



Narromine

SHIRE COUNCIL

2020 - 2021 Annual Report







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MESSAGE FROM THE MAYOR

Once again, I feel humbled to be able to deliver the Mayor's message to our community. What a period we have all had to experience over the past five years that correspond to my tenure as Mayor. Three years of the worst drought in our history followed by two extremely good years but intertwined with the disruption of a worldwide pandemic. I can only hope that the year ends well seasonally and that COVID-19 becomes a thing of the past. I must sincerely thank all who have been vaccinated and the army of workers and volunteers who have so admirably pursued a process of making our communities safe for us all.

During the year Narromine Shire Council has been successful with many grant applications and has undertaken various projects and upgrades as outlined in our Operational Plan. These have included the works to Swift Park Playground and replacement of electricals in the Showground and Racecourse Pavilion in Trangie. The works have also begun on the Wetlands Project in Narromine with the construction of the carpark along with the additional pond, and more recently the works to complete the Narromine Aerodrome Industrial Park and the residential estate at Skypark. Successful funding applications have also allowed commencement of works to Cale Oval and continued overall improvements to community amenities.

With lockdown over and the ability to get more involved in affairs of the Shire comes opportunities to make up for lost time. Council's ambitious roads program will continue to be pursued with much enthusiasm with the necessary Government funding. Our community facilities are largely in excellent condition and further funding will see a strong focus on our rural roads network. The ability to deliver farm output is vital to keeping our economy performing at peak levels and to allow expansion and diversification across the rural sector.

It is evident that much of the proposed major road works being delivered from the state government level have been constrained under COVID-19 and a renewed push will deliver these promised outcomes. This work will include the planned upgrades on the Narromine - Dubbo Mitchell Highway, now proposed to be finished by June 2022.

Inland Rail continues to deliver outcomes for both Council and Landholders across the Shire. Our relationship with Inland Rail is very good and we are looking to some very positive announcements in the near future that will mark a new dawn for the Shire in terms of development and jobs.

Another highlight this year has been the resolution to adopt the latest Floodplain Risk Management Plan including the alignment for the new levee. We are now at a stage where the project is being finalised with the Dept Planning, Industry and Environment. Following their deliberations, we move to the Feasibility and Concept design.

Finally, my very sincere thanks to our staff so capably led by General Manager Jane Redden. Our staff have worked tirelessly during the most trying conditions and I thank them from us all. To know that we operate under the highest levels of honesty, integrity and transparency gives me all the reasons I need to continue to pursue the best outcomes for our Shire. I must also acknowledge the contributions of our Councillors who are committed to making our Shire the best it can be. They too, have given many hours over the past year in serving their community with very little recognition. It has been a pleasure and an honour to have been able to lead this group of Councillors.

Craig Davies
Mayor



MESSAGE FROM THE GENERAL MANAGER

2020/2021 was another year of achievement and progress for our shire. We continued to live with a pandemic, a great season for our agricultural producers and some extremes of weather events that provided additional challenges for Council's project and service delivery. Notwithstanding this, there were many achievements across a multitude of areas of Council's operations.

The year saw overall progress of 97% of Council's Delivery program, and capital expenditure of \$10.4 million including significant projects such as major playground upgrades in Narromine and Trangie, further development of the Narromine Wetlands extension, the completion of another 27 blocks in the Narromine Skypark residential estate. Our new coworking space "Hub and Spoke" was also completed during the year but with COVID-19 public access to the space was delayed, we look forward to it becoming fully operational in 21/22. Works on the Narromine Bore Water Treatment facility also placed Council at the forefront of technological success, and the finalization of Council's Floodplain Risk Management Plan, a culmination of many years of consideration for the Narromine town levee enables Council to move this project forward and seek further funding for detailed design and construction.

Council has also undertaken extensive capital and maintenance works on their road network, grading 470 kilometres of road during the year. We saw ambitious resealing and resheeting programs undertaken, along with major upgrades to Willydah Road and Dubbo - Collie Road.

Once again Council has had considerable success in securing grant funds to a value of \$13.53 million to complement the capital works program set out in Council's strategic documents, and to provide support to community groups across the Shire.

Our increasing focus on economic development based around agricultural value add, and the opportunities from Inland Rail has continued and proactive engagement with the community, business and investors has placed Council back at the forefront of business development.

Council approved over \$18.3 million dollars in development applications for the 2020/2021 year, the highest level in many years. To date for the 2021/2022 year in excess of \$9 million of development has been approved in the first quarter of the financial year showing a promising increasing trend.

Like the previous year, the COVID-19 experience meant that many of the community events that are held annually were either postponed or cancelled, however we were still able to hold an event to recognise our great volunteers, hold highly successful Australia Day activities and hold a number of citizenship ceremonies. The long-awaited Dolly Festival is still in planning with a new date still to be determined. Council worked hard to provide opportunities and wherever possible to provide support.

Council's 2020/2021 financial results again exceeded previous years with financial ratios largely above industry benchmark. The Department of Planning, Industry and Environment has determined that the NSW Rural Fire Service and the State do not control rural firefighting equipment. The NSW Audit Office has accepted the Department's position and as such requires Councils to recognise these assets. Management have therefore recognised the RFS assets in Council's financial statements, increasing Council's income and asset value by \$2.6M and increasing depreciation for the financial year by \$356,884 and for future years. A focus on continuous improvement has enabled funds to be better utilised and reallocated to a number of other projects. Council continues to improve its financial position which secures the long-term viability of our Shire.

Finally, I would like to thank the senior management team and staff for their ongoing support over the past year. Their commitment and dedication to their Council and community continues to ensure the ongoing success of the organisation. 2020/2021 was another great year of accomplishment and continuation of delivering for our communities.

Jane Redden
General Manager



OUR SHIRE

The Narromine Shire is located 40 kilometres west of Dubbo, in the Orana region of New South Wales, Australia. Covering 5,224 square kilometres, our vast Shire includes the major rural centre of Narromine, as well as Trangie and Tomingley.

We are a community of nearly 7,000 residents and are proud of our heritage, history and towns that we share with our residents, businesses and visitors. We choose to live in our Shire because of its location with access to a regional centre, its picturesque setting and our close community connections.

The Wiradjuri people were the original inhabitants of this area and the traditional owners of this land. Today our Shire has an indigenous population of just under 1,000 residents (21%).

Our agriculture sector has long been the mainstay and we are well known for our sheep, cattle and wool, cotton production as well as broadacre cereal crops.

Alkane Resources Limited provide significant employment opportunities.

Narromine Shire Council provides a range of services for our community. Our Shire's assets are valued at \$313 million and include roads, water and sewer infrastructure, footpaths, community amenities such as libraries, parks and playgrounds and sporting and recreation facilities. Our Council will continue to focus on improving our community for residents, businesses and visitors to our Shire.

6,444

Total Population

4,116

Population - Urban

2,328

Population - Rural

5,224

Council Area (sq km)





INTEGRATED PLANNING & REPORTING FRAMEWORK

Community Strategic Plan 2027

The Narromine Shire Community Strategic Plan 2027 sets out the community's main visions for 2027.

The following principles and goals were identified:

Vibrant Communities

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

Growing our Economy

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

Protecting and Enhancing our Environment

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

Proactive Leadership

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

Council's Delivery Program 2017/2018 – 2021/2022

The Delivery Program sets out the principle activities to be undertaken by Council over a Council term, to implement the objectives identified in the Narromine Shire Community Strategic Plan 2027.

Council's Operational Plan 2020/2021

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

Council's Resourcing Strategy

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

Council's Annual Report

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

OUR COUNCILLORS



Cr Craig Davies, Mayor



Cr Dawn Collins, Deputy Mayor



Cr James Craft



Cr Les Lambert



Cr Mark Munro



Cr Robert McCutcheon



Cr Colin Hamilton



Cr Lyn Jablonski

COMMUNITY VISION AND VALUES

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.

Our Aspirations and Values

That guide the Council will be:

- Commitment to Openness, Transparency, Honesty and Fairness;
- Strong Community Spirit and Sense of Belonging;
- Effective Communication and Cooperation;
- Respect for all People and the Environment.

ORGANISATIONAL STRUCTURE

General Manager

- Mayor & Council Secretariat



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

OUR ACHIEVEMENTS

Organisation Achievements

In 2020/2021, Council has achieved the following:



86
employees (FTE)



470
km roads graded



\$18.3M
DA approvals



\$22.3M
total expenses





Delivery Program Achievements

In the 2020/2021 financial year 97% of total actions from the Delivery Program were completed.

100%

vibrant communities

98%

proactive leadership

99%

protecting & enhancing our environment

90%

growing our economy



DELIVERY PROGRAM

Notable achievements for the 2020/2021 financial year include:

- Receipt of over \$3.8 million in funding allocations
 - Regional Airports Program - \$419,750
 - Murray-Darling Basin Economic Development Program - \$450,000
 - Local Roads and Community Infrastructure Program and Resources for Regions Program - \$1.5 million
- Contract management of the Narromine and Trangie Aquatic Centres
- Donation of over \$18,000 to community groups
- Reserves Clean-up project in partnership with Ozfish Inland Waterways River Repair Bus
- Upgrades to Rotary Park leash free area
- Completion of Narromine Lawn Cemetery extension and fencing upgrade
- Replacement of electricals in the Trangie Showground and Racecourse Pavilion
- Renewal of the Narromine Pool centre line
- Completion of Apex Park basketball court resurface and installation of play-space - \$110,000
- Pavement Rehabilitation and Reseal of Dubbo to Collie Road
- Adoption of Council's Crown Land Plans of Management
- Adoption of Council's 2021/2022 Integrated Planning and Reporting Documents

- Allocation of \$26,385 of funds from the Tomingley Gold Community Fund to various community organisations
- Upgrade of existing perimeter fence at the Narromine Aerodrome
- Swift Park Playground upgrade
- Narromine Wetlands Extension Project – construction of a carpark and pond
- Completion of works on Narromine Aerodrome Industrial Park
- Completion of works on Narromine Bore Water Treatment facility
- Release of Skypark Residential Estate, Stage 5, 6 and 7
- Finalisation of Floodplain Risk Management Plan
- Development Applications approved to the value of \$18.3 million

Projects underway include:

- Construction of two new hangars at the Narromine Aerodrome Industrial Park
- Dundas Park Playground upgrade
- Installation of a new liner to the Narromine Pool
- Commencement of the Dappo Road Subdivision
- Construction of Cale Oval spectators hill
- Narromine Aerodrome Lighting Upgrades

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.



