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**NARROMINE SHIRE COUNCIL**  
**ORDINARY MEETING BUSINESS PAPER – 17 JULY 2024**  
**REPORTS TO COUNCIL – GENERAL MANAGER**

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**1. DELIVERY PROGRAM PROGRESS REPORT**

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

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**Executive Summary**

This report provides Council with information on the progress of Council's Delivery Program actions from 1 January 2024 to 30 June 2024. Council has achieved 98.4% of its goals of its goals for the 2023/2024 financial year.

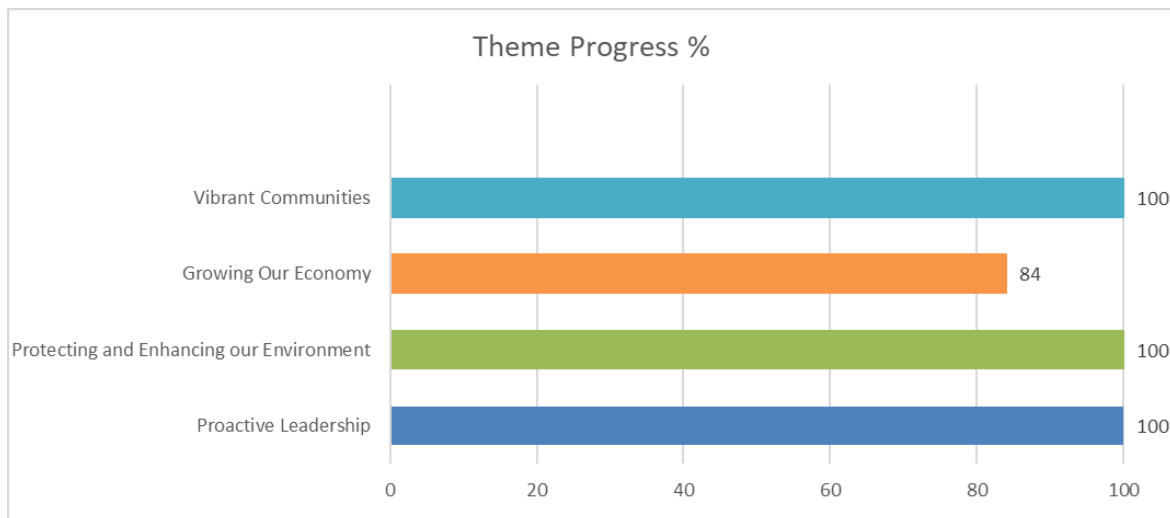
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**Report**

The General Manager must ensure that progress reports are provided to Council, with respect to the principal activities in the Delivery Program at least every six months. Council's six-monthly Delivery Program Progress Report from 1 July 2023 to 30 December 2023 was provided to Council at its Ordinary Council Meeting held on 14 February 2024.

This report presents the progress on Council's achievements in implementing the Delivery Program and the 2023/2024 Operation Plan to 30 June 2024 (**see Attachment No. 1**). Each item in the Delivery Program is referenced to one of the priorities in the Community Strategic Plan – Vibrant Communities; Growing our Economy; Protecting and Enhancing our Environment; Proactive Leadership.

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



## **1. DELIVERY PROGRAM PROGRESS REPORT (Cont'd)**

Notable achievements for the 2023/2024 financial year include: -

- Trangie Truck Wash Upgrade
- Narromine Wetlands Extension Project finalisation – completion of car park, walking path upgrades, and planting of over 300 saplings
- Integrated Water Cycle Management Strategy – Options Studies Report
- Trangie Sporting Precinct Car Park
- Significant fleet replacement – Loader for Narromine Waste Depot
- Turf installation at Cale Oval and extension of disabled access around the perimeter of the grandstand
- Intersection of Gainsborough/Tullamore Road upgrade
- Tullamore Road upgrade, Farrendale Road upgrade
- Endorsement of the revised Pedestrian Access Management Plan for public exhibition
- Endorsement of the Roads Management Strategy
- Narromine Sporting Complex air conditioning upgrade, roof repairs, and upgrades to the security system
- Road reseals – Willydah Road, Tomingley Road
- Kerb and gutter installation – A'Beckett Street, Fourth Avenue
- Water main installation, Harris Street Trangie
- Nymagee Street Footpath and Parking Upgrade
- Upgrade Fibreglass Membrane Trangie Pool

Significant projects underway include:-

- Northern Zone Water Booster Project
- Belgrove Street Subdivision Works – Trangie
- Narromine Northern Drainage Project
- Light vehicle parking area upgrade Burraway Street, Narromine
- Enmore Road upgrade

### ***Financial Implications***

Operational Plan and Budget 2023/2024.

### ***Legal and Regulatory Compliance***

Local Government Act 1993 – Section 404(5)

### ***Risk Management Issues***

Compliance with legislative requirements.

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

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## **1. DELIVERY PROGRAM PROGRESS REPORT (Cont'd)**

### ***Internal/External Consultation***

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

### Attachments

- Delivery program Progress Report – 1 July 2023 to 30 June 2024.

## **RECOMMENDATION**

That progress towards achieving the actions within the Delivery Program for the period 1 July 2023 to 30 June 2024 be noted.

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## **2. MENACING DOG ORDERS**

Author	Manager Health Building and Environmental Services
Responsible Officer	Director Governance
Link to Strategic Plans	CSP 1.1.2 Retain and enhance strategies for safety in public places CSP – 4.3.1 Operate and manage Council in a financially sustainable manner that meets all statutory and regulatory compliance and Council policies

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### **Executive Summary**

This report provides Council with information to consider removal of a menacing dog order.

