



Delivery Program  
2017/18 – 2021/22

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# Contents

Narromine Shire Vision.....	2
Integrated Planning and Reporting.....	3
Report on Progress.....	4
COVID-19.....	4
Delivery Program.....	4
Areas of Responsibility.....	5
1. Vibrant Communities.....	6
2. Growing Our Economy.....	14
3. Protecting & Enhancing our Environment.....	19
4. Proactive Leadership.....	28



## 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.

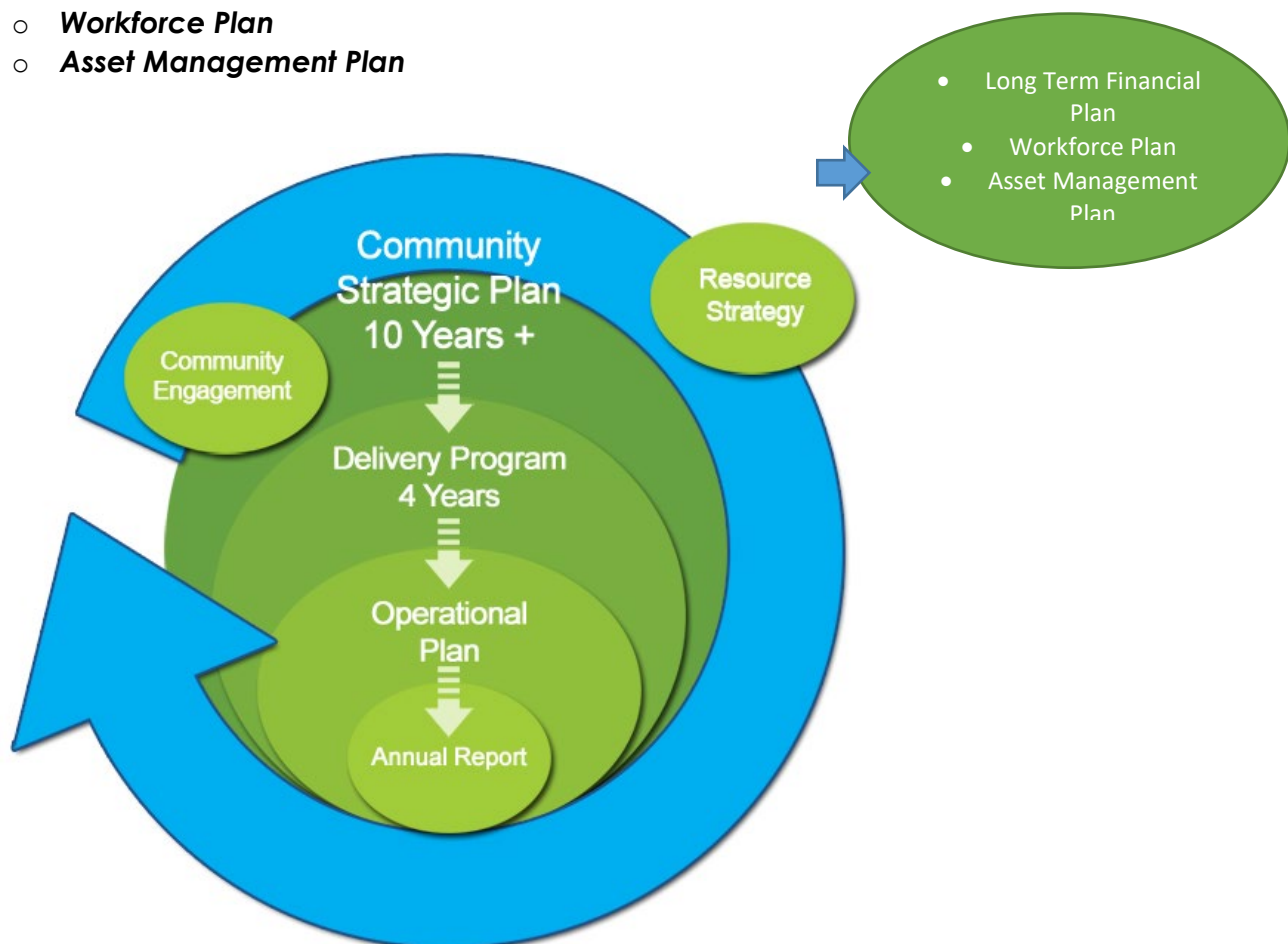
Our Council is a leader for our community, sharing the responsibility for growth, development and provision of services.

# Integrated Planning and Reporting

Integrated Planning and Reporting is a framework for planning and reporting which was introduced by Local Government across New South Wales. It aims to ensure that councils become better at reflecting community aspirations within their activity base. In order to ensure that this occurs, a new approach has been taken on how councils develop their budgets and programs on an annual basis.

The principal components of integrated planning and reporting are:

- **Narromine Shire Council Community Strategic Plan 2027** is the highest level plan Council will prepare. The purpose of this plan is to identify the core strategic objectives of the Narromine Shire community for the future.
- **Delivery Program 2017-2018 / 2021-2022** sets out the principal activities to be undertaken by Council over a Council term, to implement the objectives identified in the Community Strategic Plan.
- **Operational Plan** is the annual plan detailing Council's activities and budget for the immediate next year under the Delivery Program.
- **Resourcing Strategy** – The Community Strategic Plan expresses long term community aspirations; however, these will not be achieved without sufficient resources – time, money, assets and people to actually carry them out. The Resourcing Strategy comprises:
  - **Long Term Financial Plan**
  - **Workforce Plan**
  - **Asset Management Plan**



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## Report on Progress

Council will report periodically on the progress of the activities undertaken in achieving the strategic objectives.

Key accountability reporting points are:

- Six monthly reports by the General Manager to Council on progress in achieving the actions in the Delivery Program and Operational Plan;
- Annual Report by Council which is prepared after the end of the financial year, reporting achievements for each year, against the Delivery Program and Operational Plan;
- Every four years, tied to the Council election cycle, the Delivery Program must be reported upon by the outgoing Council, End of Term Report, as to the outcomes achieved during the previous four years; and
- The incoming Council must undertake a review of the Community Strategic Plan and develop its own Delivery Program for the ensuing four years.

## COVID-19

Delivery Programs and Council's Integrated and Reporting Process are based on a four-year cycle coinciding with the start of each newly-elected Council. The NSW Office of Local Government mandated on 29<sup>th</sup> June 2020 that the September 2020 ordinary Council elections be postponed until 4 September 2021. This effectively extended the application of Council Delivery Program to 5 years.

Councillors elected on 4 September 2021 will have a term of 3 years. Thereafter Council's will return to a four-year term to align ordinary elections to the original four-year term dates.

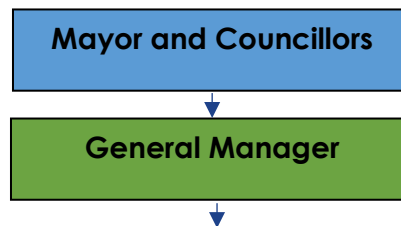
## Delivery Program

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 principal 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.

