

# DELIVERY PROGRAM DRAFT

1 JULY 2025 - 30 JUNE 2029





## ACKNOWLEDGEMENT OF COUNTRY

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







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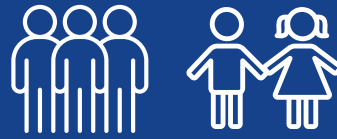


## PEOPLE

Population – 6,443

Projected Population 2041 – 6,621

Median age - 41



## A DIVERSE COMMUNITY

56.2% Families with children

20.3% Aboriginal ancestry

18.4% born overseas (approx)

## HOUSING

93.3% detached dwellings

81.6% dwellings with 3 or more bedrooms

71% dwellings owned

24% of dwellings rented



## ECONOMY

Medium weekly income - \$717

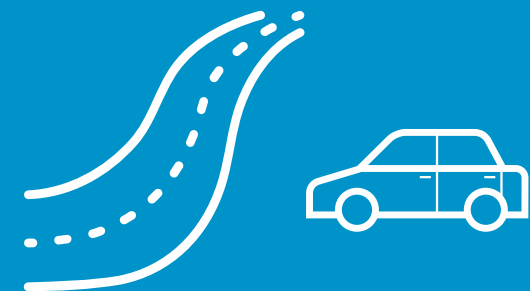
Contribution to GRP – \$557M

No of Businesses – 959

Largest Industry – Agriculture

## COMMUNITY

Method of travel - 65% by car





# FOREWARD BY MAYOR

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## It is with pleasure that I present the Narromine Shire Council's Delivery Program 2025-2029 to our community.

We are proud to serve our community and will do our best to achieve our shared vision of being a friendly place with a strong sense of community, striving towards a vibrant, safe and engaged community, valuing our people and leading our community for growth development and provision of services.

The Delivery Program sets out how we will respond to each of the objectives and strategies outlined in our Community Strategic Plan 2035.

Council provides a wide range of services and programs to our community. This plan has a strong focus on providing key services like roads and footpath renewals and maintenance, parks and playgrounds, water and waste management, library services and sporting facilities.

Council will continue to capitalise on our location and key assets to attract new industry, whilst aiming to strengthen our existing business base, to create new economic and employment opportunities.

Effective and sustainable water management and infrastructure are critical for our community. We value our rural environment, our natural beauty and continue to instill an awareness of the importance of the natural environment.

This plan outlines many capital works projects. I would like to highlight the concept and detailed design of a new water treatment plant in Narromine for improvement of water security and quality; the Tomingley truck stop upgrade; and the sewer treatment plant upgrade in Trangie.

I would also like to take this opportunity to acknowledge the efforts of our General Manager and staff who work tirelessly to deliver on Council's commitments to the community.

Cr Ewen Jones  
Mayor





# OUR COUNCILLORS

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Narromine Shire Council has nine Councillors, including the elected Mayor. The roles and responsibilities of the Mayor and Councillors are explained in sections 226 and 232 of the Local Government Act 1993.



Councillor Ewen Jones  
**Mayor**



Councillor Stacey Bohm  
**Deputy Mayor**



Councillor Craig Davies



Councillor Adine Hoey



Councillor Peter Howe



Councillor Les Lambert



Councillor Brian Leak



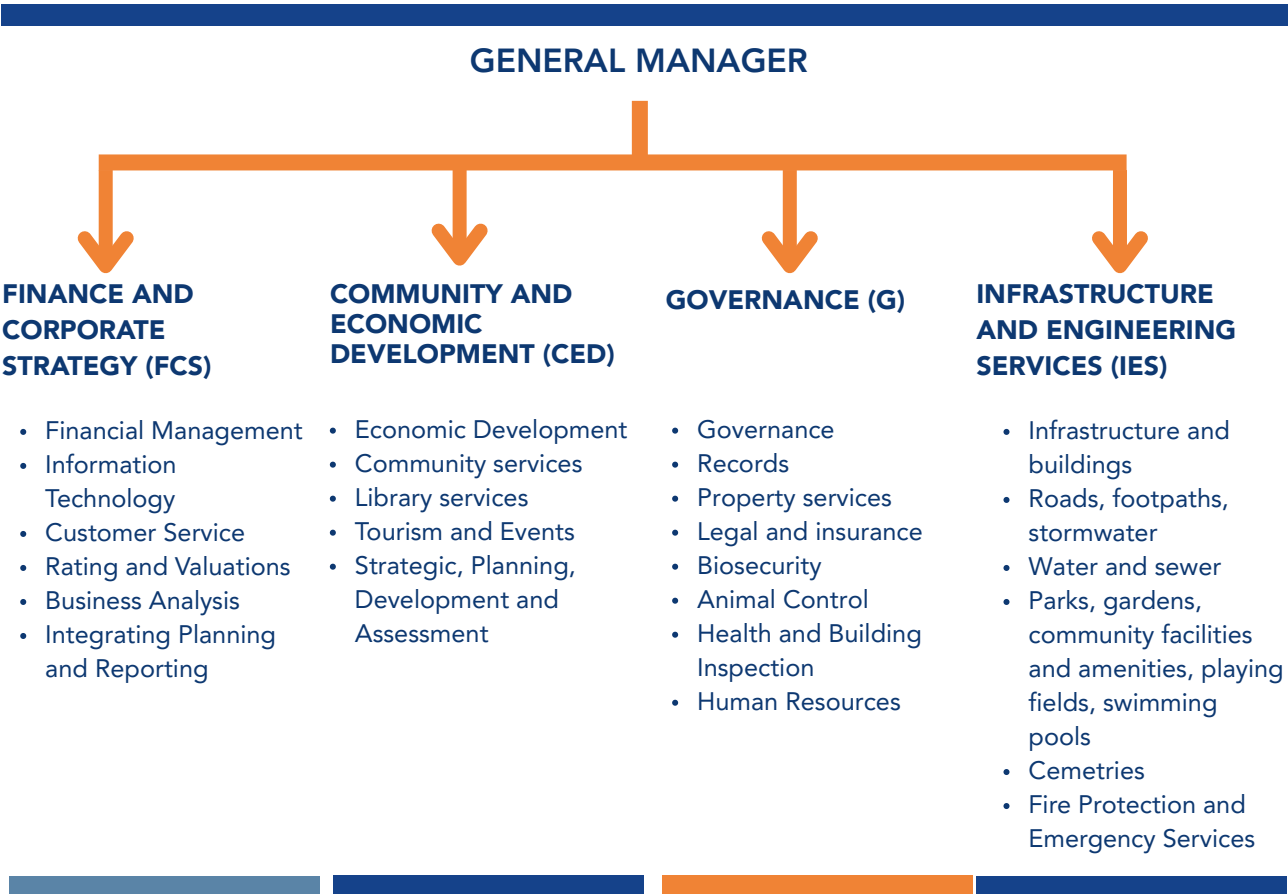
Councillor Lachlan Roberts



Councillor Judy Smith



# OUR STRUCTURE





# OVERVIEW OF INTEGRATED AND PLANNING REPORTING

This key Council Program documents where the Community's Guiding Principles and Outcomes identified in the Community Strategic Plan are translated into actions.

These are the principle actions/activities that Council will undertake to deliver on the goals identified in this Community Strategic Plan. This is dependent on the resources available in the Resourcing Strategy.

The main components of the Integrated Planning and Reporting framework include: -

## COMMUNITY ENGAGEMENT STRATEGY

Council prepares and implements a broadly based Community Engagement Strategy to support the development of all plans, policies, programs and activities. The Community Engagement Strategy is based on the social justice principles of access, equity, participation and rights.