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### **Report**

On the 21<sup>st</sup> December 2023 three (3) Boxer Cross Dogs, Sonny Microchip Number 991003002067830, Bulldog Microchip Number 991003002067829 and Whinny Microchip Number 95600001264659 escaped their owners' residence (a rural property) in Narromine when a postal worker allegedly opened the gate to deliver mail.

The animals then ventured onto the adjoining property where they chased and harassed sheep resulting in injury and death of the livestock.

Council's Relief Ranger attended the property that afternoon and impounded the animals taking them to the Narromine Animal Shelter.

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## **2. MENACING DOG ORDERS (Cont'd)**

As the dogs had been impounded during the Council Christmas Shutdown period the animals were not released to their owners until Council's Offices re-opened on 3<sup>rd</sup> January 2024.

On a statement from the owner of the sheep, Council issued the following documentation: -

**8<sup>th</sup> January 2024** - Notice of Intent to declare the three Boxer Crosses Sonny Microchip Number 991003002067830, Bulldog Microchip Number 991003002067829 and Whinny Microchip Number 95600001264659 as Menacing Dogs under the Companion Animal Act 1998.

**30<sup>th</sup> January 2024** - following no receipt of an appeal from the owners of the dogs Council declared the 3 dogs menacing under the Companion Animal Act 1998.

Following the declaration of the dogs as menacing, the owner then approached Council to explain that due to them being away during the month of January they had not received any correspondence and would have objected if they had been aware of the correspondence.

During this time, the owners, through the help of a rehoming agency, rehomed one of the dogs Sonny Microchip Number 991003002067830 to a new owner interstate. However, as the dog had been declared menacing this was in breach of the Companion Animals Act 1993 and the new owner of the dog is unable to transfer Sonny into their name as the dog is still declared Menacing in the NSW Companion Animals Register.

A solicitor acting on behalf on the rehoming agency and original owner of the 3 Boxer Crosses made contact with Council to request that the Menacing Dog declarations be lifted as the Owner of the Animals at the time of the attack would have appealed should they have been aware of the Notice of Intent being served.

Under advice from the NSW Office of Local Government, the Governing Body of Council can lift the Order should Council be satisfied the dogs pose no further risk.

Council subsequently requested Behaviour Assessments Reports be provided for the animals which have been prepared by:

K-9IQ Dog Training and Adult Education for Sonny Microchip Number 991003002067830 stating the dog shows no signs of aggression and the dog most likely was engaged in play with the sheep

and

Homeward Bound Veterinary Services for Whinny Microchip Number 95600001264659 and Bulldog Microchip Number 991003002067829 stating the animals show no signs of behavioral concern and that if the owner was present the situation could have easily been controlled.

## **2. MENACING DOG ORDERS (Cont'd)**

A letter of support for the Menacing Dog Orders to be lifted has been supplied by the owner of the sheep injured and killed stating he believes the dogs not to be aggressive and they were merely playing with the livestock with the injuries being caused from the sheep running into the fence.

Whilst the owner of a dog declared menacing can appeal after a 12-month period, the owners have requested it be brought forward to address the transfer of ownership issue.

Council has had no further dealings with the 3 Boxer Crosses since December 2023 and the dogs have been cleared of demonstrating aggressive behavior from qualified dog behavioral professionals.

It is therefore recommended that the application for the removal of the Menacing Dog Orders be supported.

### ***Financial Considerations***

The owners have paid all penalty infringement notices.

### ***Legal and Regulatory Compliance***

Local Government Act 1993  
NSW Companion Animals Register

### ***Risk Management Issues***

Compliance with legislative provisions

### ***Internal/External Consultation***

Office of Local Government  
Rehoming organisation representation

### **Attachments**

- Nil

## **RECOMMENDATION**

That the menacing dog orders for Sonny Microchip Number 991003002067830, Bulldog Microchip Number 991003002067829 and Whinny Microchip Number 95600001264659 be removed/revoked.