VIBRANT COMMUNITIES

Council achieved 100% of the actions set out in the vibrant communities actions in the 2020/2021 delivery program.

Action	Number of actions completed	Total number of actions
	100% of actions completed	
1.1	15	15
1.2	15	15
1.3	5	5
1.4	4	4

VIBRANT COMMUNITIES

A safe, active and healthy community - SP Nos. 16, 23, 27.

Action Code	Action	Performance Measure	Action Progress	Comments
1.1.1.01	Liaise with Police and other community groups.	Meet quarterly with police.	100%	Successful liaison with six monthly meetings with NSW Police representatives on local issues.
1.1.1.2	Review Alcohol Free Zones within the Shire.	Adoption of alcohol free zones by Council every three years.	100%	Alcohol Free Zones were reviewed and extended for a further four year period (2020-2024).
1.1.02.02	Coordinate annual inspection of Council streetlights to ensure adequate operation.	Audit conducted annually.	100%	Annual inspections are undertaken on an ongoing basis.
1.1.03.01	Participate in Interagency Meetings and provide Council assistance where appropriate.	90% attendance at Interagency meetings.	100%	Council continues to liaise with agencies as required and as opportunities allow.
1.1.04.1	Develop and publicise a brochure on the facilities available in the Shire.	Update brochure annually.	100%	The Visitors guide was updated in 2020-2021.
1.1.04.02	Promote recreational opportunities for all ages through website, social media and other available networks.	Update information on a monthly basis.	100%	Recreational facilities continue to be promoted on Council's website and through Facebook. This has included Cale Oval and Apex Park upgrades, Swift and Dundas Park Playground upgrades and Council's off leash dog park improvements.
1.1.05.05	Oversee implementation of the Master Plan.	Implement key deliverables as per the Master Plan.	100%	Actions are coordinated as funds become available.
1.1.06.01	Collaborate with government and other health service providers to ensure high quality health care facilities and services are available to Shire residents.	Meet quarterly with State and Federal Local Members ensuring the provision of Shire health facilities a key agenda item.	100%	Meetings with State and Federal Members were held with the provision of health care services on the standard agenda. Proactive and positive relationships maintained with Narromine Shire Family Health Care services and a number of meetings were also held with other Allied Health Providers.
1.1.07.02	Strengthen relationships with key medical agencies within the Shire.	Meet six monthly with Western NSW LHD Narromine and Trangie health care providers.	100%	Meetings with State and Federal Members were held with the provision of health care services on the standard agenda. Proactive and positive relationships maintained with Narromine Shire Family Health Care services. Relationships with both Narromine and Trangie Hospitals were enhanced during the COVID-19 response.

VIBRANT COMMUNITIES

Action Code	Action	Performance Measure	Action Progress	Comments
1.1.08.03	Review operational costs of Narromine and Trangie pools and determine fees and charges annually.	Fees and charges reviewed and adopted by 30 June annually.	100%	The fees and charges for the Narromine and Trangie pools remained static for 2020/2021.
1.1.10.01	Support programs for the aged in the community with a healthy lifestyle focus.	Consult with Health Services and advertise programs monthly through Council's website and Facebook page.	100%	Programs are highlighted as opportunities become available. Council is in consultation with other agency groups.
1.1.10.03	Provide opportunity for reduced gym membership fee on receipt of Seniors Card.	Advertise reduced Seniors' gym membership monthly.	100%	Council's adopted fees and charges reflect seniors pricing.
1.1.11.05	Ensure adequate resources are allocated to the Sports Centre to maintain facilities in accordance with community usage.	Review fees and charges annually by 30 June.	100%	Fees and charges for the facility were reviewed and endorsed by Council in June 2020. Access to the facility and the provision of indoor sporting activities were subsequently affected by public health restrictions. Additional resources were allocated to increased cleaning and the provision of dedicated hygiene marshals in accordance with public health orders. Minor equipment upgrades were completed during the year.
1.1.12.01	Convene and support bi-annual sports user group workshops in winter and summer.	100% meetings held with sports user groups.	100%	Biannual meetings with sports user groups were scheduled however not held largely due to the COVID-19 pandemic public health restrictions. Instead, one on one meetings were arranged with available sporting clubs to discuss any support or areas of concern.
1.1.12.02	Prepare Leases/Licenses or User Agreements for all Sporting Groups using Council's sporting fields.	Agreements prepared for all user groups.	100%	Leases and licenses for Council's sporting fields are renewed and entered into as required.

VIBRANT COMMUNITIES

A vibrant and diverse community that has a strong sense of belonging and wellbeing - SP Nos. 13, 14, 24, 26, 27.

Action Code	Action	Performance Measure	Action Progress	Comments
1.2.01.01	Ensure facilities meet accessibility standards.	Review facilities annually to determine and address compliance issues.	100%	Ongoing inspections undertaken, with audits completed on all public facilities.
1.2.02.01	In partnership with the community, continue to facilitate events that celebrate community values including all groups within the community and provide financial and in-kind assistance for community and private events, e.g. Ausfly, Oz-Kosh.	Two major events annually.	100%	Events continue to be a focus for the Community and Economic Development Department. Events such as youth week held for the first time in 12 months. Events such as Ausfly postponed until 2022.
1.2.03.01	Provide grants through the Donations, Sponsorships and Waiver of Fees & Charges Policy process to community groups, with an emphasis on sports, recreation, arts, cultural, leadership and development activities.	Submissions advertised and received by 30 September, and applicants advised by 30 November each year.	100%	Council's invitation for Donations and Waiver of Fees and Charges was advertised in August 2020 with recommendations approved by Council at its September 2020 Ordinary Meeting.
1.2.03.02	Continue to support the Local History Groups in Narromine and Trangie with a financial contribution to assist with their work.	Donation to both Local History Groups in the Annual Budget.	100%	Financial support was provided in the 2020-2021 financial year.
1.2.03.03	Undertake an annual volunteer audit of the number of volunteers available to Council activities and the number of hours volunteered.	Audit to be completed by 31 December each year.	100%	A thank you to local volunteers function was held in June 2021.
1.2.03.04	Give public recognition of volunteer service.	Hold annual volunteers recognition morning tea.	100%	Council continues to recognise the contributions of our many volunteers across the Shire. A Thank You function was held in June 2021.
1.2.04.01	Distribute information to all new residents and provide information on Council's website.	Review information six monthly.	100%	The new residents night was held in February 2021. Information is provided on Council's website and updated regularly.

VIBRANT COMMUNITIES

Action Code	Action	Performance Measure	Action Progress	Comments
1.2.04.02	Host welcome functions for new residents, community group representatives, business owners and local agency representatives to enable new residents to establish contact with others in the community.	Advertise and promote welcome function to the broader community annually in March.	100%	New residents event was held in February 2021.
1.2.04.03	Host Citizenship ceremonies upon receipt of relevant information from Department Immigration and Border Control.	Citizenship ceremonies held.	100%	Council hosted three citizenship ceremonies during the year, with 7 conferees making the pledge of commitment.
1.2.05.01	Liaise with Local Aboriginal Land Councils to enhance the opportunities for the Indigenous community.	Two meetings per year.	100%	Council continues to liaise with the Indigenous community and undertake actions identified in the Memorandum of Understanding.
1.2.05.02	Assist with NAIDOC Week, Reconciliation Day and other events of importance to the Aboriginal community.	Involvement at these events on an annual basis.	100%	Assisted over the past year with various community events such as Australia Day, Seniors week, National Sorry Day. The 2020-21 year has seen many events cancelled due to COVID-19 restrictions.
1.2.5.4	Implement Targets in the MOU Action Plan.	Meet twice annually to discuss targets in Action Plan.	100%	One meeting was held in 2020-2021 due to public health restrictions. Council continues to liaise with Memorandum of Understanding committee.
1.2.06.02	Implement deliverables identified in the urban branding strategy.	Full implementation as per the plan.	100%	The Visitors Guide was updated in 2020. Common branding continues to feature through different media.
1.2.07.01	All new applicable applications for development comply with the National Construction Code.	100% compliance with National Construction Code.	100%	Council reviews and uses legislative updates from the Department of Fair Trading and the Department of Planning portal to ensure development consent conditions comply with Building Codes.
1.2.08.01	Support youth activities within the Shire.	Partner with other agencies to deliver annual youth week activities.	100%	Council partnered with Narromine Community Skills in a successful Youth week 2021. This was a week-long event with sporting events, cultural events, movie nights and a family fun day at Payten Park with over 800 people attending.

VIBRANT COMMUNITIES

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

Action Code	Action	Performance Measure	Action Progress	Comments
1.3.01.01	Advocate where possible for the increased provision of educational opportunities for our youth within the shire.	Meet quarterly with State and Federal Local Members ensuring the provision of educational opportunities for youth in our Shire a key agenda item.	100%	Quarterly meetings with State and Federal Members held, with education as a standard agenda item. Council provided financial and administrative support to the Girls Academy program at the Narromine High School until December 2020. Council also supports the Clontarf program at the Narromine High School.
1.3.03.01	Lobby the government to continue to fund child care services in Narromine Shire.	Affordable provision of child care services within the Shire.	100%	Council is supportive of pre-school and child care centres in the Shire. Advocacy is undertaken as required.
1.3.05.01	Continue to lobby Federal and State Local Members and relevant Ministers for service delivery and presence of TAFE within our Shire.	Meet quarterly with State and Federal Local Members ensuring the delivery of TAFE services within the Shire.	100%	Meetings with TAFE representatives have been held to encourage School based TAFE. No further updates to the changes as yet.
1.3.06.01	Assist in providing industry specific reports to vocational sector.	Make representations to vocational sector.	100%	Representations provided as requested. Ongoing discussions with School and TAFE around opportunities for youth.
1.3.07.01	Provision of E resources, IT training workshops and advisory services to Libraries.	Public computers provided. Free Wi-Fi and microfiche printer facility available for researching IT training workshops held.	100%	Council continues to provide support to the Macquarie Regional Library branches in Trangie and Narromine.