## COMMUNITY STRATEGIC PLAN

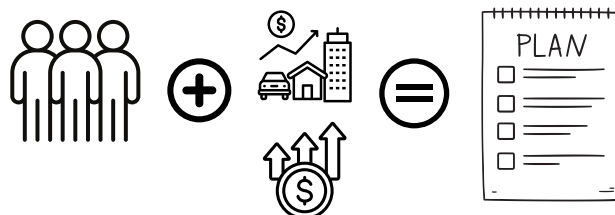
The Community Strategic Plan is the highest-level plan that Council prepares. All other plans must support the achievement of the community strategic plan objectives.

The plan articulates the community vision and reflects the aspirations of the community over 10 years. It also considers state and regional plans as they apply to Council and identifies strategic directions and outcomes and provide a means of measuring progress.

While Council prepares the Community Strategic Plan on behalf of the community, Council is not wholly responsible for implementing the plan. Other partners such as State agencies, community groups and businesses may also be engaged in delivering the long-term objectives of the plan.

## RESOURCING STRATEGY

The Resourcing Strategy identifies the money, assets and people required by Council to deliver our commitments over the next 10 years as outlined in the Community Strategic Plan.



## LONG TERM FINANCIAL PLAN

The Long-Term Financial Plan (10 years) is used to inform decision-making during the development and review of the Community Strategic Plan and the Delivery Program. The Long-Term Financial Plan is updated annually as part of the development of the Operational Plan and is reviewed in detail as part of the review of the Community Strategic Plan following each local government election.

## WORKFORCE MANAGEMENT STRATEGY

The Workforce Management Strategy addresses the human resourcing requirements of the Delivery Program. The Strategy has a four-year minimum timeframe.



## ASSET MANAGEMENT PLANNING

Council prepares an Asset Management Strategy, incorporating an Asset Management Policy, as well as Asset Management Plans for each class of assets under the Council's control. Asset Management Plans identify service standards, and contain long-term projections of asset maintenance, rehabilitation and replacement costs.

Key assumptions made in the financial forecasts include: -

- Assets will achieve their expected useful lives before requiring replacement.
- Regulations will not require significant changes to operations.
- The operating environment i.e. physical, demographic and technical will remain relatively stable.
- Operating and maintenance costs will not fluctuate substantially.
- All required delivery timelines for capital works and maintenance can be met.

## DELIVERY PROGRAM

Council is committed to achieving the community's vision, objectives and strategies for 2035. The Delivery Program is a four-year statement of commitment to the community from the newly elected council, translating the community's objectives and strategies into clear achievable activities.

The Delivery Program describes what can be delivered by Council with the available resources as outlined in the Resourcing Strategy.

The activities in the Delivery Program are linked to the objectives and strategies identified in the Community Strategic Plan and appear as more detailed actions in the Operational Plan.

The Delivery Program is the primary reference point for **all** functions and activities to be undertaken by Council during its term of office, including 'business-as-usual' activities.

Major projects and ongoing improvements to the efficiency, productivity, financial management and governance of Council are also included.

## OPERATIONAL PLAN

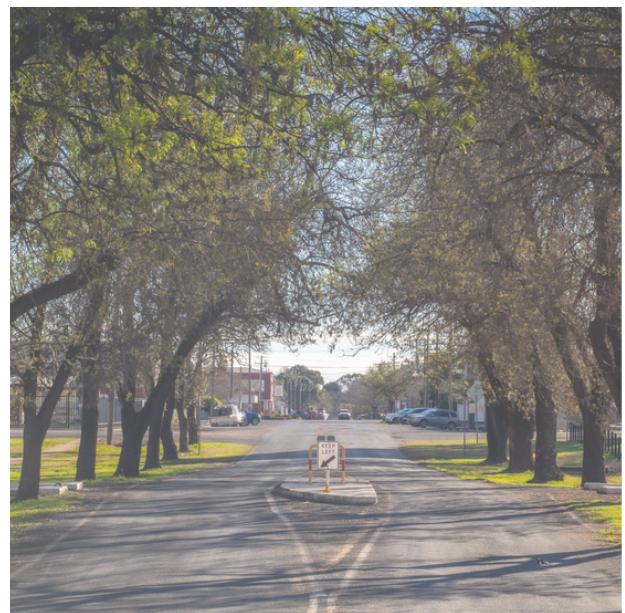
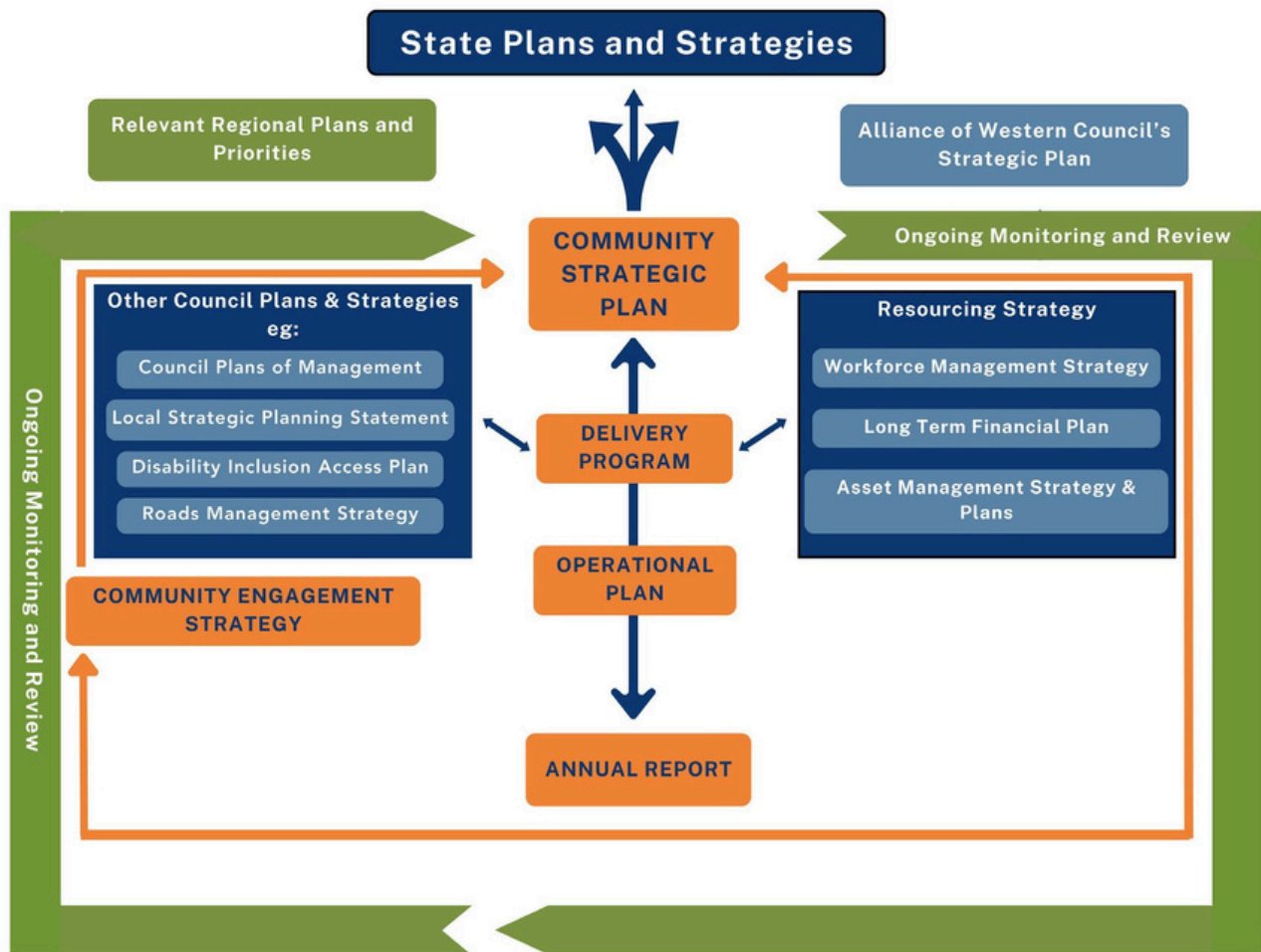
The Delivery Program is supported by an annual Operational Plan. This document spells out the details of the Delivery Program, identifying individual projects and activities that will be undertaken in that year to achieve the commitments of the Delivery Program.