Jane Redden  
**General Manager**



## Delivery Program Progress Report

1 July 2023 – 30 June 2024

## Narromine Shire Vision

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

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

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

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

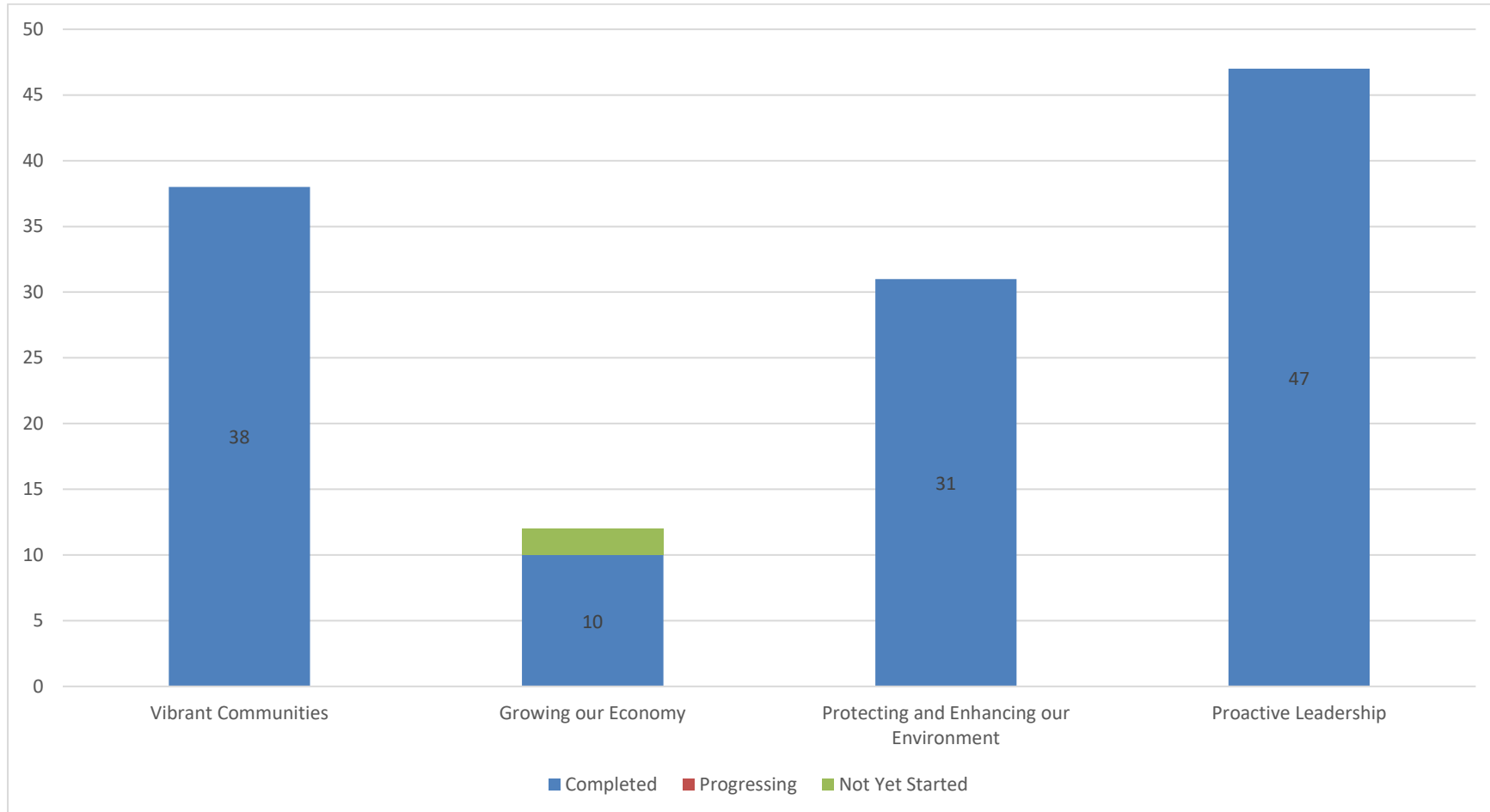
## Delivery Program

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

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

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

Below is the summary of Council's overall performance for the period 1 July 2023 – 30 June 2024.





# Vibrant Communities

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

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

Action Code	Action	Performance Measure	Action Progress	Comments
1.1.01.01	Liaise with Police and other community groups.	Liaise every six months with police, advocating for crime minimisation	100%	Regular meetings are held with NSW Police representatives on local issues and contact is made with Police as required.
1.1.01.3	Undertake activities in the Crime Minimisation Strategy	Activities completed in accordance with Action Plan	100%	Additions to CCTV undertaken in 2023.
1.1.02.01	Coordinate annual inspection of Council streetlights to ensure adequate operation.	Audit conducted annually	100%	Council completed an audit of Narromine in September 2023. Essential Energy also conduct inspections in accordance with the Council Streetlight Maintenance Program and provide Council with quarterly reporting outlining repairs, patrols and other statistics.

Action Code	Action	Performance Measure	Action Progress	Comments
1.1.02.02	Reduce risk of nuisance and harm from companion animals	Continue to provide ranger services in accordance with legislative provisions	100%	Council's Animal shelter is operational and ranger services are actively provided.
1.1.03.01	Publicise a brochure on the facilities available in the Shire.	Review and update services/facilities brochure	100%	Council continues to supply the Visitors Information Centre and travel routes with visitor brochures.
1.1.03.02	Promote recreational opportunities for all ages through website, social media and other available networks.	Update information monthly	100%	Upcoming programs and activities at the Narromine Sports and Fitness Centre along with Active School Holiday Programs continue to be promoted online, via emails and through social media regularly.
1.1.03.03	Participate in interagency meetings and provide Council assistance where appropriate	75% attendance	100%	Council continues to attend meetings and participate with other agency partners to deliver and promote these opportunities.
1.1.04.01	Upgrade recreational services booking system and streamline allocation process for all recreational facilities	Implement a streamlined process of bookings by 30 June 2024. Promote booking system throughout the community.	100%	Online booking system implemented for Gym.

Action Code	Action	Performance Measure	Action Progress	Comments
1.1.04.02	Implementation of the Sports and Recreational Masterplan	Seek grant funding to implement actions	100%	Further development of the strategies within the plan is underway. Actions to be undertaken as funding allows.
1.1.04.03	Promote sporting opportunities for all ages through website, social media and other available networks	Update information monthly as required	100%	Regular updates through social media, LED Digital Board, Narromine Region Events Calendar and Council Column.
1.1.04.04	Implement strategies in the Sports and Recreational Masterplan for the provision of cycleway routes in Narromine and Trangie	Seek grant funding for construction of cycleway and walkway routes	100%	Ongoing footpath works underway.
1.1.05.01	Maintain health services provided within Council owned Narromine Shire Family Medical Health Centre and Trangie Doctor's surgery to meet the needs of users	Continue to provide facilities for the provision of GP and allied health services in Narromine and Trangie	100%	Council continues to maintain facilities in the Shire as required.
1.1.05.02	Strengthen relationships with key medical agencies within the Shire.	Meet biannually with Western NSW LHD Narromine and Trangie health providers.	100%	Proactive and positive relationships maintained with Western NSW Local Health District and Narromine Shire Family Health Care services.