# Areas of Responsibility



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

**Legend Key:**

- |     |                                       |   |         |
|-----|---------------------------------------|---|---------|
| GM  | General Manager                       | P | Partner |
| IES | Infrastructure & Engineering Services | L | Leader  |
| FCS | Finance & Corporate Services          |   |         |
| CED | Community & Economic Development      |   |         |
| G   | Governance                            |   |         |

# 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	2021/22
Community & Cultural Services	\$450,900	438,892	444,107	492,224	504,867
Recreational Facilities	\$1,693,824	1,554,152	1,611,239	1,481,959	1,477,970



# Vibrant Communities

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

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>1.1.1 Advocate, represent and promote programs that will minimise crime and assist in crime protection for our community</b>								
1.1.1.1 Liaise with Police and other community groups.	GM	P	Meet Quarterly with police	X	X	X	X	X
1.1.1.2 Review Alcohol Free Zones within the Shire.	G	L	Adoption of alcohol free zones by Council every three years	X			X	
1.1.1.3 Develop a Crime Minimisation Strategy.	CED	L	Strategy complete by 31 December 2019.		X	X		
<b>1.1.2 Review design and planning approval strategies for safety in public places including the provision of CCTV cameras throughout the Shire where appropriate</b>								
1.1.2.1 Investigate installing CCTV cameras in CBD and appropriate avenues of grant funding.	GM	L	Submit application for funding of CCTV by 31 March 2018	X				
		L	Installation of CCTV cameras in CBD by 30 September 2018, subject to successful grant funding.		X			
1.1.2.2 Coordinate annual inspection of Council streetlights to ensure adequate operation.	IES	P	Audit conducted annually.	X	X	X	X	X
<b>1.1.3 Implement, support and promote developmental crime prevention programs that focus on positive parenting and aim to minimise risk factors for children and young people</b>								
1.1.3.1 Participate in Interagency Meetings and provide Council assistance where appropriate	CED	P	90% attendance at interagency meetings	X	X	X	X	X
<b>1.1.4 Promote services and provide facilities that foster healthy lifestyles</b>								
1.1.4.1 Develop and publicise a brochure on the facilities available in the Shire.	CED	L	Brochure developed and published by 30 June 2018.	X				
			Update Brochure annually.	X	X	X	X	X
1.1.4.2 Promote recreational opportunities for all ages through website, social media and other available networks.	IES	L	Update information on a monthly basis.	X	X	X	X	X
1.1.4.3 Installation of signage in parks, reserves and relevant facilities.	IES	L	Prepare program and design signage by 28 February 2018.	X	X			
		L	Install signage by 30 June 2019.					
1.1.4.4 Develop a plan for provision of cycleway routes.	IES	L	Plan finalised by 30 June 2018.	X				



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

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>1.1.5 Recognise the importance and consider resources needed to maintain open spaces, to encourage greater use by the community</b>								
1.1.5.1 Upgrade recreational services booking system and streamline allocation process for all recreational facilities.	IES	L	Upgrade booking system by 31 December 2017. Streamline process of booking recreational facilities by 30 June 2018.	X				
1.1.5.2 Install automatic irrigation at Payten Oval Outer.	IES	L	Install automatic irrigation by 30 June 2019.	X	X			
1.1.5.3 Install Bollards on Payten Oval Outer.	IES	L	Install Bollards by 30 June 2018.	X				
1.1.5.4 Create a Sports and Recreational Services Master Plan to promote efficient use of Council's facilities.	IES	L	Finalise Master Plan by 30 June 2018.	X				
1.1.5.5 Oversee implementation of the Master Plan.	IES	L	Implement key deliverables as per the Master Plan		X	X	X	X
<b>1.1.6 Advocate for appropriate and accessible health services</b>								
1.1.6.1 Collaborate with government and other health service providers to ensure high quality health care facilities and services are available to Shire residents.	GM	P	Meet quarterly with State and Federal Local members ensuring the provision of shire health facilities a key agenda item.	X	X	X	X	X
<b>1.1.7 Retain and enhance existing health services including the Narromine and Trangie Hospitals, Trangie Surgery and the Narromine Shire Family Medical Centre</b>								
1.1.7.1 Maintain services provided by the Council owned Medical Centre and Trangie Doctor's Surgery to meet the needs of the users.	IES	P	Extend Narromine Medical Centre by 30 June 2018.	X				
1.1.7.2 Strengthen relationships with key medical agencies within the Shire.	GM	P	Meet six monthly with Western NSW LHD Narromine and Trangie health care providers.	X	X	X	X	X
<b>1.1.8 The Narromine and Trangie swimming pools are accessible, affordable and provide a range of modern facilities for all ages and those with limited mobility</b>								
1.1.8.1 Install mobility chair at Narromine Pool.	IES	L	Installation complete by 30 September, 2017.	X				
1.1.8.2 Install mobility chair at Trangie Pool.	IES	L	Installation complete by 30 September, 2018.		X			
1.1.8.3 Review operational costs of Narromine and Trangie Pools and determine fees and charges annually.	IES	L	Fees and charges reviewed and adopted by 30 June annually.	X	X	X	X	X
1.1.8.4 Construct a water park at Narromine Pool.	IES	L	Preliminary planning complete by 30 June 2018.	X				
		L	Seek grant funding to construct by 30 June 2020.			X		
1.1.8.5 Upgrade entrances to Council pools.	IES	L	Upgrade of Narromine Pool entrance by 30 June 2020.			X		

1.1 A SAFE, ACTIVE AND HEALTHY COMMUNITY – SP Nos. 16, 23, 27								
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>1.1.9 Provide active and passive recreation facilities and services</b>								
1.1.9.1 Provide Outdoor Fitness Equipment in appropriate parks and open spaces.	IES	L	Installation of Outdoor Fitness Equipment in Narromine by 30 June 2018.	X				
1.1.9.2 Upgrade to Trangie Sporting Fields (subject to successful grant application).	IES	L	Works completed by 31 December 2019.			X		
<b>1.1.10 Support the provision of active recreational facilities and activities for the aged in the community</b>								
1.1.10.1 Support programs for the aged in the community with a healthy lifestyle focus.	IES	P	Consult with Health Services and advertise programs monthly through Council's website and Facebook page.	X	X	X	X	X
1.1.10.3 Provide opportunity for reduced gym membership fee on receipt of Seniors Card.	IES	L	Advertise reduced Seniors' gym membership monthly.	X	X	X	X	X
<b>1.1.11 Revitalise the Narromine Sports Centre into an accessible, affordable multi-purpose Centre</b>								
1.1.11.1 Upgrade Men's amenities at Narromine Sports Centre.	IES	L	Upgrade completed by 30 June 2019.		X			
1.1.11.2 Upgrade Women's amenities at Narromine Sports Complex.	IES	L	Upgrade completed by 30 June 2020.	X		X		
1.1.11.3 Paint exterior and interior of Narromine Sports Centre.	IES	L	Painting completed by 30 June 2018.	X				
1.1.11.4 Rejuvenate floor of main auditorium.	IES	L	Upgrade completed by 30 June 2018.	X				
1.1.11.5 Ensure adequate resources are allocated to the Sports Centre to maintain facilities in accordance with community usage.	IES	L	Review fees and charges annually by 30 June.	X	X	X	X	X
1.1.11.6 Upgrade existing disabled toilet to meet Australian Standards.	IES	L	Upgrade completed by 30 June 2020.	X		X		
1.1.11.7 Install awning over front entrance.	IES	L	Installation completed by 30 June 2018.	X				
1.1.11.8 Install awning over exterior toilets.	IES	L	Installation completed by 30 June 2018.	X				
1.1.11.9 Undertake audit of gym equipment and replace redundant items with items of greater functionality.	IES	L	Audit gym equipment and procure suitable replacement equipment by 30 June 2018.	X				
<b>1.1.12 Ensure connection between sporting user groups</b>								
1.1.12.1 Convene and support bi-annual sports user group workshops in winter and summer	IES	P	100% meetings held with sports user groups.	X	X	X	X	X
1.1.12.2 Prepare Leases/Licenses or User Agreements for all Sporting Groups using Council's sporting fields.	IES	L	Agreements prepared for all user groups.	X	X	X	X	X