VIBRANT COMMUNITIES

Accessible facilities and services are available for people with limited mobility - SP No. 14.

Action Code	Action	Performance Measure	Action Progress	Comments
1.4.01.01	Implement actions identified in Council's Disability Action Improvement Plan (DIAP).	100% DIAP targets met.	100%	Improvement works are scheduled as funds allow.
1.4.01.02	Implement actions identified in Council's Disability Action Improvement Plan (DIAP) in relation to community services.	100% DIAP targets met.	100%	The upgrade of public amenities has been targeted in 2021. Upgrade works to continue.
1.4.02.02	Undertake accessibility audit on all community / Council facilities.	Review facilities annually by 31 March to determine compliance issues.	100%	Buildings have been inspected and as funds become available work will be scheduled.
1.4.03.01	Work with Government agencies to lobby for community transport access within the Shire and to Dubbo and on a regular basis.	Access to community transport locally and to Dubbo is maintained.	100%	Representation provided as requested.

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



GROWING OUR ECONOMY

Council achieved 90% of the actions set out in the growing our economy actions in the 2020/2021 delivery program.

Action	Number of actions completed	Total number of actions
90% of actions completed		
2.1	7	9
2.2	9	9
2.3	2	2

GROWING OUR ECONOMY

To sustain and grow our local population - SP No. 3.

Action Code	Action	Performance Measure	Action Progress	Comments
2.1.01.01	Prepare and implement an Economic Development Strategy.	Implementation of Action Plan deliverables.	100%	The Strategy was finalised in 2017. Council continues to implement actions identified in the Strategy.
2.1.02.02	Continue association with 'Love the Life we Live' website and marketing campaign through the Economic Development network.	Monitor hits to Narromine component of 'Love the Life we Live' website and referrals.	100%	Council undertakes joint initiatives where suited. Recent initiatives include joint advertising with neighbour shires in the Great Western Plains promotion and employment initiatives. It is noted that the 'Love the Life we Live' is no longer supported across the region.
2.1.03.01	Develop and implement a Shire wide Marketing Strategy.	Implement the actions from the Strategy.	100%	The Visitors Guide was updated in the 2020-21 year. The website continued to be upgraded and the shop local campaign was undertaken over the 2020 Christmas period.
2.1.03.02	Continue participation with Greater Western Plains Promotions Group.	Number of campaigns undertaken annually.	100%	Council continues to support the Great Western Plains initiative. Local tourism magazine was developed.
2.1.04.01	Finalise the peer review for the flood levee investigation and flood studies as per recommendations of the Narromine Floodplain Risk Management Study and Plan 2009 and feasibility study.	Peer review recommendations finalised by 30 June 2018.	100%	Council endorsed its Floodplain Risk Management Plan after public exhibition at the August 2021 Council Meeting.
2.1.04.02	Seek grant funding and determine loan funding requirements for the flood levee construction project.	Obtain grant funding by 30 June 2019.	10%	Following Council's endorsement of the Floodplain Risk Management Plan, an application was made for a grant to commence the feasibility study of new levee alignments. Council is awaiting the outcome of its submission.
2.1.04.03	Finalise funding proposal, project plan and tender documents developed.	Finalise tender by 30 June 2020.	0%	This will be considered if the funding application for the feasibility study is successful.
2.1.04.04	Construct flood levee.	Commence construction by 30 December 2020.	100%	Detailed design of the levee and construction of the levee to follow, once feasibility study undertaken.
2.1.06.02	Assist community with applications for grant funding by providing statistical data.	Update available information and promote as per communications strategy.	100%	Updated information available on Council's website. Includes links to ABS data. Council provides links to the grant hub website, and continues to share grant funding opportunities.

GROWING OUR ECONOMY

The ongoing development, diversification and sustainability of the local business and industry base - SP No. 4.

Action Code	Action	Performance Measure	Action Progress	Comments
2.2.01.01	Hold a biennial industry event specifically targeting agriculture value add opportunities.	Industry event held.	100%	Grow Narromine training event held for the industry in late 2020. Council is planning for a new round of workshops in 2022.
2.2.03.01	Implement strategies contained in Aerodrome Strategic Master Plan.	Targets are met.	100%	The strategic plan has been updated and actions are implemented as funds become available.
2.2.03.03	Continue with the hangar light industrial precinct development for aviation related businesses in accordance with the Aerodrome Strategic and Master Plan.	First stage available for sale by 30 June 2020.	100%	Development has been completed and lots are ready for sale.
2.2.04.01	Work with State Government agencies to appropriately identify high value land resources, where Government priorities are identified.	Provide input to new State Legislation within advertised time frames for consultation.	100%	Prioritised within the Agricultural Lands Strategy and Employment Lands Strategy.
2.2.05.01	Provide improved information services to highlight tourism events and points of interest in the Shire.	Increased online engagement by 10%.	100%	Visit Narromine Region website updated. Improved information also found in the new Visitors Guide. Online engagement continues to improve through the various websites and social media sites.
2.2.05.02	In conjunction with other OROC councils undertake joint regional promotions such as through the 'Love the Life we Live' brand.	Annual promotion.	100%	'Love the Life we Live' branding is no longer in existence. Council continues to work with regional opportunities.
2.2.06.01	Develop action plan for expenditure of water and sewer head works charges and Section 94A levies.	Minimum 10% funds expended each financial year in accordance with growth area priorities. Commence design / construction of Narromine Water Treatment Plant by 30 June 2021.	100%	Developer Servicing Plan completed. Integrated Water Cycle Management Study currently underway.

GROWING OUR ECONOMY

Action Code	Action	Performance Measure	Action Progress	Comments
2.2.07.01	Work with existing tourist operators and community groups to promote Narromine Shire.	Undertake annual promotions.	100%	Council continues to liaise with all tourism operators regarding promotion. This includes via the Visitors Guide, web site and Great Western Plains initiative.
2.2.08.01	Encourage businesses to work with Council to support a business culture within our Shire.	One business forum per year held by Council.	100%	The Growing Narromine workshops were held in October and November of 2020. Planning for the workshops to be held in early 2022 is underway.

To encourage employment and skills development to address industry needs and grow the region's knowledge base - SP No. 6.

Action Code	Action	Performance Measure	Action Progress	Comments
2.3.01.01	Advocate for the maintenance or increase of educational opportunities and training programs within the Shire.	Meet quarterly with State and Federal Local Members ensuring the provision of educational opportunities and training opportunities in our Shire a key agenda item.	100%	Quarterly meetings with State and Federal Members with educational opportunities and training programs as a key agenda item. Ongoing discussions with Schools and TAFE.
2.3.03.01	Upgrade truck wash facilities in Narromine and Trangie.	Upgrade of Trangie Truck Wash completed by 30 June 2020.	100%	Council has now acquired the land. Tenders have been prepared for construction of the facility.

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



PROTECTING & ENHANCING OUR ENVIRONMENT

Council achieved 99% of the actions set out in the protecting and enhancing our environment actions in the 2020/2021 delivery program.

Action	Number of actions completed	Total number of actions
99% of actions completed		
3.1	11	12
3.2	15	15
3.3	3	3
3.4	4	4
3.5	8	8
3.6	6	6

PROTECTING & ENHANCING OUR ENVIRONMENT

Manage our natural environments for current and future generations - SP No. 22.

Action Code	Action	Performance Measure	Action Progress	Comments
3.1.01.03	Construct Narromine wetlands redevelopment.	Construction completed by 30 June 2020.	40%	First carpark, and primary pond have been completed. Works are progressing as weather and contractor availability allows.
3.1.02.01	Maintain involvement with the Macquarie and LLS Weeds Group.	Representation and 90% attendance at Macquarie Regional Weeds Advisory Group meetings.	100%	Council has continued membership with staff representation at Quarterly Meetings and Annual Conference.
3.1.02.02	Continue the annual fingerling release into the Macquarie River and into Goan Waterhole in conjunction with Macquarie Cotton Growers.	Funding application lodged each year and fingerlings released into River and Goan Waterhole - January annually.	100%	Approximately 3400 Murray Cod and 4500 Golden Perch fingerlings were released in the Macquarie River in two locations as part of the 'dollar for dollar native fish stocking' program between the Department of Primary Industries, Council and the Macquarie Cotton Growers Association. Media release published and River Repair Bus was invited to attend.
3.1.03.01	Install solar panels on suitable Council buildings.	Installation of solar panels by 30 June 2019.	100%	Council's Customer Service and Payments building has been fitted with panels and Council's Administration building is to be fitted, when budget allows.
3.1.04.01	Encourage owners of heritage items to contact Council regarding funding available for maintenance of their buildings and sites from State and Local Government.	Quarterly articles in Council's newsletter.	100%	Heritage and Cultural matters are considered with each new Development Application.
3.1.04.02	Contact owners of sites where building is not maintained and negotiate action plan of maintenance.	Annual review undertaken and action plan complete.	100%	Ongoing discussions with owners as issues arise.
3.1.04.03	Manage heritage-related enquiries at Council.	Record number of enquiries taken and advice given.	100%	These continue to be managed at Development Application stage and as per existing State and Local policies.

PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comments
3.1.05.01	Undertake commitments within the WAP1520 Weeds Action Plan.	Ensure that 90% of private property inspections are undertaken in accordance with commitments within WAP1520.	100%	Council continues to implement the Weeds Action Program objectives. Improved growth conditions have resulted in an increase in Galvanised Burr.
3.1.06.01	Ensure compliance with relevant building codes and regulations.	Development applications and construction certificates are accompanied by relevant Basix certificates or Part J relevant reports where required.	100%	All Construction Certificates are assessed against BCA requirements. Mandatory conditions of consent are used and Council staff continue to review legislative changes.
3.1.07.01	Review Narromine Shire Waste Management Strategy.	Update Narromine Shire Waste Management Strategy by 30 June 2018.	100%	The Strategy has been adopted by Council. Implementation of activities to follow.
3.1.07.04	Investigate alternative management options for the Narromine Waste Depot.	Determine suitable management options prior to 30 June 2018.	100%	Waste Management Strategy has been adopted by Council. Actions are now being implemented.
3.1.07.05	Continue to be a member council of Net Waste, attending regional forums to address waste management issues at a regional level.	90% attendance at NetWaste meetings.	100%	Meetings were attended subject to COVID-19 restrictions.