Action Code	Action	Performance Measure	Action Progress	Comments
1.1.06.01	Upgrade club house at Narromine pool	Attract funding to improve the facility	100%	Upgrades to the pool clubhouse in Narromine will be considered in future budgets. Upgrade to shelter at deep end to occur prior to pool season in 2024.
1.1.06.02	Review operational costs of Narromine and Trangie pools and determine fees and charges annually.	Fees and charges reviewed and adopted by 30 June each year. Review of existing and future operational model of aquatic centres.	100%	Narromine and Trangie Pool fees and charges adopted prior to 30 June 2024. Confirmed final year of management contract for Trangie and Narromine pools with Lifeguarding Services Australia.
1.1.07.01	Maintain and enhance outdoor fitness equipment in appropriate parks and open spaces.	Seek funding to attract installation of outdoor fitness equipment by 30 June 2024.	100%	Council has a master plan for Rotary Park and continues to work on improving outdoor fitness equipment.
1.1.08.01	Upgrade existing air-conditioning at the Narromine Sports Centre.	Upgrade completed by 30 June 2024.	100%	Council was successful in receiving funding to install air conditioning at the Narromine Sports Centre, with works undertaken prior to 30 June 2024.
1.1.08.02	Refurbish roofing at Narromine Sports Centre.	Upgrade completed by 30 June 2024.	100%	Council has been advised of funding approval and is awaiting receipt of funding deed, prior to works commencing.

Action Code	Action	Performance Measure	Action Progress	Comments
1.1.08.03	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%	Sports Centre fees and charges in reviewed and adopted 26 June 2024.
1.1.08.04	Investigate the security solutions for the Narromine Sports Centre.	Attract funding if necessary to improve security.	100%	Currently no funding allocated to this. However, Council has approved funding to update the access and payment software to improve payment options for members.
1.1.09.01	Convene and support bi-annual sports user group workshops in winter and summer.	100% meetings held with sports user groups.	100%	User group meeting held in April 2024. Ongoing interaction with all Clubs in regard to bookings and grant opportunities.
1.1.09.02	Prepare Leases/Licenses or User Agreements for all Sporting Groups using Council's sporting fields.	Agreements prepared for all user groups.	100%	Leases and licences are prepared and entered into as required.
1.1.10.01	Continue to implement actions identified within Council's Sport and Recreational Master Plan with regard to the provision of increased shade in public parks and open spaces including footpaths, cycleways and associated facilities	Items actioned as per Master Plan	100%	Development continues in regards to the Master Plan, e.g. further works to Dundas and Payten Oval and Trangie Oval precinct, with a focus on the provision of shade.

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	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	Two major events held annually.	100%	Council partnered with community committees and organisations to assist with successful events including Narromine Dolly Festival, Narromine Venetian Carnival, Christmas events in Trangie and Tomingley. Ongoing assistance provided to community groups as per Council policies.
1.2.02.01	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%	Applications were considered and approved by Council in November 2023.
1.2.02.02	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%	Support provided to both Trangie and Narromine Local History Groups.
1.2.02.03	Give public recognition of volunteer service.	Hold annual volunteers' recognition morning tea.	100%	Council continues to work closely with many community groups. Volunteers 'Thank you' Morning Tea was held 25 August 2023.
1.2.03.01	Liaise with Local Aboriginal Land Councils to enhance the opportunities for the Indigenous community.	Two meetings co-ordinated per year.	100%	Council continues to liaise with both Trangie and Narromine Aboriginal Land Council and other groups.

Action Code	Action	Performance Measure	Action Progress	Comments
1.2.03.02	Assist with NAIDOC Week, Reconciliation Day and other events of importance to the Aboriginal community.	Involvement at these events on an annual basis.	100%	NAIDOC Week included a number of activities which were led by the Aboriginal Lands Council and other local groups. The program was supported by Narromine Shire Council.
1.2.03.03	Implement Targets in the Aboriginal Community Memorandum of Understanding (MOU) Action Plan	Co-ordinate meeting every six (6) months to discuss targets in Action Plan	100%	Council continues to consult with the local Aboriginal community as per the MOU.
1.2.04.01	Develop a 'lifestyle' branding strategy for the towns and villages within the Shire.	Lifestyle branding complete by 2024.	100%	Lifestyle branding included with tourism brochure, shop local campaign and where appropriate.
1.2.05.01	Continue to advocate for aged care facilities within our Shire	Meet annually with Aged Care providers	100%	Council continues to work with Timbregongie House. Work is progressing on aged unit development.

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 childcare opportunities within the Shire	Meet every six months with State and Federal Local Members ensuring the provision of childcare services in our Shire	100%	Council continues to meet with State and Federal members and advocate for services as required.
1.3.02.01	Macquarie Regional Library interact with both children and elderly	Activities are held twice a year	100%	Council continues to support the ongoing community work of the Macquarie Regional Library.
1.3.03.01	Advocate for industry specific training	Meet with vocational trainers twice a year	100%	Meetings held with CSU, RDA, Industry, TAFE and School Principals in regard to Vocational Training Opportunities.
1.3.04.01	Work in conjunction with Macquarie Regional Library to facilitate local training opportunities for the community	At least two local training sessions offered annually	100%	Council continues to work with Macquarie Regional Library on library related initiatives.