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

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>1.2.1 Macquarie Regional Libraries (MRL), swimming pools and community centres act as a resource to meet local needs and enliven activity, supporting all age groups</b>								
1.2.1.1 Ensure facilities meet accessibility standards.	IES	L	Review facilities annually to determine and address compliance issues.	X	X	X	X	X
1.2.1.2 Continue to provide a Library Service in Narromine and Trangie which meets the needs of all age groups by providing resources and inclusion policies.	CED	P	Audit of Council library equipment and facilities by December 2017.	X				
1.2.1.3 Negotiate ongoing performance agreement with Macquarie Regional Library.	CED	P	Agreement signed by 31 December 2017, increase to reflect rate cap.	X				
<b>1.2.2 Share and celebrate our cultural and social diversity through local events, programs and projects</b>								
1.2.2.1 In partnership with the community, continue to facilitate events that celebrate community values including all groups within the community and provide financial and in-kind assistance for community and private events, eg Ausfly, Oz-Kosh	CED	P	Two major events annually.	X	X	X	X	X
1.2.2.2 Prepare Inclusion and Access Guidelines for cultural and community events.	CED	P	Inclusion and Access Guidelines prepared by December 2018.		X			
<b>1.2.3 Encourage volunteering in the Shire and recognise the positive outcomes for both the community and volunteers</b>								
1.2.3.1 Provide grants through the Donations, Sponsorships & Waiver of Fees & Charges Policy process to community groups, with an emphasis on sports, recreation, arts, cultural, leadership and development activities.	FCS	L	Submissions advertised and received by 30 September, and applicants advised by 30 November each year.	X	X	X	X	X
1.2.3.2 Continue to support the Local History Groups in Narromine and Trangie with a financial contribution to assist with their work.	CED	L	Donation to both Local History Groups in the Annual Budget.	X	X	X	X	X
1.2.3.3 Undertake an annual volunteer audit of the number of volunteers available to Council activities and the number of hours volunteered.	CED	P	Audit to be complete by 31 December each year.	X	X	X	X	X
1.2.3.4 Give public recognition of volunteer service.	CED	L	Hold annual volunteers recognition morning tea.	X	X	X	X	X

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

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>1.2.4 Welcome and assist newcomers, including people with English as a second language (ESL), to integrate into our community</b>								
1.2.4.1 Distribute information to all new residents and provide information on Council's website.	CED	L	Review information six monthly.	X	X	X	X	X
1.2.4.2 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.	CED	L	Advertise and promote welcome function to the broader community annually in March.	X	X	X	X	X
1.2.4.3 Host Citizenship ceremonies upon receipt of relevant information from Department Immigration and Border Control.	CED	P	Citizenship ceremonies held.	X	X	X	X	X
<b>1.2.5 Protect and celebrate Aboriginal heritage and culture and provide opportunities for interpretation and understanding</b>								
1.2.5.1 Liaise with Local Aboriginal Land Councils to enhance the opportunities for the Indigenous community.	CED	P	Two meetings per year.	X	X	X	X	X
1.2.5.2 Assist with NAIDOC Week, Reconciliation Day and other events of importance to the Aboriginal community.	CED	P	Involvement at these events on an annual basis.	X	X	X	X	X
1.2.5.3 Develop a Memorandum of Understanding with Aboriginal community.	CED	P	MOU signed by Council and Aboriginal community representatives by 30 June 2018. Meet twice annually to discuss targets in Action Plan	X				
1.2.5.4 Implement Targets in the MOU Action Plan					X	X	X	X
<b>1.2.6 Develop strategies to create a "boutique feel" and enhance community lifestyle to be more attractive for visitors</b>								
1.2.6.1 Develop an urban branding strategy for the towns and villages within the shire.	CED	P	Urban branding strategy complete by 30 June 2019.		X			
1.2.6.2 Implement deliverables identified in the urban branding strategy	CED	L	Full implementation as per the plan.			X	X	X
<b>1.2.7 Plan for high quality aged care that enables older people to be integrated and active in the community</b>								
1.2.7.1 All new applicable applications for development comply with the National Construction Code.	G	P	100 % compliance with National Construction Code.	X	X	X	X	X
1.2.7.2 Review the Council's Development Control Plan (DCP) in respect to Disability Inclusion Action Plan (adopted).	CED	L	Biennially December.	X		X		
1.2.7.3 Conduct a survey of older people to seek ratings and comments on the quality and range of aged services and facilities in the Shire.	CED	P	Survey of aged services and facilities available within the Shire.	X		X		
1.2.7.4 Develop Prospectus for Aged Care Facilities within our Shire.	CED	P	Prospectus developed by 30 June 2018.	X				
<b>1.2.8 Value our youth's experience; engage them regularly for a range of purposes</b>								
1.2.8.1 Support youth activities within the Shire.	CED	P	Partner with other agencies to deliver annual youth week activities.	X	X	X	X	X



**1.3 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	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>1.3.1 Ensure a range of educational options for our youth</b>								
1.3.1.1 Advocate where possible for the increased provision of educational opportunities for our youth within the shire.	GM	P	Meet quarterly with State and Federal Local members ensuring the provision of educational opportunities for youth in our shire a key agenda item	X	X	X	X	X
<b>1.3.2 Through Family Day Care services continue to provide high quality day care which are cost-neutral to Council</b>								
1.3.2.1 Continue to meet licence and audit standards as set by State and Federal governments.	GM	L	Full compliance with standards.	X				
1.3.2.2 Monitor educators at least monthly to ensure they are providing a high-quality service.	GM	L	Monthly visits to educators.	X				
1.3.2.3 Actively pursue the recruitment of additional educators in the Macquarie Valley Family Day Care Scheme.	GM	L	250 children Family Day Care child care places in MVFDC Scheme by December 2017.	X				
1.3.2.4 Implement the Quality Improvement Plan for MVFDC to ensure targets are being met.	GM	L	All targets are met.	X				
<b>1.3.3 A range of childcare facilities, preschools and after-hours care is affordable and available to all families</b>								
1.3.3.1 Lobby the government to continue to fund child care services in Narromine Shire.	GM	P	Affordable provision of child care services within the Shire.	X	X	X	X	X
<b>1.3.4 Advocate for support for activities that foster connections between children and older people</b>								
1.3.4.1 Narromine Library conducts Story Time 0-5-year olds with the elderly at Timbregongie House and Kurrajong Court.	CED	P	Story time held three times a year.	X				
1.3.4.2 MVFDC take children to Timbregongie House and Kurrajong Court for an annual excursion to interact with the seniors and entertain them with songs.	CED	P	Annual excursion with educators and children.	X				
1.3.4.3 Arrange an annual visit of the children to Narromine Day Care Centre to entertain and interact with the older people.	CED	P	Annually by December.	X				
<b>1.3.5 Advocate for the ongoing service delivery and regional presence of TAFE</b>								
1.3.5.1 Continue to lobby Federal and State Local members and relevant Ministers for service delivery and presence of TAFE within our Shire.	GM	P	Meet quarterly with State and Federal Local members ensuring the delivery of TAFE services within the Shire.	X	X	X	X	X
<b>1.3.6 Encourage and support education providers to develop niche courses that meet the specific needs of local/regional developments/industries/agencies</b>								
1.3.6.1 Assist in providing industry specific reports to vocational sector.	GM	P	Make representations to vocational sector.	X	X	X	X	X

### 1.3 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	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22

#### 1.3.7 Enhance our libraries and community spaces to become connected learning centres for people to share knowledge

1.3.7.1 Provision of E resources, IT training workshops and advisory services to Libraries.	CED	P	Public computers provided. Free Wi-Fi and microfiche printer facility available for researching. IT training workshops held.	X	X	X	X	X
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### 1.4 ACCESSIBLE FACILITIES AND SERVICES ARE AVAILABLE FOR PEOPLE WITH LIMITED MOBILITY - SP No. 14