The Operational Plan is supported by a detailed budget and a statement of revenue policy which also sets the fees and charges for that year.

## OTHER PLANS

Council has a range of plans, such as the Disability Inclusion Action Plan, Local Strategic Planning Statement, Pedestrian Access Mobility Plan, Section 7.12 and 7.11 Contribution Plans amongst many others which also inform and support the delivery of the Narromine Community Strategic Plan.







# OUR COMMUNITIES' VISION AND ASPIRATIONS FOR 2035

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## 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 our 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.

## OBJECTIVES

- A safe, active and healthy community.
- A vibrant and diverse community that has a strong sense of belonging and wellbeing.
- A community that can access a range of formal and informal education, information and other services and opportunities to enhance their lives.
- Accessible facilities and services are available for people with limited mobility.
- To sustain and grow our local population.
- The ongoing development, diversification and sustainability of the local business and industry base.
- To encourage industry development.
- Manage our natural environments for current and future generations.
- We are a sustainable, environmental community with a great appreciation of our natural assets.
- Ensure a range of housing options for the community.
- Our community is well-connected through our cycleways, footpaths and public transport systems.
- Our road network is safe, well maintained and appropriately funded.
- Provision of an accountable and transparent leadership.
- Effective Council organisational capability and capacity.
- A financially sound Council that is responsible and sustainable.
- Sound partnerships are encouraged and fostered.

## STRATEGIES

The method by which the above objectives will be met. The strategies cascade down to the Delivery Program and Operational Plan where they are expanded with specific and measurable actions, timeframes and responsibilities.



## SERVICES AND FUNCTIONS

Council provides a wide range of services and functions. These are broadly categorised as –

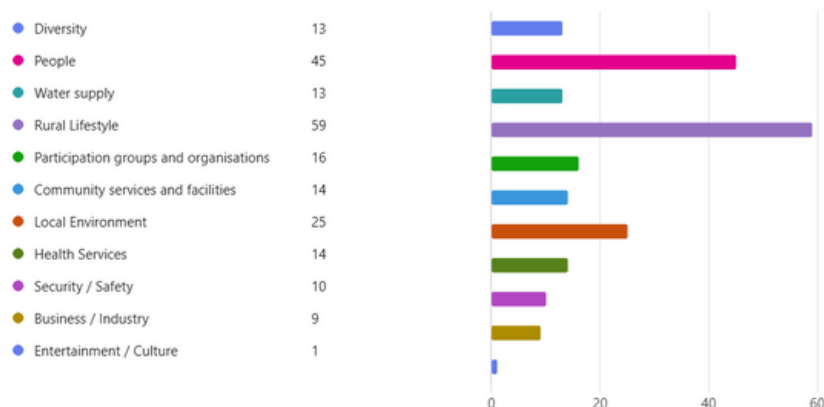
- Providing and maintaining infrastructure.
- Planning for sustainable development.
- Protecting the environment.
- Supporting community development.
- Supporting economic development.
- Safeguarding public health.

Services that fall within these categories include –

- Provision and maintenance of local roads, bridges, footpaths, sporting fields, parks, water supply, sewerage services and associated infrastructure etc.
- Town planning, zoning, subdivisions, processing development applications, compliance inspections etc.
- Provision of notices including clean up, prevention, compliance, noxious weed control, recycling, street cleaning, management of reserves etc.
- Community services such as libraries, sport and recreation facilities, swimming pools, playground facilities etc.
- Working with local businesses, coordinating economic development groups, activities, events and tourism services and facilities.
- Food shop inspections, waste disposal, companion animal welfare etc.

The range and quality of Council's services is determined through community consultation to gain input and feedback to understand our community's local priorities for the years ahead, including services, programs and facilities.

The results of the Community Strategic Plan review are illustrated below.



## SERVICE LEVEL REVIEW PROGRAM

Council will continue to engage the community on service level preferences and the costs of those preferences. Community ideas, concerns and aspirations will be directly reflected in the alternatives developed. The final decision about the allocation of resources to the services Council delivers, considering competing priorities, rests with the elected Council.

Service level reviews typically identify opportunities for: -

- Cost savings
- Service level adjustments
- Alternative modes of service delivery
- Service and activity improvements
- Resource usage improvements

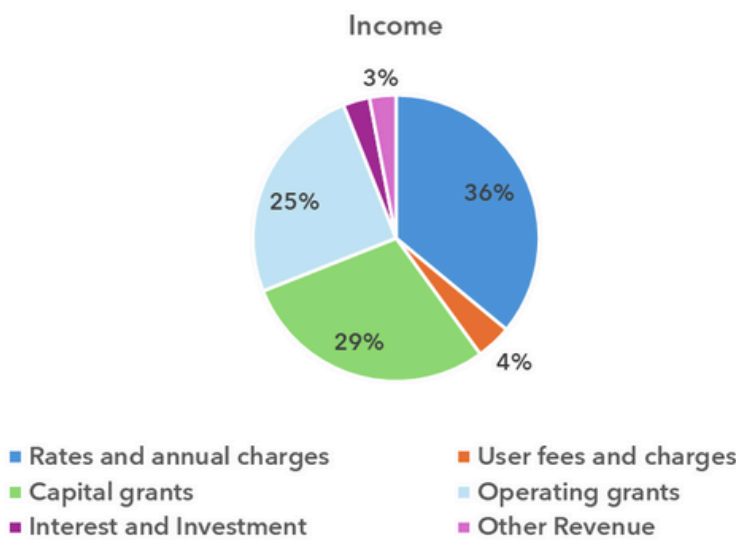
The following areas of our operations will be reviewed over the life of this Delivery Program.

SERVICE	SCOPE	25-26	26-27	27-28	28-29
Libraries	Review operating model and service standards	×			
Asset Management	Review processes and systems		×		
Roads	Review service standards and procedures			×	
Narromine Aerodrome	Review service standards and potential for generating income				×

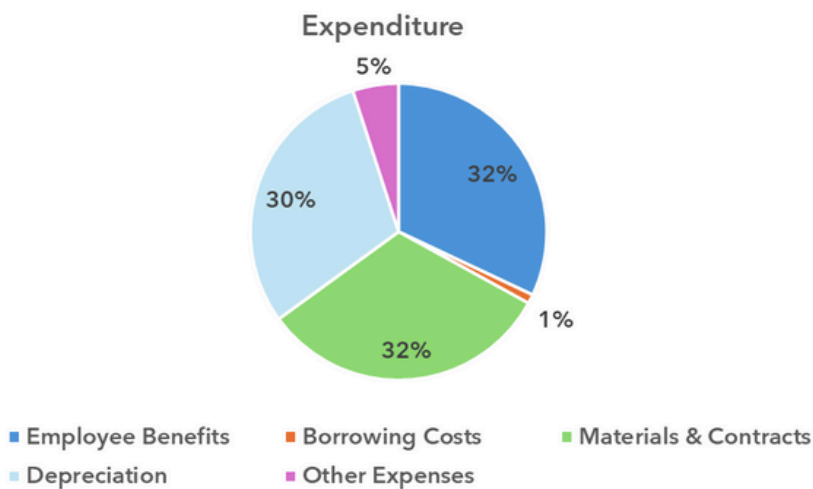


# FUNDING THE DELIVERY PROGRAM

Council’s main sources of income are from rates and annual charges, user charges and fees, capital and operational grants and other revenue. Total income for the four-year period of the Delivery Program is projected to be \$168,234,452.