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

Action Code	Action	Performance Measure	Action Progress	Comments
1.4.01.01	Implement actions from Council's Disability Action Inclusion Plan (DIAP).	100% DIAP targets met.	100%	Actions include ongoing engagement with interagencies, promoting partnerships with DIAP and working with business seeking to improve mobility access and footpaths.
1.4.02.01	Promote mobility friendly access in the Shire	Evidence of improvement for accessibility in our town centres	100%	Action includes improved footpath access in Trangie, Narromine and Tomingley. Disability access programed for new facilities at Cale Oval and public toilet facilities in Trangie and Narromine.

# Growing Our Economy

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

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

Action Code	Action	Performance Measure	Action Progress	Comments
2.1.01.01	Review Council's Economic Development Strategy.	Economic Development Strategy reviewed by 30 June 2024.	0%	Will be updated as part of Council's new Integrated Planning and Reporting updates following Council elections.
2.1.1.2	Implement identified actions within Economic Development Strategy	Continue to implement action plan deliverables	100%	Ongoing actions with support for new business, grant applications and project development, including Inland Rail.
2.1.02.01	Continue to promote the Narromine Region to attract new residents.	Update information regularly	100%	Information on the Narromine Region website, calendar and Council's website is updated regularly for marketing and promotion.
		Monitor website visits and performance of the Narromine Region website		
2.1.02.02	Continue to host the annual 'new residents' night.	Host new resident night annually	100%	This event was scheduled for May 30th this year with the event planned for the Narromine USMC. This event was cancelled due to low RSVP's.

Action Code	Action	Performance Measure	Action Progress	Comments
2.1.02.03	Continue to work with local retailers to help promote the Narromine Region	Support retailers with two (2) promotions annually	100%	Active promotion for Dolly Festival. Shop Local Campaign promoted. Venetian Carnival supported prior to Christmas 2023.
2.1.03.01	Finalise the risk and feasibility study for the Narromine levee.	Peer review recommendations finalised by 30 June 2024.	100%	Council considered a report on the costings of the proposed levee and resolved to finalise the design and take no further action.
2.1.04.02	Review Employment Lands strategy.	Review of strategy completed by 30 June 2024.	0%	Strategy to be reviewed in 2024. Not underway as yet.

THE ONGOING DEVELOPMENT DIVERSIFICATION AND SUSTAINABILITY OF THE LOCAL BUSINESS AND INDUSTRY BASE - SP No. 4

Action Code	Action	Performance Measure	Action Progress	Comments
2.2.04.01	Promote services to highlight tourism events and points of interest in the Shire.	Increased online engagement by 10%.	100%	Major promotions have included ongoing promotion in visitors guide, support for the Visitors Information Centre and Growing Narromine Region website.
2.2.04.02	In conjunction with other Orana Region councils undertake joint regional promotions and/or activities.	Annual promotion.	100%	Great Western Plains promotion ongoing.

Action Code	Action	Performance Measure	Action Progress	Comments
2.2.05.01	Carry out water and sewerage strategic planning.	Complete and obtain Dept Planning and Environment Water concurrence with Integrated Water Cycle Management Strategy (IWCMS)	100%	Council's Integrated Water Cycle Management continues with the consultant. Broad strategic planning for the three town's water and sewer is complete and the 10-year budgets updated annually. Council has started the concept design for the new Narromine Water Treatment Plant which is a key strategic action for Council to deliver within the next 5 years.
		Complete 30-year Total Asset Management Plan and 30 Year Long Term Financial Plan		
		Complete 5-year Drought Contingency and Emergency Response Plan		

Action Code	Action	Performance Measure	Action Progress	Comments
		Complete State Funded Options Study for Narromine Water Quality and Water Security Risks to obtain State funding to address identified risks.		
2.2.06.01	Encourage businesses to work with Council to support a business culture within our shire.	One business forum per year held by Council.	100%	Business workshops held in conjunction with Workforce Australia in 2023. Series to be completed in 2024.

TO ENCOURAGE INDUSTRY DEVELOPMENT- SP No. 4

Action Code	Action	Performance Measure	Action Progress	Comments
2.3.01.01	Promote the Narromine region to attract further economic development and growth	Meet every six months with RDA Orana and relevant State agencies and partners	100%	Regular meetings held with RDA Orana and Regional NSW. Ongoing updates regarding local information and identifying new opportunities.

# Protecting & Enhancing our Environment

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

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

Action Code	Action	Performance Measure	Action Progress	Comments
3.1.01.02	Facilitate the growth and sustainability of the community through planning policy.	Ensure relevant revisions of Council's strategic planning documentation to support the aims of the Local Environmental Plan.	100%	Development Applications assessed in this regard. Considered as part of new planning proposals.
3.1.02.01	Maintain involvement with the Central West Councils Environment and Waterways Alliance and Macquarie Valley Weeds Committee and LLS Weeds group	Representation and 90% attendance at meetings	100%	Council continues to provide representation to all committees, groups and alliances.
3.1.02.02	Continue the annual fingerling release into the waterways in conjunction with Macquarie Cotton Growers Association	Apply for appropriate funding to allow fingerling releases annually	100%	Funding received. Fingerlings released January 2024

Action Code	Action	Performance Measure	Action Progress	Comments
3.1.02.03	Finalise the construction activities and redevelopment of the Narromine wetlands into a natural ecosystem.	Construction completed by 31 December 2023.	100%	Wetlands construction now finalised and grant funding acquitted. Ongoing maintenance works to occur.
3.1.03.01	Encourage owners of heritage items to maintain their buildings and sites	Facilitate the opportunities to promote heritage funding to the community	100%	Considered as part of new Development. Ongoing queries from building owners.
3.1.04.01	Continue to provide biosecurity in line with Weeds Action Plan.	Determined by continuation of funding from LLS to support biosecurity measures throughout the Shire	100%	Council continues to support biosecurity measures throughout the LGA with weed control and public education.
3.1.04.02	Maintain involvement with Macquarie Valley Weeds Committee	Maintain involvement with Macquarie Valley Weeds Committee.	100%	Biosecurity Officer attends all scheduled meetings. Manager Health Building and Environmental Services attends meetings when requested.
3.1.05.01	Implement actions from Narromine Shire Waste Management Strategy.	Ensure actions are completed in line with Strategy	100%	Council continues to work through the waste management strategy recommendations.