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22

#### 1.4.1 Work in partnership with the Shire's disability groups and other agencies to implement strategies and activities that increase access and improve the lives of those with a disability

1.4.1.1 Implement actions identified in Council's Disability Inclusion Action Plan (DIAP) in relation to Infrastructure.	IES	L	100% DIAP targets met.	X	X	X	X	X
1.4.1.2 Implement actions identified in Council's Disability Inclusion Action Plan (DIAP) in relation to community services.	CED	P	100% DIAP targets met.	X	X	X	X	X

#### 1.4.2 Work in partnership to ensure our towns including businesses are "mobility friendly"

1.4.2.1 Identify buildings in the CBD that are not 'mobility friendly' for access in Narromine and Trangie.	G	L	Identify buildings to provide access and report to owners for their consideration by December 2019.		X	X		
1.4.2.2 Undertake accessibility audit on all community / Council facilities.	IES	L	Review facilities annually by 31 March to determine compliance issues.	X	X	X	X	X

#### 1.4.3 Ensure a range of efficient and effective community transport options are available for access in the Shire and to Dubbo

1.4.3.1 Work with Government agencies to lobby for community transport access within the Shire and to Dubbo on a regular basis.	GM	P	Access to community transport locally and to Dubbo is maintained.	X	X	X	X	X
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#### 1.4.4 Support an aged care and disability specific inter-agency group that can share knowledge and experiences and plan in partnership

1.4.4.1 Liaise with Interagency Group to include delegates representing people with disability to join the group.	GM	P	Interagency Group is extended to include delegate(s) representing disability by December 2017.	X				
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# 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	2021/22
Planning & Development	\$89,960	89,386	91,674	82,891	85,446
Economic Development	\$410,549	574,408	548,513	545,681	494,859



# Growing Our Economy

## 2.1 TO SUSTAIN AND GROW OUR LOCAL POPULATION – SP No. 3

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>2.1.1 Develop and implement an economic development strategic framework that supports the growth of the local population base</b>								
2.1.1.1 Prepare and implement an Economic Development Strategy.	CED	L	Economic Development Strategy completed by 31 July 2017.	X				
		L	Implementation of Action Plan deliverables.		X	X	X	X
<b>2.1.2 Form partnerships and alliances to market the Shire to new residents and businesses</b>								
2.1.2.1 Establishment of a retailers' network.	CED	P	Network established and meeting quarterly by July 2018,		X			
2.1.2.2 Continue association with 'Love the Life we Live' website and marketing campaign through the Economic Development network.	CED	P	Monitor hits to Narromine component of 'Love the Life we Live' website and referrals.	X	X	X	X	X
<b>2.1.3 Establish an effective integrated branding and marketing strategy to promote the Shire to external markets</b>								
2.1.3.1 Develop a Shire wide Marketing Strategy.	CED	L	Strategy developed by 30 June 2018	X				
		L	Implement the actions from the Strategy.		X	X	X	X
2.1.3.2 Continue participation with Greater Western Plains Promotions Group.	CED	P	Number of campaigns undertaken annually.	X	X	X	X	X
<b>2.1.4 Resolve issues surrounding the flood levee and impacts on residential development</b>								
2.1.4.1 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.	IES	L	Peer review recommendations finalised by 30 June 2018.	X				
2.1.4.2 Seek grant funding and determine loan funding requirements for the flood levee construction project.	IES	L	Obtain grant funding by 30 June 2019.		X			
2.1.4.3 Finalise funding proposal, project plan and tender documents developed.	IES	L	Finalise tender by 30 June 2020.			X		
2.1.4.4. Construct flood levee.	IES	L	Commence construction by 30 December 2020.				X	
<b>2.1.5 New plans and strategies are developed in line with the community's needs and encourages economic growth</b>								
2.1.5.1 Review Land Use Strategies in line with results of Economic Development Strategy to ensure planned new land releases to stimulate economy.	CED	L	Review of Land Use Strategies following adoption of the Economic Development Strategy.		X			
2.1.5.2 Develop Employment Lands Strategy	GM	L	Strategy completed by 30 June 2018.	X				



2.1 TO SUSTAIN AND GROW OUR LOCAL POPULATION – SP No. 3								
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>2.1.6 Monitor population projections and statistical data relating to the Shire to assist in making informed decisions</b>								
2.1.6.1 Compare actual and projections as part of demographic analysis to prove projections.	CED	L	Following release of census data	X				
2.1.6.2 Assist community with applications for grant funding by providing statistical data.	CED	P	Update available information and promote as per communications strategy.	X	X	X	X	X
2.2 THE ONGOING DEVELOPMENT, DIVERSIFICATION AND SUSTAINABILITY OF THE LOCAL BUSINESS AND INDUSTRY BASE – SP No. 4								
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>2.2.1 To foster our agricultural sector through the identification and support of value adding opportunities</b>								
2.2.1.1 Hold a biennial industry event specifically targeting agricultural value add opportunities.	CED	P	Industry event held		X		X	
<b>2.2.2 Actively encourage and support the growth and expansion of the existing aviation industry and the region's capacity to attract and establish new aviation business</b>								
2.2.2.1 Freehold appropriate land at the Aerodrome to encourage further investment.	GM	L	Freehold status attained by 30 June 2018.	X				
2.2.2.2 Establish interest of current owners of hangars/buildings at the Aerodrome to ascertain their interest in purchasing the site of their buildings.	CED	L	Owner interest documented by 30 June 2020.		X	X		
<b>2.2.3 Grow the Narromine Shire Aerodrome as a key aviation industrial hub supported by a detailed Master Plan</b>								
2.2.3.1 Implement strategies contained in Aerodrome Strategic Master Plan.	IES	L	Targets are met.	X	X	X	X	X
2.2.3.2 Update / Review Aerodrome Strategic Master Plan.	IES	L	Review of Plan completed and adopted by Council 30 June 2019.		X			
2.2.3.3 Continue with the hangar light industrial precinct development for aviation related businesses in accordance with the Aerodrome Strategic and Master Plan.	IES	L	First stage available for sale by 30 June 2020.	X	X	X		
<b>2.2.4 Protect high value land resources and maximising opportunities for sustainable growth of existing industries</b>								
2.2.4.1 Work with State Government agencies to appropriately identify high value land resources, where Government priorities are identified.	CED	P	Provide input to new State Legislation within advertised time frames for consultation.	X	X	X	X	X
2.2.4.2 Identify appropriate sites, in accordance with Land Use Strategy, for value added agricultural related industries.	CED	L	Work with Department of Planning and Environment to produce a broad scale value added sites plan by June 2018.	X				

<b>2.2 THE ONGOING DEVELOPMENT, DIVERSIFICATION AND SUSTAINABILITY OF THE LOCAL BUSINESS AND INDUSTRY BASE – SP No. 4</b>								
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>2.2.5 Create and support a strong tourism industry that maximises benefits from visitors to the Shire</b>								
2.2.5.1 Provide improved information services to highlight tourism events and points of interest in the Shire.	CED	L	Increased online engagement by 10%.	X	X	X	X	X
2.2.5.2 In conjunction with other OROC councils undertake joint regional promotions such as through the 'Love the Life we Live' brand.	CED	P	Annual promotion.	X	X	X	X	X
<b>2.2.6 Planning mechanisms that support the provision of suitable and serviceable land that will support infrastructure that allows for localised employment opportunities</b>								
2.2.6.1 Develop action plan for expenditure of water and sewer headworks charges and Section 7.12 levies.	IES	L	Minimum 10% funds expended each financial year in accordance with growth area priorities.  Investigate feasibility of Narromine Water Treatment Plant by 30 June 2018;  Seek grant funding for Narromine Water Treatment Plant by 30 June 2019;  Commence design / construction of Narromine Water Treatment Plant by 30 June 2021.	X	X	X	X	X
<b>2.2.7 Facilitate and encourage investment in the provision of new or upgraded tourism facilities and increase overall accommodation capacity</b>								
2.2.7.1 Work with existing tourist operators and community groups to promote Narromine Shire.	CED	L	Undertake annual promotions.	X	X	X	X	X
<b>2.2.8 Promote business networks that encourage a supportive business culture and an attitude of entrepreneurship</b>								
2.2.8.1 Encourage businesses to work with Council to support a business culture within our shire.	CED	P	One business forum per year held by Council.	X	X	X	X	X

