.

Business administration costs are suggested to be calculated at 10% of annual salary

(note: there may be some variations in calculations due to rounding)

Regional Coordinator:

1 x 0.6 FTE allocation to host – \$78,000 per annum (ex gst)

Suggested Work Week – 21 hours (1 FTE = 35 hour week)

Equivalent NSW Government Scale – LLS Grade 5

Suggested salary breakdowns based on 35 hour week:

Between \$46,000 – \$50,800 gross annual

Calculated on a 35 hour week, however this would be dependant on individual organisational operations.

On costs are suggested to be calculated at 25% of annual salary and are to include normal employment costs such as workers compensation insurance, loading, superannuation, etc.

Business administration costs are suggested to be calculated at 10% of annual salary

(note: there may be some variations in calculations due to rounding)

Operational Costs:

It is expected that there are operational costs associated with the day to day of Coordinator roles. These may include the initial purchase of a computer, private vehicle use allowances, attendance at Community-of-Practice events, facilitation of meetings etc. These costs are calculated into the allocation to host for each role and are to be made up of remaining funds once salary and on costs are accounted for.

No large capital items outside of those specifically required by a Coordinator are to be funded by this program.

No on ground project capital such as rehabilitation resources, tube stock, fencing or infrastructure is to be funded by this program.

Employment Conditions:

The financial considerations as provided here are suggested, as an individual organisation you will need to determine the financial structure that is appropriate to your organisation. This may include annual CPI increases. We have however provided here guidance on annual progress that you may wish to consider.

The Program does however expect that each Local and Regional Coordinator be provided a modern and equitable package.

The Program also expects that fair consideration needs to be made in terms of allowances for private vehicle use, phone expenses and professional development etc.

Coordinators must not be employed as a contractor.

As the Coordinator will most likely have on-going employment for the duration of the Program they should be part time employees rather than casual.

Recruitment and placement of Coordinators should align with the requirements of the detailed role descriptions as provided including their individual capacity to meet the essential criteria. It will be at the Host's discretion as to what level an existing or new Coordinator may be engaged at.

Service Agreements and Grant Payments:

The nominated and approved host organisations of both Local and Regional Coordinators will be required to enter into a Service Agreement with Local Land Services for the duration to the program (1 July 2019 – 30 June 2023).

The financial grant payments of the program will be distributed across the breadth of the Program and will be linked to annual milestone payments.

The Program aims to make initial milestone payments within the first weeks of the 2019 – 2020 financial year.

It is a requirement of the Program that service agreements and payments can only be formed with an incorporated organisation.

Program Reporting:

The Program will require regular milestone reporting to be completed. This reporting will include outcomes and actions of Local and Regional Coordinators and will include financial reporting from host organisations.

All reporting details will be outlined in the Service Agreements established between the host organisation and Local Land Services.

Anticipated Questions

How do I apply to Host a Regional or Local Coordinator?

The Program is asking for Landcare regional organisations or Communities-of-Practice in partnership with Local Land Services to submit a Regional Implementation Proposal. These proposals must identify who in each region is best placed to host a coordinator. Your application to host a Local or Regional Coordinator must be made a part of a Regional Implementation Proposal.

What regions will the Proposals be based on?

The Program is looking for proposals based on Local Land Services regions, however understands that some cross regional collaboration may need to take place for some Landcare organisations.

Can I apply to host a Coordinator outside of a Regional Implementation Proposal?

No – the program has established that addressing the support and empowerment of Landcare across regional scales is vital to the success of the Program.

Do I have to be a host under the current Local Landcare Coordinator Initiative to be considered as a host in the NSW Landcare Program going forward?

No – the Program will consider those hosts nominated as most appropriate in their Regional Implementation Proposals. Proposals should consider building upon the outcomes of proven past arrangements.

What will the Local Coordinator FTE allocations be based on?