Action Code	Action	Performance Measure	Action Progress	Comments
3.1.05.02	Continue the provision of kerbside recycling services to the community	Renew Tender for Recycling prior to 30 June 2028	100%	Council continues to work with JR Richards to deliver waste management services to the community.
3.1.05.03	Continue to be a member council of Netwaste, attending regional forums to address waste management issues at a regional level.	90% attendance at NetWaste meetings.	100%	Council is a member of Netwaste and attends all meetings.

### 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	Continue to promote community education campaigns through Netwaste and FOGO presenting the benefits of recycling and educating the community regarding which items can be recycled.	At least one community education program conducted annually	100%	Council has participated in all Netwaste Community programs including a representative attending schools to promote the Get Grubby Program, as well as a FOGO information stall at the Narromine Show.
3.2.02.01	Partner with Local Land Services to support environmental programs within the Shire	Participation in relevant grant funded programs	100%	Landcare Programs have been concluded.
3.2.03.01	Encourage environmentally sustainable, safe and more economical utilisation of Council's fleet.	Install GPS tracking on larger plant	100%	GPS tracking has been installed in larger plant. Sustainable approaches also being used in procurement. Fleet/Plant utilisation reviewed through the use of technology.



Action Code	Action	Performance Measure	Action Progress	Comments
3.2.03.02	Promote and encourage environmentally sustainable practices to local business.	Annual promotional material to local businesses.	100%	Information on business sustainability practices is published on Council's website and community education is ongoing.

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

Action Code	Action	Performance Measure	Action Progress	Comments
3.3.01.01	Promote efficiency programs	Publicise two (2) efficiency programs and activities per year	100%	Publicity has been carried out on multiple occasions in relation to water conservation measures and the introduction of the NSC Smart Water Meter Portal.
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%	Ongoing consideration when discussing and assessing Development Applications.
3.3.02.02	Utilities performance audited annually through Triple Bottom Line (TBL) reporting.	Report submitted annually	100%	Report submitted in September 2023.
3.3.03.01	Advocate for a Shire-wide connectivity and affordable access to internet and communications technology	Reduce the areas of mobile/communication black spots within the Shire	100%	Council actively working with telcos in the sector to obtain funding for increased mobile coverage. Federal Member has also been consulted.

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

Action Code	Action	Performance Measure	Action Progress	Comments
3.4.01.01	Identify aged care accommodation needs within the Shire with relevant providers	Advocate for the provision of aged care accommodation services	100%	Council continues to hold discussions with Timbreebongie House and others as required.
3.4.02.01	Monitor take-up of all land use zones vacant land and identify short falls.	Review supply of vacant land six monthly.	100%	Council continues to work on rezoning plans/planning proposals.

### 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	Advocate to ensure that transport issues of our residents are adequately addressed	Meet with State and Regional Local Members six monthly	100%	Regular meetings held with State and Regional Local Members and advocacy undertaken whenever possible.
3.5.02.01	Implement Aerodrome Strategic and Master Plan	Implement actions in the Master Plan	100%	Council continues to implement actions in the Masterplan as funding becomes available.
3.5.02.02	Maintain the Narromine Aerodrome facility to meet reasonable user expectations and CASA requirements with the allocated budget	Complete Obstacle Limitation Surface (OLS) annually by 30 November	100%	OLS Survey completed as required. Maintenance is undertaken as required to meet CASA regulations. Council continues to upgrade security to air side.

Action Code	Action	Performance Measure	Action Progress	Comments
3.5.02.03	Undertake inspections on operational areas	Minimum 52 inspections per year	100%	Inspections carried out as per CASA guidelines.
3.5.02.04	Maintenance of glider grassed runways	Slashing undertaken minimum 26 times per year	100%	Maintenance undertaken as per CASA requirements.
3.5.03.01	Ensure priority measures implemented from the PAMP.	<p>Annual inspections of footpaths and cycleways prior to finalising works program.</p> <p>Annual works program identified by inspections and PAMP priorities and adopted annually.</p>	100%	PAMP has been completed and updated, currently out on public exhibition. The PAMP is being used to identify and prioritise projects for the 2024/2025 budget.

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	Review and implement Council's ten-year roads Capital Works Program.	Ten Year Capital Works Program updated annually and adopted by 30 June	100%	Ten Year Capital Works program adopted by Council prior to 30 June 2024.  Roads constructed and maintained as per adopted policy and budget. The works program is progressing well and Council has completed a number of major projects.
		Works program completed within +/- 5%		
3.6.01.02	Continue to maintain roadside slashing when grass impedes visibility.	Undertake slashing program annually.	100%	Maintenance slashing continues to occur across the Shire when conditions are favorable.
3.6.01.03	Apply for hazard reduction funding through Rural Fire Fighting Fund.	Funding application submitted prior to 31 March annually.	100%	Funding received for 2023/2024. Council applied for funding in March 2024 for the 2024/2025 financial year.