We are a sustainable, environmental community with a great appreciation of our natural assets - SP No. 22.

Action Code	Action	Performance Measure	Action Progress	Comments
3.2.01.01	Support natural resource initiative of Local Land Services (LLS).	80% attendance Local Government Reference Group meetings.	100%	Council staff have developed strong working relations with Local Land Services and attend meetings as required.
3.2.01.02	Engage with schools and local community groups to utilise the Narromine Wetlands as a learning resource.	Four school groups per year utilise the Narromine wetlands as a learning resource.	100%	Council continued to work with schools and other agencies to deliver youth programs. Environmental initiatives such as the wetlands project and the annual fish release continue.

PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comments
3.2.01.03	Continue to conduct community education campaigns through Net Waste in accordance with the Waste Education Plan promoting the benefits of recycling and educating the community regarding which items can be recycled.	Carried out by Envirocon annually at each school. At least one community education program conducted annually.	100%	Council's website updated with relevant information for the public to browse on recycling and water saving techniques.
3.2.01.04	Continue involvement in the Waste Education Plan.	Education by Envirocon at schools in accordance with the Waste Education Plan.	100%	Council membership with Netwaste continues. Website advertises Netwaste contacts and programs.
3.2.01.05	Promote environmental awareness.	Quarterly newsletter article.	100%	Council uses its Website and Facebook page to educate and encourage the planting of natural species and bush regeneration on developments. In addition, Council is expanding its Wetlands and continues to implement an illegal dumping prevention and clean up program.
3.2.02.01	Conduct public education campaigns aimed at reducing littering, stray dogs/cats, and promoting the desexing of domestic animals, dog and cat registration, and micro-chipping.	Annual promotion in newsletter.	100%	Council web page is continually checked and, updated with latest releases on animal legislation. Council's Ranger continues to do urban patrols.
3.2.02.02	Investigate concerns or complaints in relation to overgrown allotments and buildings in a state of disrepair.	90% of complaints to have investigations commenced within 2 working days.	100%	Council's Ranger is consistently reporting and investigating complaints for compliance within the appropriate timeframe. Regulatory action is taken as required.
3.2.03.01	Identify local environmental groups within the Narromine Shire.	Contact local environmental groups annually by June 30.	100%	Council's Landcare Coordinator continues to create working relations and is representing Council at Regional and State meetings.
3.2.03.03	Develop a working relationship with identified local environmental groups.	Arrange to meet six monthly.	100%	Council is continuing to develop working relations with organisations such as Orana Bee Keepers, Trangie and Narromine Aboriginal Land Councils etc.

PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comments
3.2.03.04	Identify any funding sources that can assist both the local environmental groups and/or Council.	Promote relevant grant funding sources throughout the year.	100%	Council has carried out River Repair Bus funding. Council continues to identify areas of illegal dumping and develop strategies to reduce this.
3.2.04.02	Promote and encourage environmental sustainable practices to local business.	Annual promotional material to local businesses.	100%	Council's website promotes business sustainability practices including reduction of energy costs, upgrading of electrical equipment, sustainability advantage program and water saving tips.
3.2.05.01	Promote initiatives using Smart WaterMark.	Promotion materials sent out with rates notice. Participate in summer time television campaign through Smart WaterMark annually.	100%	Initiatives completed, including inserts with Council's Rates Notices.
3.2.05.02	Maintain membership of Smart WaterMark through the LMWUA.	Renew membership annually.	100%	Membership renewed as part of Orana Water Utilities Alliance Package.
3.2.05.03	Promote benefits of recycling using NetWaste resources.	Include statistics for recycling in Council's newsletter.	100%	Council continues to raise awareness of environmentally friendly practices on our website. These include recycling, food and garden organics, water conservation, business sustainability practices etc. Recycling statistics are included in Council's Statement of Environment Report.
3.2.05.04	Promote the benefits of recycling and water conservation.	Publish recycling statistics at least monthly.	100%	Council website promotes sustainability practices including recycling and water saving measures.

A community that values the efficient use of utilities, natural resources and energy - SP. No. 33.

Action Code	Action	Performance Measure	Action Progress	Comments
3.3.02.01	Ensure all development approvals consider existing utilities infrastructure in their determination.	100% of approvals have had adequacy of existing utilities determined.	100%	Council continues to assess the availability and condition of Shire utilities and infrastructure.

PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comments
3.3.02.02	Utilities performance audited annually through Triple Bottom Line (TBL) reporting.	Report submitted by 15 September. Achieve 100% compliance with TBL reporting.	100%	Council's report was submitted by the due date.
3.3.03.01	Advocate for reliable and affordable access to internet and communications technology.	Continue to lobby for the increase in the coverage area for mobile technology throughout the Shire.	100%	Ongoing discussions with Schools and TAFE. Council actively working with telcos in the sector to obtain funding for increased mobile coverage. This is included through State Digital Hub Funding and Federal Blackspot Program.

Ensure a range of housing options for the community - SP No. 20.

Action Code	Action	Performance Measure	Action Progress	Comments
3.4.01.01	Work with relevant parties to identify aged care accommodation needs.	Attendance at relevant meetings in an advisory role.	100%	Timbreebongie House Development Application approved. Funding confirmed via State and Federal grants. Work to commence at the end of 2021.
3.4.02.01	Monitor take-up of all land use zones vacant land. Identify short falls.	Review supply of vacant land six monthly.	100%	Gateway application for zoning changes being undertaken. LEP review completed in the 2020-21 year.
3.4.03.01	Review DCP in accordance with legislative changes.	Review / update biennially.	100%	Ongoing updates as required. LEP Health Check completed and considered by Council in April 2021.
3.4.04.01	Liaise with local real estate agents to ascertain changes in rental demand.	Discuss changes to local demand and supply with local real estate agents.	100%	Council continues to liaise with real estate agents in the community and potential developers.

PROTECTING & ENHANCING OUR ENVIRONMENT

Our community is well connected through our cycleways, footpaths and public transport systems - SP No. 9.

Action Code	Action	Performance Measure	Action Progress	Comments
3.5.01.01	Liaise with transport providers to ensure that full suite of transport options are available.	Discuss with providers and at local interagency forums.	100%	Monthly attendance at interagency meetings, when available, with increased focus on building connections with Interagency service providers and awareness of service offerings available in the Shire. Work has also commenced on the Collation of Interagency Service Provider information to create a database of available services relevant to the Narromine Shire.
3.5.02.01	Provide support as required to the Dubbo Regional Council for the expansion of services at the Dubbo Regional Airport.	100% commitment to support Dubbo Regional Council.	100%	Council continues to provide ongoing support to Dubbo Regional Council for the expansion of services at the Dubbo Regional Airport.
3.5.03.01	Liaise with rail service providers to ensure rail service is maintained.	Discuss potential expansion and service contraction with local providers and stakeholders.	100%	Work being undertaken on commercial opportunities with rail operators, not passenger rail providers. Country rail buses continue to have a daily service from Narromine and Trangie.
3.5.04.01	Survey community biennially to ensure that transport issues of our residents are adequately addressed.	Survey question as part of residential survey.	100%	Community Transport options maintained.
3.5.05.02	Maintain the Narromine Aerodrome facility to meet reasonable user expectations and CASA requirements within the allocated budget.	Complete Obstacle Limitation Surface (OLS) annually by 30 November.	100%	Inspections and maintenance carried out as per requirements.
3.5.05.03	Undertake inspections on operational areas.	Minimum 52 inspections per year.	100%	Inspections and maintenance carried out as per requirements.
3.5.05.04	Maintenance of glider grassed runways.	Slashing undertaken minimum 26 times per year.	100%	Inspections and maintenance carried out as per requirements.

PROTECTING & ENHANCING OUR ENVIRONMENT

Action Code	Action	Performance Measure	Action Progress	Comments
3.5.06.01	Ensure priority measures implemented from the PAMP.	Annual inspections of footpaths and cycleways prior to finalising works program. Annual works program identified by inspections and PAMP priorities, and adopted annually.	100%	Annual works program identified by inspections with improvements undertaken as budget allows.

Our road network is safe, well maintained and appropriately funded - SP No. 10.

Action Code	Action	Performance Measure	Action Progress	Comments
3.6.01.01.1	Review and implement Council's ten year roads Capital Works Program.	Works Program updated annually and adopted by 30 June.	100%	Capital works are programmed as per adopted budget and asset requirements. Inclement weather and COVID-19 restrictions affected delivery of capital works program.
3.6.01.01.2	Review and implement Council's ten year roads Capital Works Program.	Ten Year Capital Works Program updated annually and adopted by 30 June.	100%	Capital works are programmed as per adopted budget and asset requirements.
3.6.01.02	Continue to maintain roadside slashing when grass impedes visibility.	Undertake slashing program annually.	100%	Slashing completed to Rural Fire Service requirements.
3.6.01.03	Apply for hazard reduction funding through Rural Fire Fighting Fund.	Apply for funding prior to 31 March annually.	100%	Hazard Reduction Funding was applied for via the portal.
3.6.02.01	Convene Local Traffic Committee meetings.	Convene 6 meetings per year of the Local Traffic Committee.	100%	Local Traffic Committee meetings are held and attended by members as required.
3.6.03.01	Meet with State and Federal Members and the Roads Minister on rural road funding issues.	Quarterly meeting with State and Federal Members, and annually with Roads Minister.	100%	Quarterly meetings held with State and Federal Members. Significant funding submissions for local road improvements submitted.



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.



PROACTIVE LEADERSHIP

Council achieved 98% of the actions set out in the proactive leadership actions in the 2020/2021 delivery program.

Action	Number of actions completed	Total number of actions
98% of actions completed		
4.1	9	9
4.2	20	20
4.3	17	18
4.4	12	12

PROACTIVE LEADERSHIP

Provision of an accountable and transparent leadership - SP Nos. 30, 31, 32.