Council’s expenses include employee benefits and on-costs, materials and services, borrowing costs, depreciation, and other expenses. Total expenses for the four-year period of the Delivery Program are projected to be \$113,198,255.





## FINANCIAL ESTIMATES

The financial estimates for the 4-year period are provided in the tables below and include Council's ordinary functions as well as those outlined within this Delivery Program.

### FOUR YEAR CONSOLIDATED INCOME STATEMENT

	2025-26	2026-27	2027-28	2028-29
<b>Income</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Rates and annual charges	14,283,225	14,711,722	15,153,073	15,607,666
User charges and fees	1,869,592	1,925,680	1,983,450	2,042,954
Interest & Investment Revenue	1,285,758	1,292,187	1,298,648	1,305,141
Other Revenues	765,579	788,546	812,203	836,569
Grants and Contributions for Operating Purposes	10,677,983	10,275,204	10,583,460	10,795,129
Grants and Contributions for Capital Purposes	5,759,632	28,951,517	10,469,235	2,962,112
Net gains from the disposal of assets	365,301	438,361	394,525	600,000
<b>Total Income</b>	<b>35,007,070</b>	<b>58,383,217</b>	<b>40,694,594</b>	<b>34,149,571</b>
<b>Expenses</b>				
Employee Benefits and On-Costs	8,716,613	8,978,111	9,247,455	9,524,878
Borrowing Costs	119,123	435,997	509,858	479,734
Materials & Contracts	8,635,910	8,668,393	8,982,150	9,308,004
Depreciation & Amortisation	8,474,810	8,559,558	8,645,154	8,731,605
Other Expenses	1,247,593	1,272,545	1,310,721	1,350,043
Total Expenses	27,194,049	27,914,605	28,695,337	29,394,264
<b>Net Operating Result</b>	<b>7,813,021</b>	<b>30,468,612</b>	<b>11,999,257</b>	<b>4,755,306</b>

## FOUR YEAR FORECAST PER ORDINARY FUNCTION

	2025-26	2026-27	2027-28	2028-29
	\$	\$	\$	\$
Community Services	(1,274,735)	7,157,474	(1,414,956)	(1,485,704)
Corporate Services	12,124,082	11,694,199	12,629,735	13,008,627
Development and Environmental Services	(1,214,999)	(1,251,448)	(1,351,564)	(1,459,689)
Engineering and Infrastructure Services	(2,593,082)	(2,485,686)	(3,771,383)	(4,551,838)
Governance	(2,168,463)	(2,233,517)	(2,389,863)	(2,557,154)
Water	1,568,636	16,247,042	6,985,147	514,801
Sewer	492,841	505,744	519,077	532,852
Waste	878,741	834,804	793,064	753,411
<b>Total</b>	<b>7,813,021</b>	<b>30,468,612</b>	<b>11,999,257</b>	<b>4,755,306</b>



# OUR INFRASTRUCTURE

Council's service delivery is supported by \$433 M worth of community infrastructure. Asset revaluations occur annually which may result in the revised gross replacement cost of assets.

Council's community infrastructure includes: -

- 10 bridges
- 821km sealed roads
- 762km unsealed roads
- 20km footpaths
- 14km urban unlined open channel drainage
- 79km kerb and gutter
- 751 rural drainage culverts
- 421 urban drainage culverts
- 2 cemeteries
- 8 bores
- 2 water treatment plants
- 1 potable water pumping station
- 4 water reservoirs
- 119km water reticulation network
- 15 sewer pump stations
- 680 sewer manholes
- 2 sewer treatment plants
- 43km sewer collection mains
- 21km sewer rising mains
- 1 Aerodrome
- 1 sports and fitness centre
- 13 parks
- 3 ovals
- 2 sports grounds
- 2 aquatic centres
- 2 showground and racecourses
- 17 civic buildings
- 31 community buildings
- 56 recreational buildings
- 18 public amenities








# MEASURING PROGRESS

## DELIVERY PROGRAM PROGRESS REPORTS

Every six months Council prepares a report detailing our progress in achieving the principal activities detailed in the Delivery Program and actions in the Operational Plan.

Delivery Program Progress Reports will include the following traffic light system to illustrate how progress with each activity is occurring.

-  Completed
-  In progress and on schedule
-  Not due to commence
-  Not Progressing at this time
-  Behind Schedule

## ANNUAL REPORT

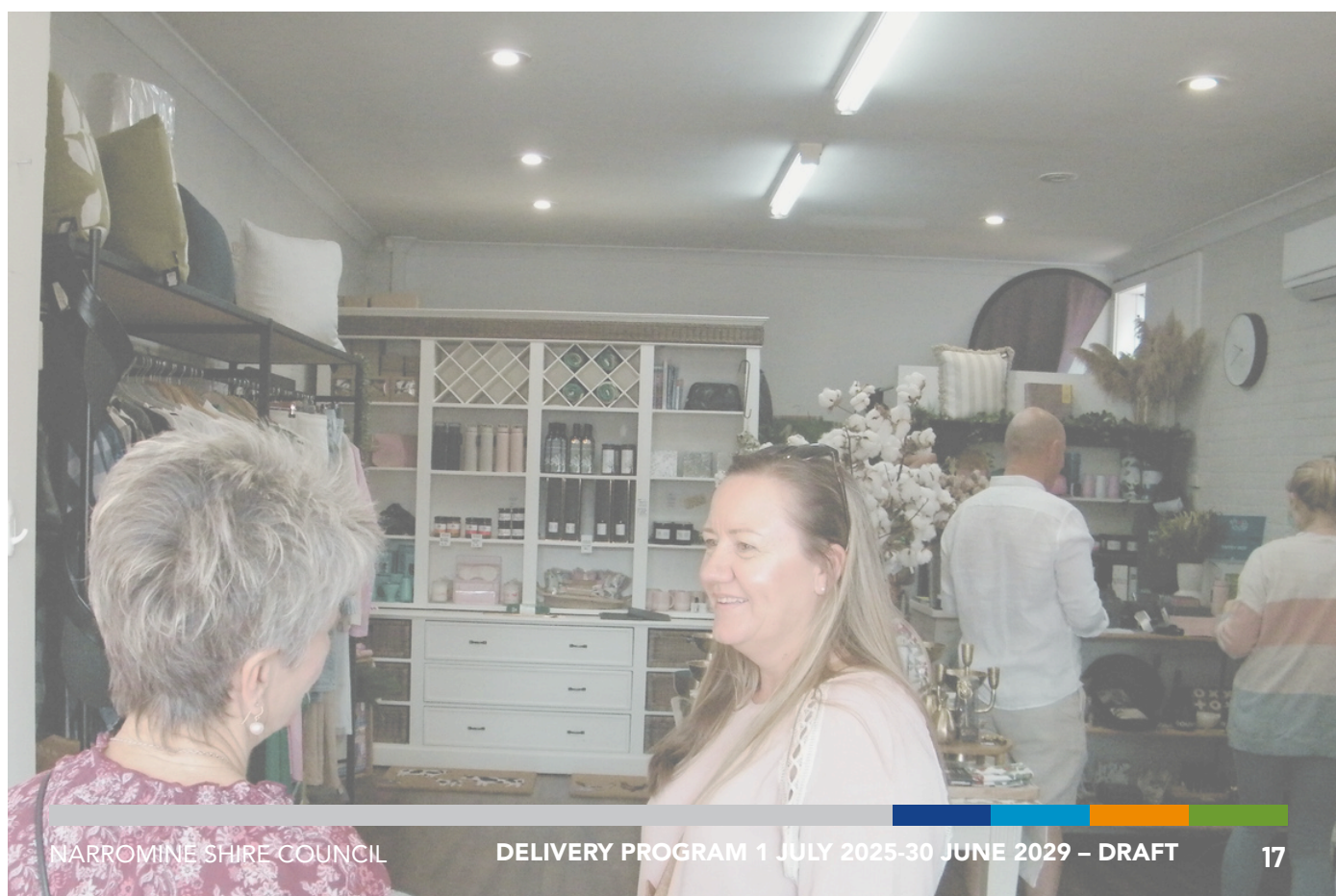
Within 5 months of the end of each financial year, Council prepares an Annual Report, which includes a copy of our audited financial statements. The Annual Report details our progress in implementing the Delivery Program and Operational Plan.