Local Coordinator FTE allocations will be determined by the Program for each Local Land Services region based on a suite of parameters including regional contexts, performance under LLCI program, shifts in other funding arrangements, capacity to support Landcare across whole of region.

Will each Region be able to apply for a level of Local Coordinator FTE allocation or will it be predetermined?

The Program, with input from the Joint Management Committee and a working group of Landcare and Local Land Services representatives, will provide an indicative allocation for each region. The final allocations may vary depending on the outcomes of the Regional Implementation Proposals.

Can more than one person fill the role of a Local or Regional Coordinator (job share)?

Yes – however the role must achieve its accountabilities. This would also only be the case where the role is a job share and not divided across two roles. The host would need to make a clear case as to the additional support they would provide. Also bear in mind the foundation levels of work that include administration actions, travel, reporting and attendance at Community-of-Practice events.

Can Local Coordinator roles be divided below 0.5 FTE across more than one position?

Yes – however it is the requirement of the program that roles are not divided below 0.25 FTE. Splitting the FTE below 0.5 should ideally only be done so when other support (leverage) funding can be provided to make the total role up to 0.5 FTE (there may be exceptions based on regional contexts).

Can a current employee be placed in the role of Coordinator?

Yes – however they would be required to meet the criteria of the role.

Is there a specific award for a Local or Regional Landcare Coordinator?

No – there is no specific award for Landcare Coordinators, however the Local and Regional Coordinator positions have been aligned to Grade 4 and Grade 5 Local Land Services roles.

Host organisations may need to form a Common Law Agreement which needs to meet the 10 National Employment Standards (<https://www.fairwork.gov.au/employee-entitlements/national-employment-standards>)

Are there set pay scales for this program?

No – however pay scales have been used in the calculation of FTE allocations and should be considered as appropriate to meet the essential criteria for the roles. Ultimately it is up to the host to determine a fair and affordable pay scale to attract the right candidate.

To be a Host for a Local or Regional Coordinator, do you have to be a paid member of Landcare NSW Inc.?

Yes – this program is co-delivered by Landcare NSW Inc. Hosting Organisations (those holding a funding agreement with Local Land Services for the delivery of a Coordinator) must be a member of Landcare NSW prior to signing a funding agreement and continue to be a member for the duration of the Program.

There may be some cases where hosts are not able to be a member, this will be addressed on a case by case basis.

Who will host the Regional Coordinators? Local Land Services, Landcare NSW Inc. or a Landcare organisation in the regions?

It is the preference of the Program that the Regional Coordinator role is hosted by either the Regional Landcare Organisation or a representative Organisation from within a region. This may be regional Local Land Services or another organisation.

Can a Regional Coordinator funding be reallocated to a Local Coordinator Role?

No – it is a requirement that each region have a Regional Coordinator. Should a region determine that they do not want to host a Regional Coordinator, Landcare NSW will host the role on behalf of the region.

Anticipated Questions

Can Regional Coordinator roles be divided below 0.6 FTE?

No – however regional roles may job share across a region, however the minimum split is 0.3 FTE and ideally only be done so when other support (leverage) funding can be provided to make each split position up to a minimum of 0.6 FTE.

Can a Regional Coordinator be an Executive Officer of a regional organisation?

Yes – however only as a component of the Executive Officer's role and only when co funded. For example, a Regional Landcare Organisation may employ a full time Executive Officer; 0.6 FTE of that role may be funded by this program, it must deliver against the outcomes of the Program. The remaining 0.4 FTE of the role may be funded separately to address administrative roles of the Executive Officer position including staff management and committee support. This approach must be approved by the Program on a case-by-case basis.

Can a Regional Coordinator also be a Local Coordinator?

Approval of this would be considered on a case by case basis and proposals would need to demonstrate how the outcomes of both roles would be delivered and how the splits would be structured. It would be the preference that the Regional Coordinator role not be split below 0.6 FTE and the Local Coordinator role not be split below 0.4 FTE in this case.