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

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>2.3.1. Ensure a range of educational opportunities and skills-based training programs are available for workers within the Shire</b>								
2.3.1.1 Advocate for the maintenance or increase of educational opportunities and training programs within the shire.	GM	P	Meet quarterly with State and Federal Local members ensuring the provision of educational opportunities and training opportunities in our shire a key agenda item	X	X	X	X	X
<b>2.3.2 Support the growth and development of new and existing businesses and industry</b>								
2.3.2.1 Develop a policy on industry incentives for existing and new businesses	CED	L	Policy complete by 30 June 2020.		X	X		
<b>2.3.3 Investigate opportunities to build on the Shire's central location and capture value from truck and freight movements</b>								
2.3.3.1 Upgrade truck wash facilities in Narromine and Trangie.	IES	L	Upgrade of Narromine Truck Wash completed by 30 June 2019. Upgrade of Trangie Truck Wash completed by 30 June 2020.		X		X	
2.3.3.2 Identify potential value-added sites with good inter-modal transport links.	GM	L	Liaison with all site owners by 30 June 2018.	X				

# 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	2021/22
Public Order & Safety	\$299,509	274,674	251,378	255,681	262,206
Environment & Health	\$358,318	385,445	398,362	373,417	382,789





# Protecting & Enhancing our Environment

## 3.1 MANAGE OUR NATURAL ENVIRONMENTS FOR CURRENT AND FUTURE GENERATIONS – SP No. 22

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>3.1.1 Identify and protect areas of high natural value</b>								
3.1.1.1 Finalise plans for the redevelopment of the Narramine wetlands into a natural ecosystem	IES	L	Plans finalised by 31 December 2017	X				
3.1.1.2 Seek grant funding for the Wetlands redevelopment	IES	L	Grant funding finalised by 30 June 2019		X			
3.1.1.3 Construct Narramine wetlands redevelopment	IES	L	Construction complete by 30 June 2020			X		
<b>3.1.2 Enhance, protect and celebrate our river systems and wetlands</b>								
3.1.2.1 Maintain involvement with the Macquarie and LLS Weeds Group.	G	P	Representation and 90% attendance at Macquarie Regional Weeds Advisory Group meetings.	X	X	X	X	X
3.1.2.2 Continue the annual fingerling release into the Macquarie River and into Goan Waterhole in conjunction with Macquarie Cotton Growers.	G	P	Funding application lodged each year and fingerlings released into River and Goan Waterhole – January annually.	X	X	X	X	X
<b>3.1.3 Review Council facilities and activities to minimise environmental impact</b>								
3.1.3.1 Install solar panels on suitable Council buildings.	IES	L	Installation of solar panels by 30 June 2019.		X			
<b>3.1.4 Ensure preservation and maintenance of the Shire's heritage buildings, objects and places of interest</b>								
3.1.4.1 Encourage owners of heritage items to contact Council regarding funding available for maintenance of their buildings and sites from State and Local Government.	CED	L	Articles in Council's newsletter.	X	X	X	X	X
3.1.4.2 Contact owners of sites where building is not maintained and negotiate action plan of maintenance.	CED	L	Annual review undertaken and action plan complete	X	X	X	X	X
3.1.4.3 Manage heritage-related enquiries at Council.	CED	L	Record number of enquiries taken and advice given.	X	X	X	X	X
<b>3.1.5 Ensure the Shire's rural land is managed appropriately through holistic planning</b>								
3.1.5.1 Undertake commitments within the WAP1520 Weeds Action Plan.	G	L	Ensure that 90% of private property inspections are undertaken in accordance with commitments within WAP1520.	X	X	X	X	X

### 3.1 MANAGE OUR NATURAL ENVIRONMENTS FOR CURRENT AND FUTURE GENERATIONS – SP No. 22

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	
<b>3.1.6 Encourage developers to consider energy efficiency and sustainable building design options in new developments</b>								
3.1.6.1 Ensure compliance with relevant building codes and regulations.	G	L	Development applications and construction certificates are accompanied by relevant Basix certificates or Part J relevant reports where required.	X	X	X	X	X
<b>3.1.7 Reduce waste to landfill through effective and efficient domestic waste and recycling services to the community</b>								
3.1.7.1 Review Narromine Shire Waste Management Strategy.	IES	L	Update Narromine Shire Waste Management Strategy by 30 June 2018.	X	X			
3.1.7.2 Continue the provision of kerbside recycling services to the community.	IES	L	Renew Tender for Recycling prior to 30 June 2020.			X		
3.1.7.3 Investigate and introduce a cost-effective approach to organics management to minimise impact on landfill locally and regionally.	IES	L	Introduce organics management before 30 June 2018.	X				
3.1.7.4 Investigate alternative management options for the Narromine Waste Depot.	IES	L	Determine suitable management options prior to 30 June 2018.	X	X			
3.1.7.5 Continue to be a member council of Net Waste, attend regional forums to address waste management issues at a regional level.	IES	P	90% attendance at NetWaste meetings.	X	X	X	X	X

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

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>3.2.1 Encourage appreciation of natural areas through the development and promotion of environmental education</b>								
3.2.1.1 Support natural resource initiative of Local Land Services (LLS).	G	P	80% attendance Local Government Reference Group meetings.	X	X	X	X	X
3.2.1.2 Engage with schools and local community groups to utilise the Narromine Wetlands as a learning resource.	CED	L	Liaise with schools on a quarterly basis with regards to Narromine Wetlands	X	X	X	X	X
3.2.1.3 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.	G	P	Carried out by Envirocon annually at each school. At least one community education program conducted annually.	X	X	X	X	X
3.2.1.4 Continue involvement in the Waste Education Plan.	G	P	Education by Envirocon at schools annually in accordance with the Waste Education Plan.	X	X	X	X	X
3.2.1.5 Promote environmental awareness.	G	L	Newsletter article.	X	X	X	X	X
<b>3.2.2 Ensure regulatory compliance with environmental legislation</b>								
3.2.2.1 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.	G	L	Annual promotion in newsletter.	X	X	X	X	X
3.2.2.2 Investigate concerns or complaints in relation to overgrown allotments and buildings in a state of disrepair.	G	L	90% of complaints to have investigations commenced within 2 working days.	X	X	X	X	X
<b>3.2.3 Support the work of local environmental groups that improves the natural diversity of our environmentally sensitive areas</b>								
3.2.3.1 Identify local environmental groups within the Narromine Shire	G	L	Contact local environmental groups by June 2018.	X	X	X	X	X
3.2.3.2 Develop and maintain a register of local environmental groups.	G	L	Prepared by June 2018.	X				
3.2.3.3 Develop a working relationship with identified local environmental groups.	G	L	Arrange to meet six monthly.	X	X	X	X	X
3.2.3.4 Identify any funding sources that can assist both the local environmental groups and/or Council.	G	P	Promote relevant grant funding sources throughout the year.	X	X	X	X	X
<b>3.2.4 Support, promote and encourage environmentally sustainable practices throughout our businesses</b>								
3.2.4.1 Encourage environmentally sustainable, safe and more economical utilisation of Council's fleet.	IES	L	Install GPS tracking on larger plant by 30 June 2019.		X			
3.2.4.2 Promote and encourage environmentally sustainable practices to local business.	G	P	Annual promotional material to local businesses.	X	X	X	X	X