## QUARTERLY BUDGET REVIEW STATEMENT

Council prepares a Budget Review Statement three times per year which provides a summary of Council's financial position so that budgetary adjustments can be made if necessary.

## STATE OF OUR SHIRE REPORT

The State of our Shire Report measures the progress of the implementation and effectiveness of the Community Strategic Plan. The report is presented to and endorsed at the second meeting of the newly elected Council.





# HOW TO READ THIS PLAN

The objectives of the Community Strategic Plan defining what the community's long-term vision will look like once realised.

The relevant theme within the Community Strategic Plan 2035.

The strategies by which the objectives of the Community Strategic Plan 2035 will be met

The activities to be undertaken by Council during its term of office over the next four years. Each activity has a corresponding reference number.

The high-level responsibility assigned to each activity.

The key performance indicator.

The timeframe for each action.

## VIBRANT COMMUNITIES

### Objective 1.1. – A safe, active and healthy community

Strategy 1.1.1 Advocate for and promote programs that will minimise crime and assist in crime protection including our young and most vulnerable

Ref	Action	Role	Measure	Division	1	2	3	4
1.1.1.1	Engage with the community to P address crime and safety	P	#engage-ments	CED	X	X	X	X
1.1.1.2	Liaise with Police and other P community organisations	P	# meetings	GM	X	X	X	X

Strategy 1.1.2 Retain and enhance strategies for safety in public places where appropriate

Ref	Action	Role	Measure	Division	1	2	3	4
1.1.2.1	Reduce risk of nuisance and harm from companion animals	L	Activities	G	X	X	X	X
1.1.2.2	Inspection of food premises for compliance with Food Safety Standards	L	# inspections	G	X	X	X	X
1.1.2.3	Review Alcohol Free Zones	L	Areas reviewed	G			X	
1.1.2.4	Implement activities in Council's Crime Prevention Strategy	L	Activities delivered					

Strategy 1.1.3 Provide active and passive recreation facilities for all

Ref	Action	Role	Measure	Division	1	2	3	4
1.1.3.1	Operate and maintain aquatic centres, sports and fitness centre, playgrounds and sporting fields, showground and racecourses to acceptable community standards	P	% budget	CED, EIS	X	X	X	X
1.1.3.2	Maintain aerodrome infrastructure and seek grant funding for future upgrades to increase viability and sustainability of aerodrome operations	P	% budget # grant applications	CED, EIS	X	X	X	X

NARROMINE SHIRE COUNCIL

DELIVERY PROGRAM 1 JULY 2025-30 JUNE 2029 – DRAFT 23





# THEME 1 - VIBRANT COMMUNITIES

## STATE PLAN GOALS:

- 11 – Keep people healthy and out of hospital
- 14 – Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential
- 15 – Improve education and learning outcomes for all students
- 16 – Prevent and reduce the level of crime
- 24 – Make it easier for people to be involved in their communities
- 25 – Increase opportunities for seniors in NSW to fully participate in community life
- 26 – Fostering opportunity and partnership with Aboriginal people
- 27 – Enhance cultural, creative, sporting and recreational opportunities

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



# VIBRANT COMMUNITIES

## Objective 1.1. – A safe, active and healthy community

### Strategy 1.1.1 Advocate for and promote programs that will minimise crime and assist in crime protection including our young and most vulnerable

Ref	Action	Role	Measure	Division	1	2	3	4
1.1.1.1	Engage with the community to address crime and safety	P	#engagements	CED	X	X	X	X
1.1.1.2	Liaise with Police and other community organisations	P	#meetings	GM	X	X	X	X

### Strategy 1.1.2 Retain and enhance strategies for safety in public places where appropriate

Ref	Action	Role	Measure	Division	1	2	3	4
1.1.2.1	Reduce risk of nuisance and harm from companion animals	L	Activities	G	X	X	X	X
1.1.2.2	Inspection of food premises for compliance with Food Safety Standards	L	#inspections	G	X	X	X	X
1.1.2.3	Review Alcohol Free Zones	L	Zones reviewed	G			X	
1.1.2.4	Implement activities in Council's Crime Prevention Strategy	L	Activities delivered	CED	X	X	X	X

### Strategy 1.1.3 Provide active and passive recreation facilities for all

Ref	Action	Role	Measure	Division	1	2	3	4
1.1.3.1	Operate and maintain aquatic centres, sports and fitness centre, playgrounds and sporting fields, showground and racecourses to acceptable community standards	P	% budget	CED, EIS	X	X	X	X
1.1.3.2	Maintain aerodrome infrastructure and seek grant funding for future upgrades to increase viability and sustainability of aerodrome operations	P	% budget # grant applications	CED, EIS	X	X	X	X

### Strategy 1.1.4 Provide recreational activities and programs that are inclusive and meet the needs of the community

Ref	Action	Role	Measure	Division	1	2	3	4
1.1.4.1	Provision of activities and programs at Aquatic Centres, Libraries, Sports and Fitness Centre, open spaces	L	# activities and or programs	CED		X	X	X

# VIBRANT COMMUNITIES

## Strategy 1.1.5 Maintain parks and open spaces within our towns with an emphasis on the provision of quality built and natural shade

Ref	Action	Role	Measure	Division	1	2	3	4
1.1.5.1	Maintain parks and open spaces in accordance with adopted service standards	L	% budget	IES	X	X	X	X
1.1.5.2	Plant and replace trees in urban parks and streets to increase natural shade	L	% budget	IES	X	X	X	X

## Objective 1.2 – A vibrant and diverse community that has a strong sense of belonging and wellbeing

### Strategy 1.2.1 Recognise and celebrate our cultural and social diversity through local events, programs and projects

Ref	Action	Role	Measure	Division	1	2	3	4
1.2.1.1	In partnership with the community, continue to facilitate events that celebrate community values including all groups with the community	P	Events	CED	X	X	X	X

### Strategy 1.2.2 Protect and celebrate Aboriginal heritage and culture and provide opportunities for interpretation and understanding

Ref	Action	Role	Measure	Division	1	2	3	4
1.2.2.1	Renew the Memorandum of Understanding to enhance working relationships between Council and the Narromine Shire Aboriginal Community	P	Renewed MOU	CED	X			

### Strategy 1.2.3 Encourage volunteering in the Shire and recognise the positive outcomes for both the community and volunteers