Action Code	Action	Performance Measure	Action Progress	Comments
4.1.01.01	Continue to gather feedback regarding community engagement strategies.	Annual review of community engagement strategy to Council by 30 November each year.	100%	Community Engagement Strategy was updated in 2018. A draft version of the new strategy now supported by Council for community consultation.
4.1.01.02	Promote the positive aspects of Narromine Shire Council. Provide important information to the community.	Provide updates to the community on Council activities through all means available within the communications strategy.	100%	An invitation was extended to the Local Government Grants Commission for a meeting. They had advised they would be conducting sessions in Narromine, however due to COVID-19 restrictions this has not yet occurred.
4.1.01.03	Prepare council columns and media releases for local media.	Weekly column provided to print media. A minimum of 12 media releases per annum.	100%	Weekly Council column undertaken and numerous media releases published throughout 2020-2021.
4.1.01.04	Information available on Council's website.	Website updated as required.	100%	Website updated as required. Functionality of the website was also improved during 2020/2021.
4.1.02.01	Councillors maintain strategic community focus.	Positive media around Council's strategic approach.	100%	Councillors work to satisfy the targets and initiatives in the Community Strategic Plan.
4.1.03.02	Provide an opportunity for the public to address Council on relevant issues through the Public Forum Policy at Council Meetings.	Advise the public of the availability of the public forum in the column and newsletter at least quarterly.	100%	Council will hold a public forum prior to each Ordinary Council Meeting for the purpose of hearing from members of the public on items of business to be considered at the meeting. The availability of public forums are published on Council's website and are a part of Council's Code of Meeting Practice.
4.1.03.03	Continue to facilitate S355 Advisory Committees.	Annual review of Section 355 Committee Charters and annual appointment of delegates (September).	100%	Delegates and representatives of Council are appointed to Council's section 355 Committees annually in September; with Committee Charters reviewed accordingly.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.1.04.01	Respond to requests for access to public information as per legislative requirements.	100% compliance with GIPA Act 2009. Annual review of Council's Information Guide.	100%	Council's Information Guide was reviewed in January 2021. Government Information Public Access Requests are processed in accordance with legislative provisions.
4.1.05.01	Present a positive image of Council to the community.	Provide weekly communications via various means per the communication strategy.	100%	Media releases on Council's projects openly linked to the priorities in the Community Strategic Plan.

Effective council organisational capability and capacity - SP No. 30.

Action Code	Action	Performance Measure	Action Progress	Comments
4.2.01.01	Encourage and reward innovative practices within Council's workforce.	One innovation introduced per directorate each year.	100%	Council has a reward and recognition program which rewards staff for innovative practices.
4.2.01.02	Foster a culture of continuous improvement.	Cultural change program progressively implemented across the organisation. Organisational values and behaviours developed and implemented.	100%	Cultural change program ongoing, incorporating employee awards that are based on recognising employees that espouse Council's values and behaviours.
4.2.02.01	Provide policies, programs and initiatives that support employee work/life balance.	Create, update and implement policies for a flexible workplace on an ongoing basis.	100%	Policies are reviewed and updated to ensure flexibility for staff to attend to work and family commitments. Working from home during the COVID-19 pandemic has shown the ability to adapt to an even more flexible workplace when needed.
4.2.02.02	Provide access to innovative leadership training programs.	Research and identify appropriate leadership training for Managers annually.	100%	Assessments and training plans completed for 2020/2021. Capability Framework implemented for 2020/2021.
4.2.02.03	Promote and maintain coaching and mentoring programs across the organisation to support leadership growth.	Programs used to assist staff with leadership growth.	100%	Succession planning framework in place which includes mentoring to support staff leadership growth.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.2.02.05	Implementation of Councillor Training and Professional Development Program.	95% attendance by Councillors at scheduled training events.	100%	Councillors are provided with information regarding available training opportunities in accordance with Council's Councillor Induction and Professional Development Policy. There were limited training opportunities during the year due to COVID-19 public health restrictions.
4.2.03.01	Integrated Planning and Reporting documents reflect best practice.	Positive feedback from Office of Local Government.	100%	Council's Integrated and Reporting documents have been developed in accordance with Office of Local Government's guidelines. The Long Term Financial Plan projects financial forecasts for Council for at least 10 years and is updated and endorsed annually as part of the development of the Operational Plan.
4.2.04.02	Customer services standards.	Annual satisfaction survey.	100%	Council's Customer Service Staff strive to provide an exceptional level of service. A Customer Service Survey was undertaken during March and April 2021 using feedback terminals. Council achieved a 95% positive score.
4.2.04.03	Customer Requests responded to within time frames agreed in Customer Service Policy.	100% compliance with Customer Service Policy.	100%	Customer Service Requests are monitored against Council's Customer Service Policy with weekly reports provided to management for information and/or action.
4.2.05.01	Promote future workforce development with options such as traineeships, apprenticeships and cadetships within each department.	Increase the number of apprenticeships over the next 4 years.	100%	All traineeship positions are currently filled.
4.2.05.02	Develop and implement initiatives to support / promote workforce diversity.	Ensure the Disability Inclusion Action Plan is considered in all workforce activity.	100%	The Equal Employment Opportunity Management plan is in place and includes recruitment practices to support indigenous people and people with a disability.
4.2.05.04	Update HR policies and procedures to ensure they are competitive in the market to support the recruitment and retention of a quality workforce.	Policies updated every four years.	100%	Policies are updated as required.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.2.06.01	Councillors to act positively at all times in the public eye.	No negative feedback received.	100%	No instances of negative impact reported.
4.2.07.01	Continue to implement and improve the employee performance assessment system.	All Departments' performance assessments completed by 1 September annually.	100%	Review of the system completed and LGNSW Capability Framework competencies implemented for 2021/2022. Training has occurred for supervisors on SMART goals. Employee performance assessments undertaken.
4.2.07.02	Review and implement the Work Health Safety Management System.	WHS Management System in place and functioning by December 2018 and on an ongoing basis.	100%	Internal audits conducted on WHS Management Systems annually. Statecover desktop audit completed annually. WH&S policies reviewed as they become due.
4.2.07.03	Promote and support continuous improvement activities across council.	Review and document one area of Council operations each year per directorate.	100%	Council promotes continuous improvement through employee recognition.
4.2.07.05	Establish an Internal Audit and Risk Management Committee in accordance with the OLG's proposed new legislation and based on a resource sharing model.	Committee to meet six monthly and provide report to Council.	100%	Internal Audit Committee Meetings were held on 6 July 2020, 9 November 2020 and 8 March 2021. Audit Reviews considered at the meetings included Community Engagement and Infrastructure Management. Reviews for 2020/2021 to be considered at the July 2021 meeting include Workforce Planning, Recruitment and Retention; and Community Safety.
4.2.07.06	Maintain a database of legislative compliance obligations.	Distributed monthly to MANEX for 100% compliance with statutory obligations.	100%	Council's Legislative Compliance Framework has been strengthened to include the Legislative Compliance Policy, Legislative Compliance Register and the Legislative Compliance Checklist.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.2.08.01	Prepare Agenda, Business Papers and Minutes of Council Meetings.	Agenda and Business Papers to be distributed to Councillors 5 days prior to meeting. Minutes to be distributed to Councillors 7 days after meeting.	100%	Meeting notices, agenda, business papers and minutes are prepared and distributed in accordance with Council's Code of Meeting Practice. The business papers, minutes and recordings of the meetings are published on Council's website.
4.2.08.04	Manage Council's Records System.	No breaches of State Records Act.	100%	Council manages its record keeping in accordance with the State Records Act and budget provisions.

A financially sound council that is responsible and sustainable - SP No. 30.

Action Code	Action	Performance Measure	Action Progress	Comments
4.3.01.01	Implementation of the Delivery Program and Operational Plan including Budget and Asset Management Plan on an annual basis.	Plans and Budget documentation endorsed by Council by 30 June each year.	100%	Council's Operational Plan and annual budget for 2021/2022, together with the Asset Management Plans were approved by Council at its Ordinary Meeting held on 16 June 2021.
4.3.01.02	Continue to prepare financially sustainable budgets for consideration by Council.	Council prepares annual balanced budget for adoption by Council.	100%	Council's 2021/2022 Operational Plan and detailed annual Budget were endorsed by Council at its Ordinary Meeting held 16 June 2021.
4.3.01.03	Continue to develop revenue strategies that are equitable and contribute to a financially sustainable future.	Sustainable Statement of Revenue Policy endorsed by Council by 30 June each year.	100%	Council's 2021/2022 Operational Plan and Statement of Revenue Policy were endorsed by Council at its Ordinary Meeting held 16 June 2021. The Statement of Revenue Policy includes Council's proposed rates, fees and charges for the financial year.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.3.01.04	Levy and collect rates and charges in accordance with statutory requirements and Council policies.	No known breaches of policy.	100%	Council's rates, levies and charges were raised in accordance with statutory requirements of the Local Government Act 1993. Collections were managed in accordance with Council's Debt Recovery Policy and Hardship Policy. Council also adopted a short term COVID-19 Rates Financial Assistance Policy to provide financial relief to those residents who experienced difficulty in paying rates as a result of the economic impacts from the Pandemic and Public Health Orders.
4.3.01.05	Provide monthly cash balances and detailed quarterly financial reports to Council.	Reports prepared and accepted by Councillors and management.	100%	Monthly investment reports were presented to Council for consideration throughout the year. Quarterly Budget Review Statements were also prepared and presented to Council in accordance with statutory requirements.
4.3.01.06	Prepare Council's Annual Financial Accounts in accordance with relevant Acts and Regulations.	Unmodified audit report issued by 31 October each year.	100%	Council's 2019/2020 Financial Statements were completed and submitted to the Office of Local Government on 29 October 2020.
4.3.01.07	Ensure Council has adequate cash flow to meet their needs.	Maintain level of outstanding rates and charges at below 10% at year end.	100%	Regular cashflows were prepared to ensure liquidity. Outstanding rates for 2020/2021 was 9.97%.
4.3.01.08	Ensure Council's ongoing financial viability.	Maintain a debt service ratio below 10%.	100%	Operating profit and debt levels were maintained during the year to ensure a high level of debt serviceability.
4.3.01.09	Ensure accounting data is recorded accurately and returns are filed in accordance with legislative requirements.	Positive audit findings. Reduction in issues raised in management letter of medium consequence or higher.	100%	All financial data was recorded accurately with returns submitted as required. Council received positive audit findings with only one issue raised of medium consequence in the Interim Management Letter as at 30 June 2021.
4.3.02.01	Ensure Council's Operational Plan is well publicised with ample opportunity for community input.	Operational Plan on public exhibition for a period of 28 days. Comment invited on a variety of media platforms.	100%	Council's 2021/2022 Operational Plan was placed on public exhibition for a minimum of 28 days and subsequently approved by Council at its Ordinary Meeting held 16 June 2021.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.3.03.01	Maximise opportunities for utilising grants to supplement and support identified Council priorities and projects.	At least two successful grants received each year for projects within Council priority areas.	100%	Successful funding received in the period includes: Fixing Local Roads Round 2 – \$638,400; Safer Roads – \$130,000; Local Roads and Local Community Infrastructure Program – \$909,690 and Resources for Regions Round 7 – \$1.7 M equating to a total of \$3,378,090.
4.3.03.02	Identify projects suitable for grant applications.	At least five identified projects per year in the operational plan, subject to grant funds.	100%	Funding identified in the 2020-2021 year includes Resources for Regions Funding and Stronger Country Community Funding. Council continues to liaise with Government agencies and other sources for opportunities.
4.3.04.03	Review Asset Management Plans annually.	Asset Management Plans updated annually by 30 June.	100%	Asset Management Plans were reviewed and adopted by Council at its Ordinary Meeting held in June.
4.3.04.04	Update Long Term Financial Plans annually.	100% Long Term Financial Plans updated and adopted by 30 June annually.	100%	Asset Management Plans reviewed and endorsed by Council, including the Long Term Financial Plans.
4.3.04.05	Undertake monthly inspections of Regional Roads.	12 inspections of each Regional Road per year.	100%	All monthly inspections of regional roads have been finalised and undertaken as required.
4.3.04.06	Undertake annual inspections of Local Roads.	100% Local Roads inspected minimum of once per year.	100%	All monthly inspections of local roads have been finalised and undertaken as required.
4.3.04.07	Develop and implement plant and fleet strategy.	Strategy developed by 30 June 2018 and implemented thereafter.	65%	10 Year Plan complete, Plant and Fleet Manual Progressing.
4.3.05.01	Maintain sustainability ratios as per fit for the future improvement proposal.	Sustainability ratios calculated and reported to Council six monthly.	100%	Council's sustainability ratios are calculated at each year end. Council's Fit for the Future Improvement Plan is no longer required to be resubmitted as Council was deemed Fit for the Future by Minister Upon on 27 November 2017.