The remaining 0.1 FTE of Local Coordinator role would have to be allocated to another Local Coordinator, not be stand alone.

Can Local Coordinators undertake project management actions?

Yes – however only as a minor focus of their role and only to support or improve the delivery of the project by other Landcare volunteers or staff not funded by this program. Projects should have their own employment budgets and where the Coordinator is employed for additional time to undertake this role.

Does a Landcare organisation need to be incorporated to host a Coordinator?

Yes – the Program can only provide funding directly to an incorporated entity. However an incorporated host may manage the funds on behalf of another Landcare group.

Does there need to be open recruitment for Regional Coordinator positions?

No – not if a suitable candidate is already available, however placement should be lawful and transparent. Candidates must be able to show capacity to deliver against the minimum capabilities of the role as outlined in this document.

Does a member of the Program Management Team need to be on a recruitment selection committee?

Ideally – the Program is there to assist where it can. While recruitment does not need to be approved by the Program Management, it is a requirement that any staff can meet the minimum capabilities as outlined in this document.

Does a Regional Coordinator need a Steering Committee to be established?

Yes – each Region will be required to establish a Regional Coordinator Steering Committee within three months of the Program starting. The Committee will need to communicate to the Program Management how it will ensure alignment of the Regional Coordinator role to the Program intent.

How soon do Coordinators need to be in place?

As soon as possible – the Program will require that there is minimal delay in placing Local or Regional Coordinator's in their roles. Should delays extend past three months the Program will need to be informed.

Should working from home allowances be included in the program budget?

You may wish to provide your employee with a working from home allowance to cover the costs associated with a home office. This is at discretion of the Host, however the Host should consider the purchase of small capital items such as a computer or mobile phone as key business tools that may be included in the program budget. Staff who work from home can also claim expenses on their annual tax. Info: <https://www.ato.gov.au/General/Property/Your-home/Working-from-home/>

Should travel allowances be included in the program budget?

Yes – The Program expects that there will be some level of travel for the role and there is an expectation that Coordinators attend mandatory State Community-of-Practice events. Info: <https://www.business.gov.au/people/hiring/pay-and-conditions/travel-allowances>

Should private vehicle use allowances be included in the program budget?

Yes – You should consider an appropriate allowance and policy to cover the use of private vehicles by Coordinators in the undertaking of their role. This should be in line with current Australian standards and guidelines.

Must we adopt the Capability Framework for Coordinators Provided?

You may wish to adopt your own capability assessment. However the capabilities provided are considered reflective of the level that you should be considering, regardless of whether you chose to adopt the specific wording or frameworks.

When does the Regional Implementation Process Open?

Friday 10 May 2019

When are Regional Implementation Proposals due?

31 May 2019

When will allocations of Local and Regional Coordinators be finalised?

The Program is aiming to have all allocations finalised by 11 June 2019

Appendix: Local Landcare Coordinator Role Description

Role Title: Local Landcare Coordinator

Role Classification: Part Time Temporary – *day month* 2019 to 30 June 2023. Subject to funding availability and performance.

Remuneration: (To be determined by Host - suggested figures can be provided on request)

Full Time Equivalent (FTE): 0.5 (Based on a 35 hour week)

Hours per week: 17.5 hours (To be determined by Host)

Primary Purpose of the Local Landcare Coordinator Role:

The core role of the Local Coordinator is that of a coordinator and enabler of Community Landcare and Landcare organisations. The Local Coordinator is charged with empowering Landcare to achieve their own goals in alignment with those of the Program.

The Local Coordinator will assist their Landcare networks and groups to directly interact with Landcare and agencies at the local district and network scale. They will focus on supporting Landcare organisations to enable participation in Landcare by individuals and sub groups. Their outcomes will be measured directly against key accountabilities.

Local Coordinators will work with their specific host organisations and the other Landcare groups/organisations across their regions to increase the capacity of these groups to deliver against the outcomes of the Program.