Ref	Action	Role	Measure	Division	1	2	3	4
1.2.3.1	Work with Interagency Support Services to encourage volunteering within the Shire	P	# liaison activities	CED	X	X	X	X
1.2.3.2	Provision of financial and in-kind assistance for community groups and organisations	P	% budget	FCS	X	X	X	X
1.2.3.3	Give public recognition of volunteer service	P	Annual event	CED	X	X	X	X



# VIBRANT COMMUNITIES

## Strategy 1.2.4 Advocate for high quality aged care that enables older people to be integrated and active in the community

Ref	Action	Role	Measure	Division	1	2	3	4
1.2.4.1	Continue to advocate for Aged Care Facilities within our Shire	P	# liaison activities	CED	X	X	X	X

## Strategy 1.2.5 Support the development of the actions within the MOU between the Trangie and Narromine Aboriginal Land Councils

Ref	Action	Role	Measure	Division	1	2	3	4
1.2.5.1	Implement the Memorandum of Understanding Activity Plan	P	Activities Delivered	CED	X	X	X	X

## Objective 1.3 – A community that can access a range of formal and informal education, information and other services and opportunities to enhance their lives

### Strategy 1.3.1 Advocate for a range of formal and informal education, information, children's services and other services and opportunities to enhance lives

Ref	Action	Role	Measure	Division	1	2	3	4
1.3.1.1	Work with the Macquarie Regional Library to ensure our libraries provide connected learning centres for people to share knowledge	P	# projects and activities	CED	X	X	X	X
1.3.1.2	Inform the community of government mobile service centre visits in the Shire	P	#Social media posts	CED	X	X	X	X

## Objective 1.4 – Accessible facilities and services are available for those with disabilities or impairments

### Strategy 1.4.1 Collaborate with stakeholders to ensure our towns and business are fully accessible and inclusive for individuals with disabilities or impairments

Ref	Action	Role	Measure	Division	1	2	3	4
1.4.1.1	Review of the Disability Inclusion Action Plan	P	Review complete	CED	X			
1.4.1.2	Implement activities within the Disability Inclusion Action Plan	P	Activities delivered	CED	X	X	X	X
1.4.1.3	Implement activities within the Pedestrian Access Mobility Plan	P	Projects complete % budget	IES	X	X	X	X



## THEME 2 - GROWING OUR ECONOMY

### STATE PLAN GOALS:

- 3 - Drive Economic Growth in Regional NSW
- 20 - Build liveable centres

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



# GROWING OUR ECONOMY

Objective 2.1 – To sustain and grow our local population

## Strategy 2.1.1 Form partnerships and alliances to market our Shire to new residents and businesses

Ref	Action	Role	Measure	Division	1	2	3	4
2.1.1.1	Continue to promote the Narromine Region to attract new residents	L	# activities	CED	X	X	X	X

## Strategy 2.1.2 Plans and strategies are reviewed in line with the community's needs and encourage economic growth

Ref	Action	Role	Measure	Division	1	2	3	4
2.1.2.1	Review of the Narromine Shire Local Strategic Planning Statement	L	Plan reviewed	CED	X			
2.1.2.2	Review of the Economic Development Strategy	L	Strategy Reviewed	CED	X			
2.1.2.3	Review of Employment Lands Focus and Strategy	L	Strategy Reviewed	CED	X			
2.1.2.4	Review of Narromine Agricultural Lands Strategy	L	Strategy Reviewed	CED	X			
2.1.2.5	Review of Section 7.12 Contributions Plan	L	Plan Reviewed	CED	X			
2.1.2.6	Review of Section 7.11 Heavy Vehicles Contribution Plan	L	Plan Reviewed	CED	X			

Objective 2.2 – The ongoing development, diversification and sustainability of the local business and industry base

## Strategy 2.2.1 Foster our agricultural sector through the identification and support of value adding opportunities

Ref	Action	Role	Measure	Division	1	2	3	4
2.2.1.1	Support industry event targeting agricultural value add opportunities	P	Event	CED		X		X

## Strategy 2.2.2 Create and support a strong tourism industry that maximises benefits from visitors to the Shire

Ref	Action	Role	Measure	Division	1	2	3	4
2.2.2.1	Promote services to highlight tourism events and points of interest in the Shire	P	# promotions	CED	X	X	X	X
2.2.2.2	Support and encourage major events to be held in the Shire to attract visitors	P	Events	CED	X	X	X	X

# GROWING OUR ECONOMY

## Strategy 2.2.3 Encourage and support growth and expansion of the existing aviation industry and the region's capacity to attract and establish new aviation businesses, national and international events

Ref	Action	Role	Measure	Division	1	2	3	4
2.2.3.1	Continue to promote land sale of the Narromine Aviation Business Park for hangar development and aviation related commercial businesses	P	# lots sold	CED	X	X	X	X
2.2.3.2	Operate the Narromine Aerodrome in accordance with CASA requirements	P	% budget #inspections CASA review	IES	X	X	X	X
2.2.3.3	Upgrades of the Narromine Aerodrome in accordance with Asset Management Plan	P	Projects complete	IES	X	X	X	X

## Strategy 2.2.4 Planning mechanisms that support infrastructure to allow for localised employment opportunities

Ref	Action	Role	Measure	Division	1	2	3	4
2.2.4.1	Review Development Servicing Plan for Water Supply and Sewerage	L	Review complete	IES	X			

## Objective 2.3 – To encourage industry development

### Strategy 2.3.1 Support the growth and development of new and existing businesses and industries that are safe and sustainable.

Ref	Action	Role	Measure	Division	1	2	3	4
2.3.1.1	Continue to work with local retailers to help promote the Narromine Region	P	#promotions	CED	X	X	X	X
2.3.1.2	Work with local businesses to support a business culture and an attitude of entrepreneurship	P	Business forum held	CED	X	X	X	X
2.3.1.3	Meet with relevant State agencies and partners to further economic development and growth	P	# meetings	CED	X	X	X	X
2.3.1.4	Development of a freight intermodal hub focused on agricultural commodities associated with Inland Rail	P	Industrial Subdivision	CED	X	X	X	

### Strategy 2.3.2 Ensure suitable industrial land in Narromine and Trangie

Ref	Action	Role	Measure	Division	1	2	3	4
2.3.2.1	Ensure a sufficient supply of industrial land is available in Narromine and Trangie	P	Available land	CED	X	X	X	X





## THEME 3 - PROTECTING AND ENHANCING OUR ENVIRONMENT

### STATE PLAN GOALS:

- 10 - Improve road safety
- 19 - Invest in critical infrastructure
- 20 - Build liveable centres
- 21 - Secure potable water supplies
- 22 - Protect our natural environment
- 23 - Increase opportunities for people to look after their own neighbourhoods and environments
- 29 - Restore confidence and integrity in the planning system

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

# PROTECTING AND ENHANCING OUR ENVIRONMENT

## Objective 3.1 – Manage our natural environments for current and future generations

### Strategy 3.1.1 Identify and protect areas of high natural value

Ref	Action	Role	Measure	Division	1	2	3	4
3.1.1.1	Any newly identified areas of natural value or outstanding biodiversity value are protected	P	Revision of LEP and DCP include consideration	CED		X		
3.1.1.2	Implement activities in accordance with the Weeds Action Plan	P	# inspections	G	X	X	X	X

### Strategy 3.1.2 Enhance, protect and celebrate our river systems and wetlands

Ref	Action	Role	Measure	Division	1	2	3	4
3.1.2.1	Native fingerling release into waterways in conjunction with Macquarie Cotton Growers Association and DPIE	P	Annual release	G	X	X	X	X
3.1.2.2	Staged implementation of the Narromine Riverside Precinct Plan	P	Grant funding applications Projects complete	IES CED	X	X	X	X
3.1.2.3	Continue to maintain the Narromine Wetlands as a natural ecosystem	P	% budget	IES	X	X	X	X