PROACTIVE LEADERSHIP

Sound partnerships are encouraged and fostered - SP No. 32.

Action Code	Action	Performance Measure	Action Progress	Comments
4.4.01.01	Active membership and representation on government, regional and other bodies.	Maintain membership of relevant government, regional and area bodies.	100%	Member of the Orana Joint Organisation, resigned April 2021. Member of Country Mayors Association.
4.4.01.02	Prepare submissions as required.	One submission prepared per year.	100%	Submissions are prepared as required. Recent input to new Regional Plan being developed by the Department of Planning.
4.4.01.03	Continue to participate in shared opportunities through OROC.	Utilise internal audit and procurement shared services. Utilise panel tenders for fuels, reseals and bitumen emulsion. Participate in user groups for finance, HR, payroll, risk management and WHS.	100%	Council utilises Regional procurement to procure goods and services. Active participation in HR and payroll user groups and forums.
4.4.02.01	Represent the community's interests and lobbying topics of significant impact to the Shire.	One submission per quarter.	100%	Submissions prepared to the Regional Infrastructure coordination unit, Local and Federal Members.
4.4.02.02	Prepare submissions and lobby for community interests as required, e.g. funding for rural roads, infrastructure and services.	One submission per quarter.	100%	Submissions prepared as required.
4.4.02.03	Advocate to other tiers of government for a better allocation of funding to support the delivery of services for which other levels of government have primary responsibility.	Meet with State and Regional Local Members, six monthly.	100%	Quarterly meetings held with State and Federal Members.
4.4.03.01	Nurture relationship with key external organisations and individuals.	90% attendance at OROC and GMAC meetings.	100%	100% attendance at Orana Joint Organisation meetings and JOLT (Joint Organisation Leadership Team) for the Orana and Far West JO's.

PROACTIVE LEADERSHIP

Action Code	Action	Performance Measure	Action Progress	Comments
4.4.03.02	Maintain partnerships with like-minded councils and other organisations to create stronger and more effective lobby groups.	Maintain active membership and representation on LMWUA, Local Government Procurement, Water Directorate, NetWaste, IPWEA.	100%	Active Memberships maintained.
4.4.04.01	Build stronger relationships with State and Federal members, NSW Police, Interagency Group, Regional Development Australia.	Meet quarterly with State and Federal Members, NSW Police and Regional Development Australia. Attend monthly Interagency Group meeting.	100%	Quarterly meetings with State and Federal Members held, NSW Police and Regional Development Australia. Council representatives attend monthly interagency meetings.
4.4.04.03	Work with community groups and services to deliver actions in the Social Plan.	Implement actions in Social Plan.	100%	Council's Social plan was completed in 2019. Working to deliver outcomes through Economic Development Group Committees.
4.4.05.01	Work collaboratively with community groups through greater representation at the Interagency Group.	Increase the representation of community groups within the Interagency Group by 30 June 2018.	100%	Council continues to work with all departments involved with the Interagency group.
4.4.05.02	Work collaboratively with the community through greater representation at the Trangie Action Group.	90% attendance by Councillor Representative.	100%	Councillor representation on Trangie Action Group. Good communication with Trangie Action Group Executive.



MAJOR CAPITAL WORKS UNDERTAKEN

- Apex Park Upgrades – Construction of new netball courts, upgrade of multi court, amenities building and paths
- Cale Oval Community Sporting Precinct – Building design and boundary fencing upgrade
- Dedicated Dog area at Rotary Park
- Oval lighting at Burns Oval, Trangie
- Trangie Playground plus Pathways – Trangie Sporting Precinct
- Development Servicing Plan for Water Supply and Sewerage
- Narromine Aerodrome Business Park Development
- Narromine Skypark Residential Development – Stages 5-7
- HubnSpoke Coworking Space – 37 Burraway Street
- Facilities Maintenance Grants – Drought Communities Programme Extension
- Park & Precinct Beautification Trangie and Tomingley
- Narromine Wetlands Extension – Carpark and Pond
- Narromine Temporary Bore Water Treatment Facility
- Trangie Showground Irrigation Upgrade
- Narromine, Trangie and Tomingley Streetscape Beautification.

MAJOR CAPITAL WORKS COMMENCED

- Upgrade Dundas Park Playground
- Trangie Showground Visitor Area Refurbishment
- Safe and Secure Water Program - Tomingley Water Supply Augmentation
- Narromine Shire Council Integrated Water Cycle Management Strategy
- Safe Secure DWS 026 Drought Stimulus Narromine Water Security Project
- Dappo Road Development
- Wetlands Extension – construction of walkways and foot bridges, along with the excavation of further ponds.



2020 / 2021 GRANTS

SUCCESSFUL

- Growing Local Economies - Infrastructure Grant – \$9M
- Resources for Regions – \$1.67M
- Regional Connectivity Program, Narromine Shire Council and Field Solutions Group – \$1.6M
- Showground Stimulus Funding for Trangie Showground upgrading infrastructure – \$100,276
- Local Roads Community Infrastructure Fund \$777,770 – Cale Oval off road car park and landscaping and Gainsborough Road
- Stronger Country Communities Allocation – \$750,000
- 2020-21 Fixing Country Roads – \$638,400
- 2021 Road Safety Funding – \$150,000
- Showground Stimulus Funding for Narromine Showground – \$57,000
- Crown Reserves Improvement Fund Trangie Showground – \$18,524

UNSUCCESSFUL

- Building Better Regional Fund - Infrastructure Grant
- Crown Reserves Improvement Fund
- Category 3 Infrastructure Club Grant

PENDING

- Resources for Regions R8 allocation
- Fixing Local Roads Round 2
- Floodplain Management Grant – Stage 3 Feasibility Study

EVENTS

Shop Local 2020

November / December 2020

As part of Council's Community Strategic Plan to encourage people to visit and shop locally in the Narromine Region, Council has supported the Narromine Region's Shop Local marketing campaign. Given the success it is anticipated that Council will continue its support in 2021.

Australia Day

26 January 2021

Isabella Bain, a Dragon Boat gold medalist, co founder of Ambient & Co, was the 2021 Australia Day Ambassador for Narromine Shire Council. Isabella who is an associate design director with IBM has developed a system that uses de-identified COVID-19 patient data to help clinicians identify better patient outcomes.

Isabella co-founded design start-up Ambient & Co, which creates interactive outdoor light sculptures for festivals such as VIVID Sydney and I-Light Marina Bay in Singapore. Her work '1,000 Cranes' won second-best installation for VIVID 2018 behind the Opera House.

Representing Australia, Isabella has won five world champion gold medals across two international campaigns for dragon boating.

One of Sydney University's 2018 International Women's Day 'Women to Watch', Isabella is using her talents to create a better world.

- Citizen of the Year: Carolyn Egan (Narromine), Cathy Gillespie and Ian Hilder (Trangie)
- Senior Citizen of the Year: Lyn McAnally (Trangie)
- Junior Sports Person of the Year: Elosia Purtell (Narromine), Paddy Burns (Trangie)
- Senior Sports Person of the Year: Christine Cooper (Narromine), Madeleine Bretag (Trangie)
- Children's Champion Award: Zalia Terry (Trangie)
- A SPECIAL Award of Loyalty for over 30 years of service to the Narromine Australia Day Committee to Jeanette Nash and Gwen Cook.

In 2020/2021, Council welcomed seven people into the community with the following community members taking the pledge to become citizens;

- Omid Kazem
- Sanith Kiyyalath
- Aryan Sanith Kiyyalath
- Vicky Abarro Daems
- Anitkumar Manharbhai Patel
- Karunaben Anitkumar Patel
- Aarna Patel

New Residents Welcome Evening

February 2021

Council welcomed new residents to the popular Narromine Welcome Evening held on Thursday, 11 February 2021 at the Narromine Aero Club. Council has been hosting the event for over five years and the event provides an informal gathering to extend a warm welcome to new residents, with information available to assist residents settling into the community and an opportunity to meet people.