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

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>3.2.5 Raise awareness of environmentally friendly practices such as recycling and water conservation</b>								
3.2.5.1 Promote initiatives using Smart WaterMark	IES	P	Promotion materials sent out with rates notice. Participate in summer time television campaign through Smart WaterMark annually.	X	X	X	X	X
3.2.5.2 Maintain membership of Smart WaterMark through the LMWUA.	IES	P	Renew membership annually.	X	X	X	X	X
3.2.5.3 Promote benefits of recycling using NetWaste resources.	G	L	Include statistics for recycling in Council's newsletter.	X	X	X	X	X
3.2.5.4 Promote the benefits of recycling and water conservation.	G	L	Publish recycling statistics at least monthly.	X	X	X	X	X



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

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>3.3.1 Implement water and energy efficiency programs and identify activities and initiatives for alternative water and energy sources</b>								
3.3.1.1 Install rain sensors in parks and sporting fields.	IES	L	Develop strategy for installation of rain sensors by 30 June 2018  Implement actions from the Strategy by 30 June 2019	X				
<b>3.3.2 Ensure development needs align to utilities infrastructure</b>								
3.3.2.1 Ensure all development approvals consider existing utilities infrastructure in their determination.	CED	L	100% of approvals have had adequacy of existing utilities determined.	X	X	X	X	X
3.3.2.2 Utilities performance audited annually through Triple Bottom Line (TBL) reporting.	IES	L	Report submitted by 15 September.	X	X	X	X	X
		L	Achieve 100% compliance with TBL reporting.	X	X	X	X	X
<b>3.3.3 Ensure the Shire has access to reliable and affordable internet and communications technology</b>								
3.3.3.1 Advocate for reliable and affordable access to internet and communications technology	GM	P	Continue to lobby for the Increase in the coverage area for mobile technology throughout the shire	X	X	X	X	X

### 3.4 ENSURE A RANGE OF HOUSING OPTIONS FOR THE COMMUNITY – SP No. 20

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>3.4.1 Ensure older people have appropriate accommodation to meet their needs</b>								
3.4.1.1 Work with relevant parties to identify aged care accommodation needs.	GM	P	Attendance at relevant meetings in an advisory role.	X	X	X	X	X
<b>3.4.2 Ensure appropriately zoned land that meets residential needs throughout the Shire's communities</b>								
3.4.2.1 Monitor take-up of all land use zones vacant land. Identify short falls.	CED	L	Review supply of vacant land six monthly.	X	X	X	X	X
<b>3.4.3 Develop appropriate development controls that promote excellence in design and sustainability outcomes.</b>								
3.4.3.1 Review DCP in accordance with legislative changes.	CED	L	Review /update biennially.	X		X		
<b>3.4.4 Work with local estate agents to monitor rental demand</b>								
3.4.4.1 Liaise with local real estate agents to ascertain changes in rental demand.	CED	P	Discuss changes to local demand and supply with local real estate agents.	X	X	X	X	X

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

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>3.5.1 Audit existing transport options available throughout the Shire and to Dubbo and identify gaps and duplication between service providers</b>								
3.5.1.1 Liaise with transport providers to ensure that full suite of transport options is available	GM	P	Discuss with providers and at local interagency forums.	X	X	X	X	X
<b>3.5.2 Support the ongoing development of Dubbo Regional Airport</b>								
3.5.2.1 Provide support as required to the Dubbo Regional Council for the expansion of services at the Dubbo Regional Airport	GM	P	100% commitment to support Dubbo Regional Council	X	X	X	X	X
<b>3.5.3 Continue to support rail service provision for those travelling to and from the Region</b>								
3.5.3.1 Liaise with rail service providers to ensure rail service is maintained	GM	P	Discuss potential expansion and service contraction with local providers and stakeholders.	X	X	X	X	X
<b>3.5.4 Provide advocacy and support on transport issues that best meet the needs of our residents</b>								
3.5.4.1 Survey community biennially to ensure that transport issues of our residents are adequately addressed	CED	P	Survey question as part of residential survey.		X		X	
<b>3.5.5 Maintain aerodrome infrastructure to increase the viability and sustainability of aerodrome operations</b>								
3.5.5.1 Upgrade lighting on main runway (subject to CASA advice).	IES	L	Seek grant funding to upgrade lighting prior to 30 June 2019.		X	X		
3.5.5.2 Maintain the Narromine Aerodrome facility to meet reasonable user expectations and CASA requirements within the allocated budget.	IES	L	Complete Obstacle Limitation Surface (OLS) annually by 30 November.	X	X	X	X	X
3.5.5.3 Undertake inspections on operational areas.	IES	L	Minimum 52 inspections per year.	X	X	X	X	X
3.5.5.4 Maintenance of glider grassed runways.	IES	L	Slashing undertaken minimum 26 times per year.	X	X	X	X	X
<b>3.5.6 Plan and provide accessible and well-connected footpaths, cycleways and associated facilities within the Shire</b>								
3.5.6.1 Ensure priority measures implemented from the PAMP.	IES	L	Annual inspections of footpaths and cycleways prior to finalising works program.	X	X	X	X	X
			Annual works program identified by inspections and PAMP priorities, and adopted annually.	X	X	X	X	X

### 3.6 OUR ROAD NETWORK IS SAFE, WELL MAINTAINED AND APPROPRIATELY FUNDED – SP No. 10

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>3.6.1 Ensure local and regional roads are safe and well-constructed and maintained</b>								
3.6.1.1.1 Review and implement Council's ten-year roads Capital Works Program.	IES	L	Ten Year Capital Works Program updated annually and adopted by 30 June.	X	X	X	X	X
3.6.1.1.2 Review and implement Council's ten-year roads Capital Works Program.	IES	L	Works program completed within + / - 5%.	X	X	X	X	X
3.6.1.2 Continue to maintain roadside slashing when grass impedes visibility.	IES	L	Undertake slashing program annually	X	X	X	X	X
3.6.1.3 Apply for hazard reduction funding through Rural Fire Fighting Fund.	IES	P	Apply for funding prior to 31 March annually.	X	X	X	X	X
<b>3.6.2 Support and work with regional and state partners on the delivery of road safety programs and initiatives</b>								
3.6.2.1 Convene Local Traffic Committee meetings.	IES	P	Convene 6 meetings per year of the Local Traffic Committee.	X	X	X	X	X
<b>3.6.3 Advocate for continued and increased funding for the rural road network</b>								
3.6.3.1 Meet with State and Federal Members and the Roads Minister on rural road funding issues	GM	P	Quarterly meeting with state and federal members, and annually with roads minister	X	X	X	X	X
3.6.3.2 Proactively engage with the Local Government Grants Commission	GM	P	Invite Local Government Grants Commission to present to council biennially	X		X		



# 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	2021/22
Organisational Services	\$-9,919,855	-9,356,596	-9,715,000	-9,659,581	-9,461,070
Infrastructure	\$6,228,951	6,415,715	6,299,644	6,098,008	6,250,458
Loans/Financing	\$387,844	404,135	421,000	976,992	106,864