### Strategy 3.1.3 Ensure preservation and maintenance of our Shire's heritage buildings, objects and places of interest

Ref	Action	Role	Measure	Division	1	2	3	4
3.1.3.1	Manage Council's own heritage assets	P	% Maintenance budget	IES	X	X	X	X
3.1.3.2	Encourage asset owners to value and protect items of significant heritage	P	Promote heritage funding	CED	X	X	X	X

## Objective 3.2 – We are a sustainable, environmental community with a great appreciation of our natural assets

### Strategy 3.2.1 Deliver essential water and sewer infrastructure to service the community into the future

Ref	Action	Role	Measure	Division	1	2	3	4
3.2.1.1	Deliver the water and sewer capital infrastructure program in accordance with budgeted capital upgrades	L	Projects complete	IES	X	X	X	X
3.2.1.2	Provision of drinking water in accordance with guidelines	L	Report to NSW Health	IES	X	X	X	X



# PROTECTING AND ENHANCING OUR ENVIRONMENT

## Strategy 3.2.2 Reduce waste to landfill through effective and efficient domestic waste and recycling services to the community

Ref	Action	Role	Measure	Division	1	2	3	4
3.2.2.1	Provision of waste and recycling services in accordance with the Waste Management Strategy and adopted levels of service	P	Annual report on implementation of waste strategy Statistics	IES	X	X	X	X

## Strategy 3.2.3 Develop and promote initiatives to reduce water, energy and waste in consultation with the community

Ref	Action	Role	Measure	Division	1	2	3	4
3.2.3.1	Continued partnership with NetWaste to deliver targeted waste management projects, education and community engagement programs	L	# engagement programs	IES	X	X	X	X
3.2.3.2	Promote water and energy efficiency programs and initiatives	L	# Campaigns	IES	X	X	X	X
3.2.3.3	Ongoing community education to reduce illegal dumping in the Shire	L	# Publications	G	X	X	X	X

## Objective 3.3 – Ensure a range of housing options for the community

### Strategy 3.3.1 Ensure people have appropriate accommodation to meet their needs

Ref	Action	Role	Measure	Division	1	2	3	4
3.3.1.1	Provide efficient and consistent development assessment and certification services	P	Reporting of DA and CC approvals	CED/G	X	X	X	X
3.3.1.2	Active collaboration with private, public and community sectors to encourage housing outcomes	P	# representations	CED	X	X	X	X

## Objective 3.4 – Our community is well-connected through our cycleways, footpaths and public transport system

### Strategy 3.4.1 Plan and provide accessible and well-connected footpaths, cycleways and associated facilities in our Shire

Ref	Action	Role	Measure	Division	1	2	3	4
3.4.1.1	Maintain and enhance the existing kerb, gutter and footpath network in accordance with Asset Management Plan	P	Annual Inspection Works delivered Response to CRMs	IES	X	X	X	X

# PROTECTING AND ENHANCING OUR ENVIRONMENT

Objective 3.5 – Our road network is safe, well maintained and appropriately funded

## Strategy 3.5.1 Construct and maintain a road network that is safe and meets the community's transport and infrastructure needs

Ref	Action	Role	Measure	Division	1	2	3	4
3.5.1.1	New road construction and upgrades undertaken in accordance with the Transport Asset Management Plan	L	Project completion	IES	X	X	X	X
3.5.1.2	Delivery of planned resealing and resheeting program	L	% budget	IES	X	X	X	X
3.5.1.3	Programmed and reactive road maintenance undertaken in accordance with adopted levels of service	L	% budget	IES	X	X	X	X

## Strategy 3.5.2 Advocate for continued and increased funding for our road network

Ref	Action	Role	Measure	Division	1	2	3	4
3.5.2.1	Funding applications made as required	L	# applications	IES	X	X	X	X
3.5.2.2	Representation to state and federal government on funding issues and safety	L	# representations	IES/GM	X	X	X	X

## Strategy 3.5.3 Provide advocacy and support on transport issues that best meet the needs of our residents

Ref	Action	Role	Measure	Division	1	2	3	4
3.5.3.1	Representations to State and Federal Government on transport issues	L	# representations	IES/GM	X	X	X	X





## THEME 4 - PROACTIVE LEADERSHIP

### STATE PLAN GOALS:

- 28 - Ensure NSW is ready to deal with major emergencies and natural disasters
- 30 - Restore trust in State and Local Government as a service provider
- 31- Improve government transparency by increasing access to government information
- 32- Involve the community in decision making on government policy, services and projects

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



# PROACTIVE LEADERSHIP

## Objective 4.1 – Provision of an accountable and transparent leadership

### Strategy 4.1.1 The Council elected members are representative of the community and provide strong and visionary leadership

Ref	Action	Role	Measure	Division	1	2	3	4
4.1.1.1	Councillors participate in organised training and professional development opportunities	L	Attendance rate	G	X	X	X	X
4.1.1.2	Councillors maintain positive strategic community focus	L	# Code of Conduct Complaints	GM	X	X	X	X
4.1.1.3	Council Meetings conducted in accordance with Code of Meeting Practice	L	Business papers, reports, minutes	G	X	X	X	X

### Strategy 4.1.2 Enhance open and interactive communication between Council and the community guided by the Community Engagement Strategy

Ref	Action	Role	Measure	Division	1	2	3	4
4.1.2.1	Engage with the community to build relationships, facilitate shared decision making and ensure key stakeholders are informed of Council activities	L	Annual report on levels of engagement	CED	X	X	X	X
4.1.2.2	Continue to facilitate section 355 advisory committees	L	Review of Charters Appoint Delegates	G	X	X	X	X

## Objective 4.2 – Effective Council organisational capability and capacity

### Strategy 4.2.1 Strive for business excellence through continuous improvement and creativity

Ref	Action	Role	Measure	Division	1	2	3	4
4.2.1.1	Maintain a framework of relevant policies and procedures	L	% reviewed by due date	G	X	X	X	X
4.2.1.2	Implement Audit Risk and Improvement Committee recommendations	L	% complete	G	X	X	X	X
4.2.1.3	Implementation of Service Level Review Program	L	% complete	GM	X	X	X	X



# PROACTIVE LEADERSHIP

## Strategy 4.2.2 Attract and retain a quality workforce that meets the strategic needs of the community and future strategic directions

Ref	Action	Role	Measure	Division	1	2	3	4
4.2.2.1	Ensure ongoing skills and professional development for Council employees	L	Training Plans	G	X	X	X	X
4.2.2.2	Provide a supportive work environment for all Council employees	L	Engagement survey	G		X		X
4.2.2.3	Implement Workforce Management Plan Actions	L	# complete	G	X	X	X	X

## Strategy 4.2.3 Provide responsive high level customer service

Ref	Action	Role	Measure	Division	1	2	3	4
4.2.3.1	Provide responsive customer service in accordance with Council policy	L	#CRMs #Calls #Survey	FCS	X	X	X	X
4.2.3.2	Council records are created and maintained in accordance with legislative requirements	L	Statistics Transfer State Archives	G	X	X	X	X
4.2.3.3	Provision of government information and privacy management	L	Annual report on GIPA applications	G	X	X	X	X

## Strategy 4.2.4 Ensure the integration of corporate plans sets the long-term direction for the Local Government Area and Council

Ref	Action	Role	Measure	Division	1	2	3	4
4.2.4.1	Develop and implement the Integrated Planning and Reporting documents	L	Timeframe met Reports	FCS	X	X	X	X

## Objective 4.3 – A financially sound Council that is responsible and sustainable

## Strategy 4.3.1 Operate and manage Council in a financially sustainable manner that meets all statutory and regulatory compliance