Local Coordinators will be expected to collaborate with a range of Landcare support mechanisms including other Local Coordinators, Regional Coordinators, Landcare Committees and Local Land Services.

The Local Coordinator is not a Project Officer, solely responsible for the delivery of other grant funded projects, however should be a resource for Landcare to effectively partner, attract project funding and to empower successful delivery.

Key Accountabilities of the Local Landcare Coordinator:

- Support volunteer engagement and coordinate participation in natural resource management activities that address critical agricultural sustainability and environmental issues
- Support increased community engagement in Landcare
- Support increased governance and organisational process in Landcare organisations in their region
- Providing support to groups, networks and landholders
- Undertake planning, develop partnerships and secure resourcing through project grants and other sources
- Support improvements in stability and long term viability of Landcare in their region
- Work with Regional Coordinators to support the development and implementation of a Regional Priority Plan
- Embrace fee-for-service opportunities
- Facilitate linkages between Landcare activities/projects and Local Land Services and Landcare NSW strategic objectives
- Participation in and delivery of regional and state Community-of-Practice
- Monitor, evaluate and report on program outcomes.

Key Challenges for the Local Landcare Coordinator:

- Role is not specifically for the purpose of management of other funding programs, grants or projects
- Management of expectations of local Host Committee and those of other Landcare Communities within the Local Coordinator's region
- Management of time and on ground funding constraints
- Management of part time role
- Management of priorities between delivery of on ground outcomes and service to Landcare community and program requirements such as reporting and attendance at Community-of-Practice events.

Key Relationships of the Local Landcare Coordinator:

- Host organisation committee
- Other Landcare Coordinators in their Region and across NSW
- Regional Landcare Coordinator
- Other Landcare staff
- Other Landcare Community members
- Local Land Services staff
- Program Management Team of the NSW Landcare Program
- Other potential partner stakeholders.

Appendix: Local Landcare Coordinator Role Description

Capabilities and Focus Capabilities of a Local Landcare Coordinator:

In an attempt to define the minimum capabilities for the Local Landcare Coordinator role, and in the absence of an appropriate award, we borrowed the capabilities adopted by the NSW Public Sector for a similar Grade to provide some guidance. Previous Coordinator programs have called for Coordinator roles to be more closely aligned to those of Local Land Services. These criteria directly align to those of Local Land Services staff at the same grade. Below is the full list of capabilities and the suggested level required for this role. The highlighted capabilities are the recommended focus capabilities for this role that candidates should possess.

Capability	Level
• Display Resilience and Courage	Intermediate
• Act with Integrity	Intermediate
• Manage Themselves	Foundational
• Value Diversity	Foundational
• Communicate Effectively	Foundational
• Commit to Customer Service	Intermediate
• Work Collaboratively	Intermediate
• Influence other and Negotiate	Foundational
• Deliver Results	Intermediate
• Plan and Prioritise	Foundational
• Think and Solve Problems	Intermediate
• Demonstrate Accountability	Intermediate
• Manage Finances	Foundational
• Use Technology	Foundational
• Follow Procurement Process	Foundational
• Project Management	Intermediate

Focus Capabilities:

Below are the examples of the types of the focus capabilities that would be expected that Local Coordinators should be practicing in line with the roles Key Accountabilities.

Capacity to Act with Integrity: Local Coordinators should have the demonstrated capacity to always represent the Program and their Host organisation in an honest, ethical and professional way. They should support a culture of integrity and professionalism, with the proven capacity to understand and follow: rules, policies, guidelines and codes of conduct. They should also be able to help others to understand their obligations to comply with the above. They must be able to recognise, report and manage apparent conflicts of interest.

Commitment to Customer Service: Local Coordinator should support a culture within their area of influence that is based on quality service to their community and the stakeholders of their organisation. They should be able to identify with and respond quickly to community needs, developing solutions to meet those needs.