Seniors Week

April 2021

Council hosted a 'Seniors Day Out' morning tea at Narromine United Services Memorial Club for senior residents of Narromine Shire. Ballroom dancing, live music and a sing-a-long were enjoyed by everyone that attended the celebration.

Youth Week

April 2021

A full range of events for 2021 Youth Week commenced on 1 April 2021 with a family fun day, movies, cricket, soccer and AFL clinics, BBQ and cultural days as well as library activities in both Narromine and Trangie. Communities for Children co-ordinated and helped support the fun and diverse events held over the week.



EVENTS

Ride for Country Kids

May 2021

77 riders pedalled 450km from Dubbo to Cobar and raised over \$530,000 to assist the Royal Far West fund paediatric development for country children. Council hosted the peloton on the first leg of the ride with lunch and a crit race around the picturesque streets of Narromine. Each year the Ride for Country Kids raises funds to provide vital development and health services to children in regional Australia.

National Sorry Day

26 May 2021

Held in Tom Perry Park, Council and Narromine Local Aboriginal Lands Council commemorated National Sorry Day on 26 May 2021.

The afternoon was attended by a large gathering where indigenous dancers performed and Auntie Yvonne Hill addressed the group regarding stories of the Stolen Generation.



Volunteer Week

June 2021

In the spirit of National Volunteer Week, Council hosted a morning tea to honour the volunteers that support numerous organisations throughout the Shire including: Meals On Wheels, Grey Mares, 25 Club, Red Cross, CWA, Narromine Aviation Museum, Lions and Rotary Clubs of Narromine.

Due to COVID-19 public health restrictions the following events/celebrations were postponed or cancelled

- Apology Day
- Naidoc Week
- Seniors Week





ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT

CSP Objective 2.1

Economic Development continues to be a strong focus of Council featuring strongly in the Community Strategic Plan. Council's Economic Development Committee continues to provide advice and guidance about development initiative and future direction. While COVID-19 restrictions have made meeting difficult, the Committee has expanded to include providing direction for the, now completed, Social Plan.

In 2020/2021 Council completed works to both the next stage of Skypark and also the Aerodrome Industrial Estate. Interest in the development of the Aerodrome has increased and a further portion of the Aerodrome is now being considered for development.

INLAND RAIL CONSULTATION

CSP Objective 4.4

Inland Rail consultation continues with the recent confirmation of the alignment and construction contractor. This stage of the development from Narromine to Narrabri will see 307km of new construction. It is expected that these works will provide several hundred million dollars of economic activity for the local economy.

GRANT FUNDING

CSP Objective 4.3

Grants continue to be a focus for the Economic Development team with recent success including Growing Local Economy funding, Resources for Regions and the Stronger Country Community Fund.

FINANCIAL SNAPSHOT

Financial Performance

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

Income Statement	2021 (\$'000)	2020 (\$'000)
Total income from continuing operations	32,553	24,616
Total expenses from continuing operations	22,293	20,199
Operating result from continuing operations	10,260	4,417
Net operating result for the year	10,260	4,417
Net operating result before grants and contributions provided for capital purposes	1,135	435
Statement of Financial Position		
Total current assets	30,975	28,229
Total non-current assets	320,071	313,544
Total current liabilities	(6,879)	(6,584)
Total non-current liabilities	(4,216)	(6,749)
Total equity	339,951	328,440
Other Financial Information		
Operating performance ratio %	10.39%	6.15%
Own source operating revenue ratio %	46.91%	51.97%
Unrestricted current ratio	3.22x	2.86x
Debt service cover ratio	8.16x	11.46x
Rates and annual charges outstanding ratio %	7.94%	8.72%
Cash expense cover ratio	3.71 months	8.23 months

Cash Position

Council has cash, cash equivalents and investment holdings of \$26.3m as at 30 June 2021. A summary of our cash flow for year ended 30 June 2021 is shown below:

	2021	2020
Cash flows from operating activities	15,220	14,908
Cash flows from investing activities	(16,352)	(11,836)
Cash flows from financing activities	(995)	2,521
Net change in cash held	(2,127)	5,593
Cash at beginning of financial year	7,252	1,659
Cash at end of financial year	5,125	7,252
Plus investment on hand – end of year	21,189	17,681
Total cash, cash equivalents and investments	26,314	24,933

FINANCIAL SNAPSHOT

Income Statement

Council's operating result (\$10.3 million including the effect of depreciation expense of \$6.3 million) is \$5.9 million higher than the 2019-20 result. This was primarily attributable to an increase in grant fundings relating to capital works and the Local Roads & Community Infrastructure Program.

The net operating result before capital grants and contributions of \$1.0 million was \$0.6 million higher than the 2019-20 result.

Rates and annual charges revenue (\$9.4 million) increased by \$0.4 million (4.4 per cent) in 2020-21 due to the rate peg of 2.6 per cent, a new residential subdivision and an increase in sewerage services from the prior year.

Grants and contributions revenue (\$17.1 million) increased by \$2.3 million (20.1 per cent) in 2020-21 due to capital grant as noted above.

	2021 (\$M)	2020 (\$M)
Rates and annual charges revenue	9.4	9.0
Grants and contributions revenue	17.1	11.8
Operating result for the year	10.3	4.4
Net operating result before capital amounts	1.0	0.4

Statement of Cash Flows

The Statement of Cash Flows illustrates the flow of cash and cash equivalents moving in and out of Council during the year and reveals that cash and cash equivalents from \$24.9 million at 30 June 2020 to \$26.4 million at 30 June 2021.

Financial Position

External restrictions primarily include funds for water supply and sewerage services, specific purpose unexpended grants and domestic waste management. The increase in the current year is attributable to the water and sewer restrictions.

Internal restrictions are due to Council policy or decisions for forward plans including the capital works program.

Cash and Investments	2021 (\$M)	2020 (\$M)
External restrictions	14.0	11.6
Internal restrictions	9.6	8.6
Unrestricted	2.7	4.8
Cash and investments	26.3	24.9

FINANCIAL SNAPSHOT

Performance Ratios

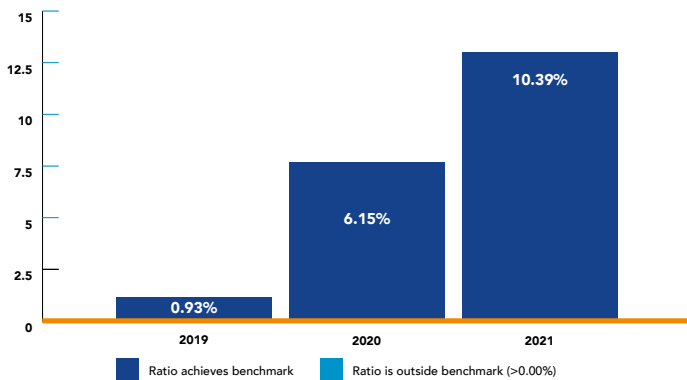
Note 26(c). Statement of performance measures - consolidated results (graphs).

Operating Performance Ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Council operating performance ratio increased over the last 3 years and is above the OLG benchmark.

2020/2021 ratio: 10.39%

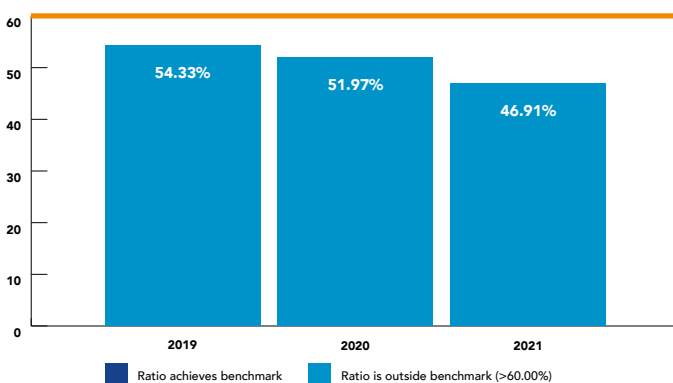


Own Source Operating Revenue Ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

As a rural council with limited revenue generating opportunities, Council has generated 47% of total revenue. OLG has set a benchmark of 60%.

2020/2021 ratio: 46.91%

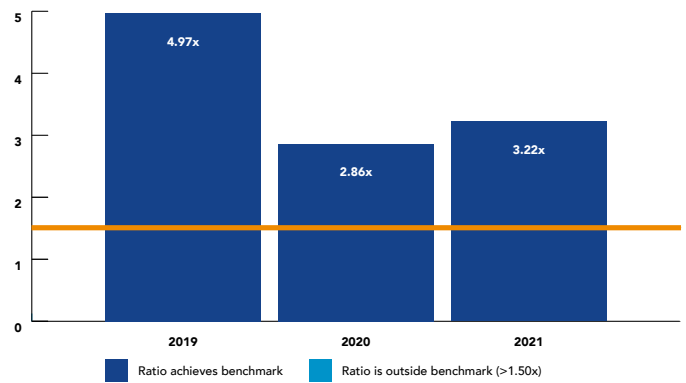


Unrestricted Current Ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

OLG benchmark of 1.5 times. Council is well above the benchmark of 1.5 times.

2020/2021 ratio: 3.22x

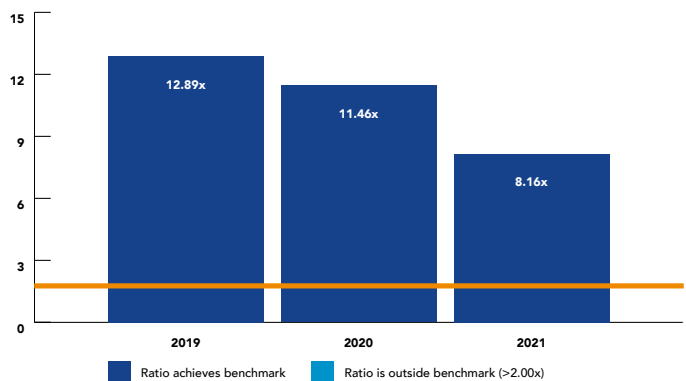


Debt Service Cover Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

OLG benchmark is 2.0 times.