Action Code	Action	Performance Measure	Action Progress	Comments
3.6.02.01	Meet with State and Federal Members and the Roads Minister on rural road funding issues.	Meet every six months with State and Federal members, and annually with NSW Minister for Roads	100%	Quarterly meetings held with State members and every six months with Federal members. Rural Road Funding issues discussed. Council representatives also met with the Minister for Regional Transport and Roads in Narromine and Trangie on 13 January 2024.
3.6.03.01	Meet with State and Federal Members and the Roads Minister on rural road funding issues and safety	Meet every six months with State and Federal members, and annually with NSW Minister for Roads	100%	Council attends forums, conferences and meetings to meet with influential stakeholders to promote Narromine and improve funding opportunities.

# Proactive Leadership

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

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	100%	Consultation continues regarding engagement strategy.
4.1.01.02	Promote the positive aspects of Narromine Shire Council. Provide important information to the community.	Provide updates at least monthly to the community on Council activities through all means available within the communications strategy.	100%	Promotion and communication of Council activities through weekly Council Column, Press Releases and Social Media.

Action Code	Action	Performance Measure	Action Progress	Comments
4.1.02.01	Councillors maintain strategic community focus through strong and visionary leadership	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	100%	Public forum available to members of the public prior to Council Meetings. Council Meetings advertised in Council Column and on Council's website.
4.1.03.03	Continue to facilitate S355 Advisory Committees.	Annual review of Section 355 Committee Charters and annual appointment of delegates (September).	100%	Section 355 Committee Charters and appointment of delegates determined by Council at its September Council Meeting.
4.1.04.01	Present a positive image of Council to the community.	Provide weekly communications via various means per the communication strategy.	100%	Council staff work to ensure positive communication with the community. Communication via weekly newspaper column and social media.

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%	Employee performance recognised and rewarded by Council at its function held in December 2023. Council continues to encourage innovative practices in all directorates.
4.2.01.02	Foster a culture of continuous improvement through Council's Employee Reward and Recognition Program	Nominations received and awards presented	100%	Council presented long service awards, and employee recognition rewards at its function held in December 2023.
4.2.01.03	Effective use of Audit Risk and Improvement Committee	85% of identified recommendations actioned	100%	Audit Risk and Improvement Committee meeting quarterly. Two internal audit reviews undertaken being Recruitment and Retention of Staff and Development Applications and Consents. There are no outstanding recommendations to be actioned.
4.2.02.01	Completion of annual training plans and delivery of identified development requirements	Annual training program (aligned to skills steps and performance reviews) established by 31 May	100%	Annual Training Plans developed early in the 2023/2024 financial year for staff. Skills development provided in accordance with budget and availability of providers. Training plans for 2024/2025 to be undertaken prior to end of year.



Action Code	Action	Performance Measure	Action Progress	Comments
4.2.02.03	Provide policies, programs and initiatives that support work/life balance.	Initiatives communicated to employees and employees leave balances kept within acceptable limits	100%	Applicable policies reviewed as required. Initiatives considered and communicated to employees.
4.2.02.04	Implement coaching and mentoring programs across the organisation to support leadership growth.	Leadership and management tools identified and made available	100%	Council continues to promote its values and strategic direction to support leadership growth. Tailored leadership training delivered to outdoor leaders and emerging leaders from May 2024.
4.2.02.05	Implementation of Councillor Training and Professional Development Program.	95% attendance by Councillors at scheduled training events.	100%	Information on available LGNSW courses provided to Councillors for consideration. Strong focus on cyber security awareness training.
4.2.03.01	Integrated Planning and Reporting documents reflect best practice.	All plans adopted by 30 June	100%	Integrated Planning and Reporting documents reviewed and adopted 26 June 2024.
4.2.04.02	Customer services standards.	Annual satisfaction survey.	100%	Ensure resources available on an ongoing basis to provide services meeting the standards set by Council and expectation of the community.

Action Code	Action	Performance Measure	Action Progress	Comments
4.2.04.03	Customer Requests responded to within time frames agreed in Customer Service Policy.	85% compliance with Customer Service Policy.	100%	Monitor and review customer requests on an ongoing basis to ensure responses are provided in accordance with the requirements of Council's Customer Services Policy. High level of standard and quality customer services delivered on a daily basis to the community.
4.2.05.01	Promote future workforce development with options such as traineeships, apprenticeships and cadetships within each department.	Applicable positions assessed and filled	100%	ICT Trainee and Cadet Engineer recruited. Operational staff developed through mature age apprenticeships and training.
4.2.05.03	Continue to implement best practice recruitment and selection practices, including strategies to fill gaps	Vacancies filled within 90 business days	100%	Recruitment conducted in a timely manner. Vacancies generally filled within 90 days. Training and development strategies have proven effective to fill gaps and improve employee retention.
4.2.05.04	Measure and improve employee engagement.	Employee engagement survey undertaken by 31 December 2023/24 and 2025/26.	100%	Employee Engagement Survey undertaken. High level results achieved in health and safety; resources; flexibility; supervision, risk reporting and workload. Action plan developed to address areas for improvement - processes, recognition, benefits, communication etc.
4.2.06.01	Councillors to act positively at all times in the public eye.	Number of complaints received	100%	No official complaints received.

Action Code	Action	Performance Measure	Action Progress	Comments
4.2.06.02	Councillors and staff act ethically and make informed, transparent and inclusive decisions in the interest of the whole community	Number of complaints received	100%	One Code of Conduct Complaint received.