# Proactive Leadership

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

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>4.1.1 Enhance open and interactive communication between Council and the community guided by a Community Engagement Strategy which is monitored and reviewed</b>								
4.1.1.1 Continue to gather feedback regarding community engagement strategies	CED	L	Annual review of community engagement strategy to Council by 30 November each year	X	X	X	X	X
4.1.1.2 Promote the positive aspects of Narrromine Shire Council. Provide important information to the community.	CED	L	Provide updates to the community on Council activities through all means available within the communications strategy.	X	X	X	X	X
4.1.1.3 Prepare council columns and media releases for local media.	CED	L	Weekly column provided to print media. A minimum of 12 media releases per annum.	X	X	X	X	X
4.1.1.4 Information available on Council's website.	CED	L	Website updated as required.	X	X	X	X	X
4.1.1.5 Prepare a Communications Strategy.	CED	L	Strategy prepared by June 2018.	X				
<b>4.1.2 The Council elected members are representative of the community and provide strong and visionary leadership</b>								
4.1.2.1 Councillors maintain strategic community focus.	GM	L	Positive media around Council's strategic approach.	X	X	X	X	X
<b>4.1.3 Provide opportunities for community members to participate in Council's decision-making processes</b>								
4.1.3.1 Review Council's Code of Meeting Practice.	GM	L	Review complete by 31 December 2018.		X			
4.1.3.2 Provide an opportunity for the public to address Council on relevant issues through the Public Forum Policy at Council Meetings.	G	L	Advise the public of the availability of the public forum in the column and newsletter at least quarterly.	X	X	X	X	X
4.1.3.3 Continue to facilitate S355 Advisory Committees.	G	L	Annual review of Section 355 Committee Charters and annual appointment of delegates (September).	X	X	X	X	X
<b>4.1.4 Respond to requests for public information by complying with the Government Information (Public Access) Act 2009 and other relevant Acts and regulations</b>								
4.1.4.1 Respond to requests for access to public information as per legislative requirements.	G	L	100% compliance with GIPA Act 2009.	X	X	X	X	X
		L	Annual review of Council's Information Guide.	X	X	X	X	X
<b>4.1.5 Facilitate a positive and professional image for the Narrromine Shire community and Council</b>								
4.1.5.1 Present a positive image of Council to the community.	GM	L	Provide weekly communications via various means per the communications strategy.	X	X	X	X	X
4.1.5.2 Mayor to undertake media training.	GM	L	Training program complete	X		X		

<b>4.2 EFFECTIVE COUNCIL ORGANISATIONAL CAPABILITY AND CAPACITY – SP No. 30</b>									
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year					
				17/18	18/19	19/20	20/21	21/22	
<b>4.2.1 Strive for business excellence through continuous improvement and creativity</b>									
4.2.1.1 Encourage and reward innovative practices within Councils workforce.	GM	L	One innovation introduced per directorate each year.	X	X	X	X	X	
4.2.1.2 Foster a culture of continuous improvement.	GM	L	Cultural change program progressively implemented across the organisation. Organisational values and behaviours developed and implemented.	X	X	X	X	X	
4.2.1.3 Develop Employee Reward & Recognition Program.	GM	L	Program developed by 30 June 2018.	X					
<b>4.2.2 Ensure ongoing skills development of Council staff and professional development for Councillors</b>									
4.2.2.1 Provide policies, programs and initiatives that support employee work/life balance.	GM	L	Create, update and implement policies for a flexible workplace on an ongoing basis.	X	X	X	X	X	
4.2.2.2 Provide access to innovative leadership training programs.	GM	L	Research and identify appropriate leadership training for Managers annually.	X	X	X	X	X	
4.2.2.3 Promote and maintain coaching and mentoring programs across the organisation to support leadership growth.	GM	L	Programs used to assist staff with leadership growth.	X	X	X	X	X	
4.2.2.4 Update and implement succession planning to support a high-level workforce to meet the ongoing delivery program needs.	GM	L	Complete succession planning framework by December 2017. Implement succession planning system by December 2018.	X		X			
4.2.2.5 Implementation of Councillor Training and Professional Development Program.	G	L	95% attendance by Councillors at scheduled training events.	X	X	X	X	X	
<b>4.2.3 Ensure the integration of corporate plans set the long-term direction for the Local Government Area and Council</b>									
4.2.3.1 Integrated Planning and Reporting documents reflect best practice.	FCS	L	Positive feedback from Office of Local government.	X	X	X	X	X	
<b>4.2.4 Provide responsive high-level customer service</b>									
4.2.4.1 Monitor and review Councils Customer Service Policy.	FCS	L	Review complete every 4 years.			X			
4.2.4.2 Customer services standards.	FCS	L	Annual satisfaction survey.	X	X	X	X	X	
4.2.4.3 Customer Requests responded to within time frames agreed in Customer Service Policy.	FCS	L	100% compliance with Customer Service Policy.	X	X	X	X	X	
<b>4.2.5 Attract and retain a quality workforce that meets the needs of the community and future strategic directions</b>									
4.2.5.1 Promote future workforce development with options such as traineeships, apprenticeships and cadetships within each department.	GM	L	Increase the number of apprenticeships over the next 4 years.	X	X	X	X	X	
4.2.5.2 Develop and implement initiatives to support/promote workforce diversity.	GM	L	Ensure the Disability Inclusion Action Plan is considered in all workforce activity.	X	X	X	X	X	
		L	Create and implement an Aboriginal Employment Strategy by December 2019.		X				

<b>4.2 EFFECTIVE COUNCIL ORGANISATIONAL CAPABILITY AND CAPACITY – SP No. 30</b>								
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
4.2.5.3 Create and implement a tailored health and wellbeing program to assist in staff retention.	GM	L	Health and wellbeing program created and implemented by December 2017.	X				
4.2.5.4 Update HR policies and procedures to ensure they are competitive in the market to support the recruitment and retention of a quality workforce.	GM	L	Policies updated every four years.				X	
<b>4.2.6 Foster a positive and responsive 'can do' approach by all Council staff and elected members</b>								
4.2.6.1 Councillors to act positively at all times in the public eye	GM	L	No negative feedback received.	X	X	X	X	X
<b>4.2.7 Continuously improve organisational performance, efficiency of services and project delivery</b>								
4.2.7.1 Continue to implement and improve the employee performance assessment system.	GM	L	All Departments' performance assessments completed by 1 September annually.	X	X	X	X	X
4.2.7.2 Review and implement the Work Health Safety Management System.	GM	L	WHS Management System in place and functioning by December 2018 and on an ongoing basis.	X	X	X	X	X
4.2.7.3 Promote and support continuous improvement activities across council.	GM	L	Review and document one area of Council operations each year per directorate.	X	X	X	X	X
4.2.7.4 Develop and implement an Enterprise Risk Management Framework.	GM	L	Policy, Plan and Strategic Register to be developed by 31 December, 2018.		X			
4.2.7.5 Establish an Internal Audit and Risk management Committee in accordance with the OLG's proposed new legislation and based on a resource sharing model.	G	L	Establish Audit & Risk Committee by 30 June 2018.	X				
		L	Committee to meet six monthly and provide report to Council.	X	X	X	X	X
4.2.7.6 Maintain a database of legislative compliance obligations.	G	L	Distributed monthly to Executive Leadership Team for 100% compliance with statutory obligations.	X	X	X	X	X
<b>4.2.8 Implement best practice governance standards, transparent decision making and a strong ethical culture</b>								
4.2.8.1 Prepare Agenda, Business Papers and Minutes of Council Meetings.	G	L	Agenda and Business Papers to be distributed to Councillors 5 days prior to meeting.	X	X	X	X	X
		L	Minutes to be distributed to Councillors 7 days after meeting.					
4.2.8.2 Maintain a framework of relevant policies and procedures.	G	L	Policies and procedures updated at least every four years.	X				X
4.2.8.3 Ensure Staff and Councillors are made aware of Council's Code of Conduct and Procedures.	GM	L	Training organised every two years	X		X		
4.2.8.4 Manage Council's Records System.	G	L	No breaches of State Records Act.	X	X	X	X	X