2020/2021 ratio: 8.16x



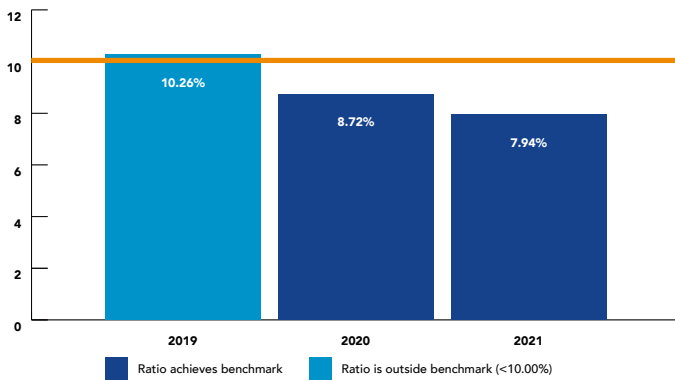
FINANCIAL SNAPSHOT

Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

OLG benchmark of 10%. Council result is 7.94%, lower than the benchmark and a slight improvement compared to prior year of 8.72%.

2020/2021 ratio: 7.94%

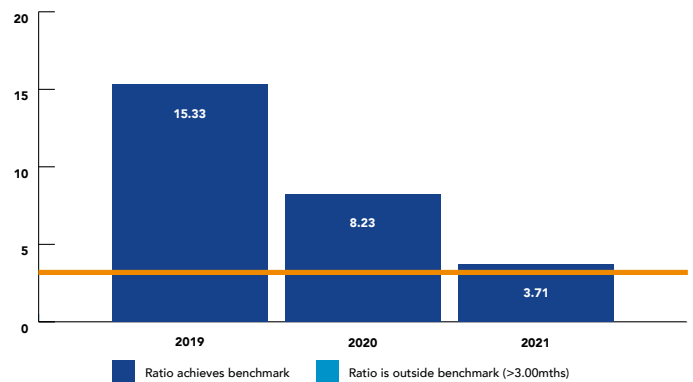


Cash Expense Cover Ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Council is above OLG's benchmark for rural councils of 3.0 times. Council's ratio has reduced from previous years due to placing less funds in term deposits.

2020/2021 ratio: 3.71 mths



OUR STATUTORY REPORT

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

AUDITED FINANCIAL REPORTS

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

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

STATE OF ENVIRONMENT REPORT

Act s 428(3)

Refer to Annexure Two (State of Environment Report).

RATES AND CHARGES WRITTEN OFF

Cl 132 Local Government (General) Regulation 2005 (Reg)

\$4,882

OVERSEAS VISITS

Reg cl 217 (1)(a) Details of Overseas visits

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

COUNCILLOR EXPENSES AND PROVISION OF FACILITIES

Reg cl 217(1)(a1) (i), (ii), (iii), (iv), (v), (vi), (vii), (viii) Total cost during the year of the payment of expenses of, and the provision of facilities to Councillors in relation to their civic functions.

Expense	2021
Mayoral Allowance	\$24,318
Councillor Fees	\$99,457
Provision of dedicated office equipment allocated to Councillors	-
Telephone calls made by Councillors	\$2,124
Attendance of Councillors at conferences and seminars	\$2,886
Training of Councillors and provision of skill development, including transport, accommodation and out-of-pocket expenses	-
Expenses of any spouse, partner or other person who accompanied a Councillor, in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines	-
Expenses involved in the provision of care for a child or an immediate family member of a Councillor	-
Interstate visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	\$684
Overseas visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	-
Other Councillor expenses (catering, stationery etc.)	\$46,209
Total	\$175,678

OUR STATUTORY REPORT

CONTRACTS AWARDED

Reg cl 217(1)(a2) (i), (ii) Details of each contract awarded for amounts greater than \$150,000

Name of Contractor	Nature of Goods/ Services Supplied	Total Amount Payable (incl GST)
Play by Design	Dundas Park Playground Upgrade	\$455,875.75
Creative Recreation Solutions	Swift Park Playground Design and Construct	\$373,782.19
Lifeguard Services Australia	Narromine Shire Aquatic Centres Management	\$747,997.80
Infinite Water Holdings	Tomingley Water Treatment Plant	\$162,800
Beau Corp Projects Pty Ltd	Narromine Aquatic Centre 50m Pool Reline Project	\$441,116

LEGAL PROCEEDINGS

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

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

PRIVATE WORKS

Reg cl 217(1)(a4) & Act s 67, 67(2)(b) Summary of resolutions made under section 67 concerning work carried out on private land

Nil

CONTRIBUTIONS

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

\$44,496

EXTERNAL BODIES

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

Nil

CONTROLLING INTERESTS

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

Nil

JOINT VENTURES

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

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

EQUAL EMPLOYMENT OPPORTUNITY

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

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

Activities included:

- 4 meetings in the 2020/2021 year
- The promotion of EEO, anti-discrimination/harassment in the monthly staff newsletter
- A procedure to ensure gender-based language is not used in position vacant recruitment and that at least 2/3 panel members have been trained
- Ensuring all opportunities to act in higher positions have been based on merit
- A review of the flexible work arrangement policies
- All staff interviewed on exit to ensure resignations are not due to EEO or harassment issues.

EMPLOYMENT OF SENIOR STAFF

Reg cl 217(1)(b)(i), (ii), (iii), (iv), (v) Statement of total remuneration comprised in the remuneration package of the General Manager

During the year, Council had two senior staff as defined by the Local Government Act comprising of a General Manager and one other senior staff.

Total Remuneration Package	
General Manager	\$265,930
Senior Staff	\$194,750



STATUTORY REPORT

STORMWATER MANAGEMENT SERVICES

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

Stormwater Management Services charged by Narromine Shire Council in 2020/2021 are as follows:

- + \$25.00 for all residential lots with an area below 1200m²
- + \$50.00 for all lots with an area greater than or Equal to 1200m² and below 5000m²
- + \$100.00 for lots with an area greater than or equal 5000m² and below 10,000m²
- + \$375.00 for lots with an area greater than 10,000m²

COASTAL PROTECTION SERVICES

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

Nil

ENVIRONMENTAL UPGRADE AGREEMENT

s54P(1) Particulars of any environmental upgrade agreement entered into by the Council

Nil

SPECIAL VARIATION EXPENDITURE

Special Rate Variation Guidelines (SRV Guidelines)*

7.1 Report on activities funded via a special rate variation of general income

Nil

CAPITAL EXPENDITURE

*OLG Capital Expenditure Guidelines**

Capital Expenditure Guidelines Report on capital works projects

Review Notification provided to the Office of Local Government for grant funded infrastructure at the Timbregongie Development.

COMPANION ANIMALS ACT AND REGULATION

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

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

During 2020/2021 Council spent a total of \$124,149.11 on companion animal management and activities.

Council subscribes to a free online "Responsible Dog Ownership" program which is promoted through Council's website and social media. This program encourages responsible ownership, care of companion animals as well as promoting de-sexing of companion animals within the Narromine Shire. Council has a strong working relationship with a pet rescue organisation to ensure that as many companion animals are re-homed as possible. The re-homing rate for 2020/2021 was 83%, with 12.5% being returned to their owners and only 4.5% being euthanized due to being unsuitable for re-homing and/or dangerous.

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

STATUTORY REPORT

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

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

Council's program for the proactive release of information involved providing as much information as possible on Council's website. During the reporting period Council received 44 formal access application details of which are as follows:

Table A - Number of Applications by type of applicant and outcome:

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private Sector business	0	0	0	1	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	22	0	0	0	0	0	0	0
Members of the public (other)	12	0	0	0	1	0	0	0

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm or deny whether information is held	Application withdrawn
Personal information applications	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	43	0	0	0	1	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0



STATUTORY REPORT

Table C – Invalid Applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently become valid applications	0

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

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

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

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



STATUTORY REPORT

Table F – Timeliness

	Number of applications
Decided within the statutory time frame (20 days plus any extensions)	44
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0

Table G – Number of applications reviewed under Part 5 of the Act

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

Table H – Applications for review under Part 5 of the Act

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

Table I – Applications transferred to other agencies

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

STATUTORY REPORT

PLANNING AGREEMENTS

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

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

PUBLIC INTEREST DISCLOSURES

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

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

CARERS (RECOGNITION) ACT

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

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

DISABILITY INCLUSION PLAN

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

Council continues to maintain a Disability Inclusion Action Plan with the purpose of enabling greater access to Council information, services and facilities. In 2020/21 there was a particular emphasis on planning to make Council's facilities more accessible and where possible to encourage private businesses to become more mobility friendly. There also continues to be a focus on footpath access ramps and increased seating in the business areas.

RECOVERY AND THREAT ABATEMENT PLANS

Fisheries Management Act 1994, s220ZT (2)

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

SWIMMING POOL INSPECTIONS

s22F (2) Details of Inspections of private swimming pools

Inspection Category	Number
Swimming pool inspections made by Council	15
Swimming pool inspections made by Council of tourist and visitor accommodation	0
Inspections of premises with 2 or more dwellings	8
Inspections resulting in the issuing of a certificate of compliance	10
Inspections resulting in the issuing of a certificate of non-compliance	5



CONTACT

Customer Service & Payments Centre

118 Dandaloo Street, Narromine

Open from 8.30 am to 5.00 pm Monday to Friday
Telephone 02 6889 9999

(for payments and general enquiries)

Council Chambers

124 Dandaloo Street, Narromine

Open from 8.30 am to 5.00 pm Monday to Friday
Telephone 02 6889 9999 (for general enquiries)

Correspondence

All correspondence should be addressed to the
General Manager and sent to:

Narromine Shire Council
PO Box 115, Narromine, NSW, 2821

Email: mail@narromine.nsw.gov.au

Fax: 02 6889 9998

Website: www.narromine.nsw.gov.au

Council's Contact Directory

Administration	6889 9999
Animal Control	6889 9999
Narromine Public Library	6889 1088
Trangie Public Library	6888 7501
Narromine Swimming Pool	6889 1448
Trangie Swimming Pool	6888 7536
Narromine Sports Centre	6889 1180
Narromine Waste Depot	6889 9957
Tourist Information	6889 9980
SES (Floods and Storms)	132 500
After Hours	6889 9999