### 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%	Delivery Program and Operational Plan for 2024-2025 were adopted by Council on 26 June 2024.
4.3.01.02	Continue to prepare financially sustainable budgets for consideration by Council.	Council prepares annual balanced budget for adoption by Council.	100%	Quarterly budget reviews for 2023/24 budget were presented to Council during the financial year as required under the Local Government Act.
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%	Revenue strategies are reviewed and updated regularly to maximise Council's income to ensure financial sustainability in the long term.

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%	Rates and charges levies and supplementary levies completed for all of the quarters in accordance with statutory requirements, policies and operational plan.
4.3.01.05	Provide monthly cash balances and detailed quarterly financial reports to Council.	Reports prepared and accepted by Councillors and management.	100%	Reports are prepared and presented to Council monthly as required.
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 2022-23 annual financial statements were considered and adopted by Council in November 2023. Final audited statements were completed and lodged with OLG on 17 November 2023. Council was granted an extension until 30 November.
4.3.01.07	Ensure Council has adequate cash flow to meet its needs.	Maintain level of outstanding rates and charges at below 10% at year end.	100%	Cash flow is monitored to ensure sufficient cash is available to meet Council's needs. Budget is controlled and monitored on an ongoing basis to ensure expenditure is in line with approved budget.
4.3.01.08	Ensure Council's long-term financial viability.	Maintain a debt service ratio below 10%.	100%	Expenditure is monitored on an ongoing basis to ensure expenses are within budget. Budget is reviewed quarterly and amended if required.

Action Code	Action	Performance Measure	Action Progress	Comments
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%	Financial system is maintained and updated continuously. All returns completed and submitted. Council received a positive 2022/23 audit finding.
4.3.02.01	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 grants for this financial year have included - Infrastructure Betterment Fund and Local Roads and Community Infrastructure Program - Phase 4
4.3.02.02	Identify projects suitable for grant applications.	At least five identified projects per year in the operational plan, subject to grant funds.	100%	Council continues to liaise with all levels of Government and within Council departments to identify grant opportunities.
4.3.03.03	Review asset management plans annually	Asset management plans updated annually by 30 June	100%	Asset Management Plans revised and endorsed by Council on 26 June 2024.

Action Code	Action	Performance Measure	Action Progress	Comments
4.3.03.04	Undertake monthly inspections of regional roads	12 inspections of each regional road per year	100%	Council schedules monthly inspections of all regional roads.
4.3.03.05	Undertake annual inspections of local roads	100% local roads inspected minimum of once per year	100%	Council continues to inspect all roads within the Shire.
4.3.03.06	Review and implement plant and fleet replacement strategy	Strategy reviewed and implemented	100%	Plant continues to be monitored, replaced and upgraded as required, in line with Council's strategy.
4.3.03.07	Council's property strategy reviewed and actions implemented	85% of actions implemented	100%	Implementation of Council's Property Strategy and Action Plan ongoing. Section 7.12 Contributions Plan capital works program reviewed; Integrated Water Cycle Management Plan Issues and Options Report provided to Council; Council wetlands extension nearing completion; development of Derribong Street, Trangie progressing; Wentworth Parklands sale of land progressing etc.
4.3.03.08	Review IT strategic plan	Implement actions	100%	The IT strategic plan is reviewed regularly. The majority of actions have been implemented.

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%	Active member of Country Mayors Association and Alliance of Western Councils.
4.4.01.02	Prepare submissions as required.	One submission prepared per year.	100%	Submission has been made to call on NSW Parliament to commit to bipartisan support to establish a Parliamentary Inquiry into the rate of crime in Regional, Rural and Remote NSW and increase front line policing numbers. Further submissions made as required.
4.4.01.03	Continue to participate in shared opportunities through Alliances.	Attendance and participation in all Alliances meetings and activities	100%	Active participation in HR and Payroll user groups, Orana Water Utilities Alliance and Alliance of Western Councils.
4.4.02.01	Represent the community's interests and lobbying on topics of significant impact to the Shire.	One submission per quarter.	100%	Submissions completed when received. Eg; Request to Minister to review the Environmental Planning and Assessment Act 1979 to streamline Planning in NSW. Further submissions made as required.

Action Code	Action	Performance Measure	Action Progress	Comments
4.4.02.02	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 every six months with State and Federal Local Members and relevant agencies	100%	Quarterly meetings held with State Member and six-monthly meeting held with Federal Member.
4.4.03.01	Build strong relationships with State and Federal members and State Government agency representatives and regional development organisations	Meet every six months with State and Federal Local Members and relevant agencies to ensure the development and delivery of community service and emerging business sectors	100%	Six monthly meetings held with Federal Member, quarterly meetings held with State Member, NSW Police and Regional Development Australia. Council representatives also attend interagency meetings.
4.4.03.02	Review Council's Social Plan	Implement actions in the Social Plan.	100%	Next round of improvements per social plan goals are being planned. Includes upgrades to libraries, Dundas Park facilities.
4.4.04.01	Work collaboratively with community groups through representation at the Interagency Group.	Attendance at Interagency meetings, minimum 2 meetings per year.	100%	Continue to attend as required. Liaise with relevant agencies throughout the year.



Action Code	Action	Performance Measure	Action Progress	Comments
4.4.05.02	Work collaboratively with the community through greater representation at the Trangie Action Group and Tomingley Advancement Association	90% attendance by Councillor Representative.	100%	Ongoing and positive communications with Trangie Action Group and continued six monthly meetings with Tomingley Advancement Association.

Overall Progress