Capacity to Work Collaboratively: Local Coordinators should be able to work well and support a co-operative team environment. They should be able to share information and learning across teams, recognising and acknowledging that best outcomes are often achieved by effective collaboration. They should be able to engage other members of community and their organisation to share information and solve issues and problems jointly, while support others in challenging situations.

They Must Deliver Results: Local Coordinators must have a proven capacity to complete work tasks to agreed budgets, time-frames and standards. Take the initiative to progress and deliver own and team/unit work. Contribute to allocation of responsibilities and resources to ensure achievement of community goals. And know to seek and apply specialist advice when required.

Demonstrated Accountability: Local Coordinators must be able to take responsibility and be accountable for their own actions. Understand, identify and follow safe work practices, and be vigilant about themselves and others. Be alert to risks that might impact the completion of an activity and escalate these when identified. They must use financial and other resources responsibly.

Skills in Project Management: Local Coordinators must have skills to plan and deliver tasks in line with agreed schedules. Check progress against schedules, and seek help to overcome barriers. They should be able to participate in planning and provide feedback about improvements to schedules.

Appendix: Regional Landcare Coordinator Role Description

Role Title: Regional Landcare Coordinator

Role Classification: Part Time Temporary – *day month* 2019 to 30 June 2023. Subject to funding availability and performance.

Remuneration: (To be determined by Host - suggested figures can be provided on request)

Full Time Equivalent (FTE): 0.6 (Based on a 35 hour week)

Hours per week: 21 hours (To be determined by Host)

Primary Purpose of the Regional Landcare Coordinator Role:

The Regional Coordinators will play a key role in coordinating, expanding and multiplying on the benefits delivered at the local district and network scale. The Regional role will adopt the needs of the region, but be closely tied to the outcomes of this Program. The roles of the Regional Coordinators will be less to do with the empowerment of specific groups and more to do with connecting and supporting Landcare networks and groups in the region.

Regional Coordinators will support regional approaches to priority planning, regional collaboration, regional organisation and the capacity for Landcare in their regions to participate more effectively in larger scale opportunities as guided by a Steering Committee.

Regional Coordinators will play an important role in the facilitation of Community-of-Practice in their region and will link to other key stakeholders including Regional Agriculture Landcare Facilitators, Landcare NSW, Local Land Services and other partners.

Their outcomes will be measured against key performance indicators which will include the delivery of strategic regional initiatives, collaboration and regional scale participation.

Key Accountabilities of the Regional Landcare Coordinator:

- Work under the guidance of a Regional Landcare Coordinator Steering Committee and the NSW Landcare Program
- Work with partners to support, facilitate, and build new or existing regional Community-of-Practice networks through improved regional communication
- Increase participation in the regional Community-of-Practice from Landcare, Local Land Services and other organisations
- Empower volunteer engagement and community participation in natural resource management activities that address critical agricultural sustainability and environmental issues
- Facilitate linkages between Landcare activities/projects and Local Land Services and Landcare NSW strategic objectives
- Support Landcare to undertake planning, develop partnerships and secure resourcing through project grants and other sources
- Support improvements in stability and long term viability of Landcare in their region
- Increase capacity of Local Landcare Coordinators to deliver on the program outcomes, including organising training
- Work with Landcare NSW to link regional and district networks/groups to alternative funding/fee-for-service opportunities
- Identify and facilitate potential regional joint initiatives, funding opportunities, collaborative programs
- Participation in and delivery of regional and state Community-of-Practice
- Monitor, evaluate and report on program outcomes at a regional scale
- Develop and implement a regional priority plan

Key Challenges for the Regional Landcare Coordinator:

- Role is not specifically for the purpose of management of other funding programs, grants or projects
- Management of expectations of local Host Committee and those of other Landcare Communities within the Local Coordinator's region
- The role is not specifically for the purpose of direct management of Local Coordinators
- Management of part time role and the management of priorities between delivery of on ground outcomes and service to Landcare community and program requirements such as reporting and attendance at Community-of-Practice events.