### 4.3 A FINANCIALLY SOUND COUNCIL THAT IS RESPONSIBLE AND SUSTAINABLE – SP No. 30

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>4.3.1 Operate and manage Council in a financially sustainable manner that meets all statutory and regulatory compliance and Council policies</b>								
4.3.1.1 Implementation of the Delivery Program and Operational Plan including Budget and Asset Management Plan on an annual basis.	FCS	L	Plans and Budget Documentation endorsed by council by 30 June each year.	X	X	X	X	X
4.3.1.2 Continue to prepare financially sustainable budgets for consideration by Council.	FCS	L	Council prepares annual balanced budget for adoption by council.	X	X	X	X	X
4.3.1.3 Continue to develop revenue strategies that are equitable and contribute to a financially sustainable future.	FCS	L	Sustainable Statement of Revenue policy endorsed by council by 30 June each year.	X	X	X	X	X
4.3.1.4 Levy and collect rates and charges in accordance with statutory requirements and Council policies.	FCS	L	No known breaches of policy.	X	X	X	X	X
4.3.1.5 Provide monthly cash balances and detailed quarterly financial reports to Council.	FCS	L	Reports prepared and accepted by Councillors and management	X	X	X	X	X
4.3.1.6 Prepare Council's Annual Financial Accounts in accordance with relevant Acts and Regulations.	FCS	L	Unmodified audit report issued by 31 October each year	X	X	X	X	X
4.3.1.7 Ensure Council has adequate cash flow to meet their needs.	FCS	L	Maintain level of outstanding rates and charges at below 10% at year end.	X	X	X	X	X
4.3.1.8 Ensure Council's ongoing financial viability.	FCS	L	Maintain a debt service ratio below 10%.	X	X	X	X	X
4.3.1.9 Ensure accounting data is recorded accurately and returns are filed in accordance with legislative requirements.	FCS	L	Positive audit findings. Reduction in issues raised in management letter of medium consequence or higher.	X	X	X	X	X
<b>4.3.2 Actively share and encourage participation by the community in Council's annual plan and budget process</b>								
4.3.2.1 Ensure Councils Operational Plan is well publicised with ample opportunity for community input.	FCS	L	Operational Plan on public exhibition for a period of 28 days. Comment invited on a variety of media platforms.	X	X	X	X	X
<b>4.3.3 Ensure sufficient resources to meet current and future needs of the community</b>								
4.3.3.1 Maximise opportunities for utilising grants to supplement and support identified Council priorities and projects.	CED	L	At least two successful grants received each year for projects within Council priority areas.	X	X	X	X	X
4.3.3.2 Identify projects suitable for grant applications.	CED	L	At least five identified projects per year in the operational plan, subject to grant funds.	X	X	X	X	X

<b>4.3 A FINANCIALLY SOUND COUNCIL THAT IS RESPONSIBLE AND SUSTAINABLE – SP No. 30</b>								
Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>4.3.4 Ensure Council's property assets are monitored and well managed</b>								
4.3.4.1 Review and update Asset Management Strategy.	IES	L	Strategy adopted by Council by 30 June every four years.	X				
4.3.4.2 Review and update Asset Management Policy.	IES	L	Policy adopted by Council by 30 June every four years.	X				
4.3.4.3 Review Asset Management Plans annually.	IES	L	Asset Management Plans updated annually by 30 June.	X	X	X	X	X
4.3.4.4 Update Long Term Financial Plans annually.	IES	L	100% Long Term Financial Plans updated and adopted by 30 June annually.	X	X	X	X	X
4.3.4.5 Undertake monthly inspections of Regional Roads.	IES	L	12 inspections of each Regional Road per year.	X	X	X	X	X
4.3.4.6 Undertake annual inspections of Local Roads.	IES	L	100% Local Roads inspected minimum of once per year.	X	X	X	X	X
4.3.4.7 Develop and implement plant and fleet replacement strategy.	IES	L	Strategy developed by 30 June 2019 and implemented thereafter.		X	X	X	X
4.3.4.8 Develop a Council Property Strategy aligning Council's property portfolio with Delivery Program objectives.	GM	L	Strategy developed by December 2019.			X		
4.3.4.9 Develop IT Strategic Plan.	FCS	L	Plan developed by 30 June 2018.	X				
<b>4.3.5 Ensure Council meets the requirements of local government reforms and proactively engages in any processes.</b>								
4.3.5.1 Maintain sustainability ratios as per Fit for the Future Improvement Proposal.	GM	L	Sustainability ratios calculated and reported to Council six monthly.	X	X	X	X	X

**4.4 SOUND PARTNERSHIPS ARE ENCOURAGED AND FOSTERED – SP No. 32**

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>4.4.1 Provide sound input into State, Regional and Non-Government Organisation Plans and Strategies</b>								
4.4.1.1 Active membership and representation on government, regional and other bodies.	GM	P	Maintain membership of relevant government, regional and area bodies.	X	X	X	X	X
4.4.1.2 Prepare submissions as required.	CED	L	One submission prepared per year.	X	X	X	X	X
4.4.1.3 Continue to participate in shared opportunities through OROC/JO.	GM	P	Utilise internal audit and procurement shared services.	X	X	X	X	X
			Utilise panel tenders for fuels, reseals and bitumen emulsion.	X	X	X	X	X
			Participate in user groups for finance, HR, payroll, risk management and WHS.	X	X	X	X	X
<b>4.4.2 Lobby and advocate for major infrastructure and issues for the Shire that are backed by sound research</b>								
4.4.2.1 Represent the community's interests and lobbying on topics of significant impact to the Shire.	GM	L	One submission per quarter.	X	X	X	X	X
4.4.2.2 Prepare submissions and lobby for community interests as required, e.g. funding for rural roads, infrastructure and services.	GM	L	One submission per quarter.	X	X	X	X	X
4.4.2.3. Advocate to other tiers of government for a better allocation of funding to support the delivery of services for which other levels of government have primary responsibility	GM	P	Meet with State and Regional Local Members, six monthly.	X	X	X	X	X
<b>4.4.3 Work regionally to advocate on issues that affects us and our neighbouring Shires</b>								
4.4.3.1 Nurture relationships with key external organisations and individuals.	GM	P	90% attendance at OROC/JO and GMAC meetings	X	X	X	X	X
4.4.3.2. Maintain partnerships with like-minded councils and other organisations to create stronger and more effective lobby groups.	GM	P	Maintain active membership and representation on LMWUA, Local Government Procurement, Water Directorate, NetWaste, IPWEA.	X	X	X	X	X

**4.4 SOUND PARTNERSHIPS ARE ENCOURAGED AND FOSTERED – SP No. 32**

Action	Responsible Directorate	Partner / Leader	Performance Measure	Target Year				
				17/18	18/19	19/20	20/21	21/22
<b>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</b>								
4.4.4.1 Build stronger relationships with state and federal members, NSW police, Interagency Group, Regional Development Australia.	GM	P	Meet quarterly with state and federal members, NSW Police and Regional Development Australia. Attend monthly interagency group meeting.	X	X	X	X	X
4.4.4.2 Develop a Social Plan.	CED	L	Social Plan developed by 30 September 2019.	X	X	X		
4.4.4.3 Work with community groups and services to deliver actions in the Social Plan.	CED	P	Implement actions in Social Plan.		X	X	X	X
<b>4.4.5 Assist in facilitating partnerships and collaboration at a local level between communities, groups, businesses and community organisations</b>								
4.4.5.1 Work collaboratively with community groups through greater representation at the Interagency Group.	CED	P	Increase the representation of community groups within the Interagency group annually.	X	X	X	X	X
4.4.5.2 Work collaboratively with the community through greater representation at the Trangie Action Group.	CED	P	90% attendance by Councillor Representative.	X	X	X	X	X