Ref	Action	Role	Measure	Division	1	2	3	4
4.3.1.1	Ensure Council's long-term financial sustainability	L	Ratios Monthly financial reports	FCS	X	X	X	X
4.3.1.2	Ensure financial statements and returns are prepared and submitted in accordance with legislative requirements	L	Timeframe met Positive audit findings	FCS	X	X	X	X

# PROACTIVE LEADERSHIP

Ref	Action	Role	Measure	Division	1	2	3	4
4.3.1.3	Maximise return on investment of Council funds	L	Monthly report to Council	FCS	X	X	X	X

## Strategy 4.3.2 Ensure sufficient resources to meet current and future needs of the community

Ref	Action	Role	Measure	Division	1	2	3	4
4.3.2.1	Maximise grant funding opportunities to supplement and support identified Council priorities	L	Grant Applications	CED	X	X	X	X

## Strategy 4.3.3 Ensure Council's assets are monitored and well managed

Ref	Action	Role	Measure	Division	1	2	3	4
4.3.3.1	Implement maintenance programs and capital works projects in accordance with Asset Management Strategy and Asset Management Plans	L	Works complete	IES	X	X	X	X
4.3.3.2	Undertake works in accordance with section 7.11 and section 7.12 contributions plans	L	Works complete	IES	X	X	X	X
4.3.3.3	Implement Information Technology Strategy Activities	L	Timeframe met % budget # Help desk tickets	FCS	X	X	X	X
4.3.3.4	Manage Council property in accordance with Property Strategy	L	Action Plan activities delivered	G CED	X	X	X	X



# PROACTIVE LEADERSHIP

## Objective 4.4 – Sound partnerships are encouraged and fostered

### Strategy 4.4.1 Provide sound input into State and Regional Plans and Strategies

Ref	Action	Role	Measure	Division	1	2	3	4
4.4.1.1	Support the Local Emergency Management Committee	L	# Meetings	IES	X	X	X	X
4.4.1.2	Support the Rural Fire Service	L	# Meetings	IES	X	X	X	X
4.4.1.3	Maintain membership of significant alliances to advocate for regional priorities	L	# Memberships	GM	X	X	X	X

### Strategy 4.4.2 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

Ref	Action	Role	Measure	Division	1	2	3	4
4.4.2.1	Building strong relationships with State and Federal members, agency representatives and regional development organisations	L	# Meetings/ representations	GM	X	X	X	X

### Strategy 4.4.3 Assist in facilitating partnerships and collaboration at a local level between communities, groups, businesses and community organisations

Ref	Action	Role	Measure	Division	1	2	3	4
4.4.3.1	Work collaboratively with the community through representation on Trangie Action Group, Narromine Aviation Museum Committee, TGO Project Community Consultative Committee and TGO Community Fund Committee	L	# Meetings/ representations	GM	X	X	X	X

# MAJOR CAPITAL WORKS PROJECTS AND PROGRAMS

Capital works projects include asset replacement, upgrade or new construction. The following is a list of projects over \$300,000 that Council expects to deliver over 4 years. These projects are included in the Long-Term Financial Plan and Asset Management Plans.

CSP Ref	DP Ref	Project Name and Description	Budget \$	Source of Funding	Division	Yr 1	Yr 2	Yr 3	Yr 4
2.3	2.3.1.4 2.3.2.1	Narromine Industrial Subdivision – Craigie Lea	8,785,599	Grant	CED	x	x	x	
4.3	4.3.3.4	Narromine Large Lot Residential Subdivision Planning – Jones Circuit	50,000	Capex	CED	x			
<b>Buildings</b>									
4.3	4.3.3.1	Council Chambers Upgrades	300,000	Capex	IES		x	x	x
<b>Water Infrastructure</b>									
3.2	3.2.1.1	Narromine Water Treatment Plant – Concept and detailed design	500,000	Grant/Capex	IES	x			
3.2	3.2.1.1	Trangie Drinking Water Reservoir Rehabilitation	870,000	Capex	IES	x	x		
3.2	3.2.1.1	Network Mains Replacement	871,314	Capex	IES	x	x	x	x
3.2	3.2.1.1	Construction of Narromine Water Treatment Plant	28,000,000	Grant/Capex	IES		x	x	x
<b>Sewer Infrastructure</b>									
3.2	3.2.1.1	Sewer Main Replacement Relining	640,042	Capex	IES	x	x		
3.2	3.2.1.1	Narromine Sewer Waste Receiving Station	800,000	Capex	IES		x	x	
3.2	3.2.1.1	Switchboard Replacements	480,000	Capex	IES		x	x	
3.2	3.2.1.1	Sewer Network Expansion Design and Construction	1,200,000	Capex	IES		x	x	x
<b>Waste Infrastructure</b>									
3.2	3.2.2.1	Trangie Waste Depot Rehabilitation Works	600,000	Capex	IES		x	x	
3.2	3.2.2.1	Trangie Waste Transfer Station	700,000	Grant/Capex	IES	x	x	x	
3.2	3.2.2.1	Major Upgrade Works All Facilities	350,000	Capex	IES				x
<b>Aerodrome Infrastructure</b>									
1.1 2.2	1.1.3.2 2.2.3.3	Narromine Aerodrome Runway Reseal	1,012,947	Capex	IES		x		x



# MAJOR CAPITAL WORKS PROJECTS AND PROGRAMS CON'TD

CSP Ref	DP Ref	Project Name and Description	Budget \$	Source of Funding	Division	Yr 1	Yr 2	Yr 3	Yr 4
<b>Stormwater</b>									
4.2	4.2.2.1	Narromine Stormwater Upgrades	850,000	Capex	IES	x	x	x	x
4.2	4.2.2.1	Narromine Northern Stormwater Drainage	300,000	Grant	IES	x			
4.2	4.2.2.1	Narromine Kerb and Gutter Works	398,625	Capex	IES	x	x	x	x
<b>Roads Infrastructure</b>									
3.5	3.5.1.1	Tomingley Truck Stop Upgrade	1,233,600	Grant/Capex	IES	x	x	x	
3.5	3.5.1.2	Rural Road Reseals	2,731,767	Capex	IES	x	x	x	x
3.5	3.5.1.2	Block Grant - Regional Road Reseals	1,600,000	Grant	IES	x	x	x	x
3.5	3.5.1.2	Urban Road Reseals	624,650	Capex	IES	x	x	x	x
3.5	3.5.1.2	Gravel Resheet Program	1,600,046	Capex	IES	x	x	x	x
3.5	3.5.1.1	Block Grant - Regional Road Upgrades	1,600,000	Grant	IES	x	x	x	x
3.5	3.5.1.1	Urban Street Upgrades – Moss Ave, Pegale Place	700,000	Capex	IES	x	x	x	x
3.4	3.4.1.1	Footpath Renewals and Upgrades – Narromine	690,000	Capex	IES	x	x	x	x
3.5	3.5.1.1	Towards Zero - Tullamore Road	1,932,000	Grant	IES	x	x	x	
3.5	3.5.1.1	Rural Culvert Replacement	600,000	Capex	IES		x	x	x
3.5	3.5.1.1	Roads to Recovery Projects	5,917,186	Grant	IES	x	x	x	x
3.5	3.5.1.1	Gainsborough Road Intersection Upgrade	700,000	Grant/Capex	IES	x			
3.5	3.5.1.1	Betterment Improvements – Various Roads	1,505,026	Grant	IES	x			
3.5	3.5.1.1	Gin Gin Bridge Guard Rail Replacement, Road Widening	500,000	Capex	IES			x	x



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