Key Relationships of the Regional Landcare Coordinator:

- Regional Steering Committee and Host organisation
- Other Regional Landcare Coordinators across NSW
- Regional Agriculture Landcare Facilitators
- Local Landcare Coordinators in their region and across NSW, other Landcare staff and other Landcare Community members
- Local Land Services staff and Landcare NSW staff
- The NSW Landcare Program Management Team of the NSW Landcare Program and other potential partner stakeholders.

Appendix: Regional Landcare Coordinator Role Description

Capabilities and Focus Capabilities of a Regional Landcare Coordinator:

In an attempt to define the minimum capabilities for the Regional Landcare Coordinator role, and in the absence of an appropriate award, we borrowed the capabilities adopted by the NSW Public Sector for a similar Grade to provide some guidance. Previous Coordinator programs have called for Coordinator roles to be more closely aligned to those of Local Land Services. These criteria directly align to those of Local Land Services staff at the same grade. Below is the full list of capabilities and the suggested level required for this role. The highlighted capabilities are the recommended focus capabilities for this role that candidates should possess.

Capability	Level
• Display Resilience and Courage	Intermediate
• Act with Integrity	Intermediate
• Manage Self	Intermediate
• Value Diversity	Foundational
• Communicate Effectively	Intermediate
• Commit to Customer Service	Adept
• Work Collaboratively	Intermediate
• Influence and Negotiate	Intermediate
• Deliver Results	Intermediate
• Plan and Prioritise	Intermediate
• Think and Solve Problems	Intermediate
• Demonstrate Accountability	Intermediate
• Finance	Foundational
• Technology	Intermediate
• Procurement and Contracts	Intermediate
• Project Management	Intermediate

Focus Capabilities:

Below are the examples of the types of the focus capabilities that would be expected that Regional Coordinators should be practicing in line with the roles Key Accountabilities.

Capacity to Act with Integrity: Regional Coordinators should have the demonstrated capacity to always represent the Program and their Host organisation in an honest, ethical and professional way. They should support a culture of integrity and professionalism, with the proven capacity to understand and follow: rules, policies, guidelines and codes of conduct. They should also be able to help others to understand their obligations to comply with the above. They must be able to recognise, report and manage apparent conflicts of interest.

Commitment to Customer Service: Regional Coordinators must take responsibility for delivering high quality culture within their area of influence, that is based on quality service to their community and the stakeholders of their organisation. They should be able to understand community and stakeholder perspectives, identify with and respond quickly to community needs, developing solutions to meet those needs. They should have capacity to find opportunities to cooperate with internal and external parties to improve outcomes for Landcare. They must connect and collaborate with relevant stakeholders within the community.

Capacity to Work Collaboratively: Regional Coordinators should be able to work well and support a co-operative team environment. They should be able to share information and learning across teams, recognising and acknowledging that best outcomes are often achieved by effective collaboration. They should be able to engage other members of community and their organisation to share information and solve issues and problems jointly, while supporting others in challenging situations.

They Must Deliver Results: Regional Coordinators must have a proven capacity to complete work tasks to agreed budgets, time-frames and standards. Take the initiative to progress and deliver own and team/unit work. Contribute to allocation of responsibilities and resources to ensure achievement of community goals. And know to seek and apply specialist advice when required.

Demonstrated Accountability: Regional Coordinators must be able to take responsibility and be accountable for their own actions. Understand, identify and follow safe work practices, and be vigilant about themselves and others. Be alert to risks that might impact the completion of an activity and escalate these when identified. They must use financial and other resources responsibly.

Skills in Project Management: Regional Coordinators must have skills to plan and deliver tasks in line with agreed schedules. Check progress against schedules, and seek help to overcome barriers. They should be able to participate in planning and provide feedback about improvements to schedules.

