
**NARROMINE SHIRE COUNCIL
ORDINARY MEETING BUSINESS PAPER – 12 MARCH 2025
REPORTS TO COUNCIL – GENERAL MANAGER**

1. TOMINGLEY GOLD OPERATIONS (TGO) – COMMUNITY FUND PANEL

Author	Director Governance
Responsible Officer	General Manager
Link to Strategic Plans	CSP – 4.4.3 Develop and build partnerships with State and Federal Governments, industry and community organisations to foster development and delivery of community services and emerging business sectors

Executive Summary

This report is presented to Council to approve the recommendations from the Tomingley Gold Operations (TGO) Community Fund Panel for distribution of the Voluntary Planning Agreement funds.

Report

The Voluntary Planning Agreement (VPA) with Alkane Resources Ltd is to provide Council with the following “community funds” as outlined in clause 4.1 of the Agreement –

\$75,000 (plus CPI adjustments) per year (base year 2023) paid for 8 years, with 50% payable on 1 January and 50% payable on 1 July each year.

The VPA also states in clause 4.3 “The Development Contributions paid pursuant to subclause 4.1 may be pooled with other monies held by Council which have similar and relevant objectives”.

The objective of the Community Fund is to satisfy the four elements of:

- Economic Development – directly contribute to the resilience and/or long-term economic growth of the community.
- Community Connectivity – promote community togetherness in a positive family focused way.
- Education and Training – foster the education and up-skilling of members of the community.
- Community Infrastructure.

The TGO Community Fund awards funds twice per year. The Panel usually confers in March/April and September to review applications. The Panel recommends to Council that the following projects receive funding from the Community Fund (Round 1 2025):

- Dandaloo Church Community – to paint the Church exterior and oiling/staining the interior timber - \$15,000
- Dusty Boots Festival – to assist with hosting country music festival in Narromine - \$2,500
- Lifeline Central West – Men's Health Event in Narromine - \$10,000

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1. TOMINGLEY GOLD OPERATIONS (TGO) – COMMUNITY FUND PANEL (Cont'd)

- NSW Rural Fire Service Orana Team – Orana Emerging Leadership Program - \$5,000.
- St Augustine's School P & F Association – to assist with School production of Wizard of Oz, including rental of staging and audio-visual equipment and sound technician - \$5,000.
- THRIV3 Paddling Pathway Program – Murungidyal Paddling Program 2025 Program - \$5,000.
- Tomingley Picnic Race Club – funds toward construction of a shelter shed - \$15,000.
- Tomingley Racecourse and Recreation Reserve – to fund the inaugural Tomingley Quick Shear in September 2025 - \$15,000.

Recommended projects are determined in accordance with the objectives and assessment criteria for the distribution of the Community Funds agreed to by Council and TGO.

Acknowledgement of the successful applicant will be in a joint letter from Council (signed by the Mayor) and the TGO (signed by the Mining Manager).

Financial Implications

VPA Funds of \$75,000 (plus CPI adjustments) per year. The balance of the community VPA fund as at 4 March 2025 is \$125,125. There were 8 applications received comprising a total value of \$97,600.

Recommended financial contribution is \$72,500.

Legal and Regulatory Compliance

In accordance with section 377 of the Local Government Act 1993, Council must resolve to approve the allocation of funds for a donation.

Guidelines adopted by Council on 9 October 2013 for distribution of funds for Tomingley Gold Operations – Community Fund in accordance with the Voluntary Planning Agreement.

Risk Management Issues

Nil

Internal/External Consultation

TGO Community Fund Panel

Attachments

Nil

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REPORTS TO COUNCIL – GENERAL MANAGER**

1. TOMINGLEY GOLD OPERATIONS (TGO) – COMMUNITY FUND PANEL (Cont'd)

RECOMMENDATION

That Council approves the allocation of funds from the TGO Community Fund as follows:

- Dandaloo Church Community – to paint the Church exterior and oiling/staining the interior timber - \$15,000
- Dusty Boots Festival – to assist with hosting country music festival in Narromine - \$2,500
- Lifeline Central West – Men's Health Event in Narromine - \$10,000
- NSW Rural Fire Service Orana Team – Orana Emerging Leadership Program - \$5,000.
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- Tomingley Picnic Race Club – funds toward construction of a shelter shed - \$15,000.
- Tomingley Racecourse and Recreation Reserve – to fund the inaugural Tomingley Quick Shear in September 2025 - \$15,000.

2. NARROMINE AND TRANGIE TENNIS FACILITY LEASE AGREEMENTS

Author	Director Governance
Responsible Officer	General Manager
Link to Strategic Plans	CSP – 4.3.3 Ensure Council's property assets are monitored and well managed

Executive Summary

This report is presented to Council to determine the lease fee for Tennis clubs operating within the local government area.

Report

Council currently leases the tennis facilities located at Cale Oval to the Narromine Tennis Club and the tennis facilities located at Burns Oval to the Trangie Tennis Club.

The current lease terms for both clubs are as follows:

- Clubs to continue providing minor building maintenance, groundskeeping and weed control.
- Clubs to continue paying any utilities for the leased areas.
- Council to assist 1-2 times per year with weed control in high growth seasons.

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2. NARROMINE AND TRANGIE TENNIS FACILITY LEASE AGREEMENTS (Cont'd)

- Clubs to have exclusive use of leased Clubhouse.
- Narromine to have exclusive use of tennis courts (available for community hire)
- Clubs to have the ability to sublet facilities.
- Council is responsible for managing any facility upgrades.
- Current lease fee is \$110 per annum.

Financial Implications

It is proposed that the revised lease fee be set at \$115 per annum (excluding GST) for both clubs. Burns Oval is crown land, for which Council is the crown land manager. The minimum statutory rental for Crown Land is \$604 (excluding GST) per annum. As a result, the market rental rebate for the lease to the Trangie Tennis Club will be \$489. The lessee is responsible for electricity and water usage charges.

It is noted that both clubs are not for profit community-based sporting organisations with limited resources.

Legal and Regulatory Compliance

Council will need to enter into short-term lease agreements for each facility.

Risk Management Issues

The lessees are required to hold public liability insurance coverage in the amount of \$20,000,000 for the areas leased from Council.

Internal/External Consultation

Director Infrastructure and Engineering Services; Director Community and Economic Development

Attachments

Nil

RECOMMENDATION

1. That Council leases four Trangie tennis courts and the clubhouse to the Trangie Tennis Club for a two-year period, at a commencing lease fee of \$115 (excluding GST) per annum, with the annual CPI increment to be applied thereafter.
2. That Council leases four Narromine tennis courts and the clubhouse to the Narromine Tennis Club for a two-year period, at a commencing lease fee of \$115 (excluding GST) per with the annual CPI increment to be applied thereafter.

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3. COMMUNITY STRATEGIC PLAN 2035

Author	Director Governance
Responsible Officer	General Manager
Link to Strategic Plans	CSP- 4.2.3 – Ensure the integration of corporate plans set the long-term direction for the Local Government Area and Council DP – 4.2.3.1 Integrated Planning and Reporting documents reflect best practice

Executive Summary

This report is presented to Council to review Council's draft Community Strategic Plan 2035 to be placed on public exhibition for 28 days.

Report

The Community Strategic Plan (CSP) is the highest-level plan that Council prepares. The purpose of the CSP is to identify the Community's main priorities and aspirations for the future and to plan strategies for achieving these goals. It guides all remaining strategies and plans and must be developed by Council with and on behalf of the community.

The CSP is required to undergo regular review in line with the local government election cycle to assess how effective it is in achieving its objectives. Council can decide how this review is conducted and the depth of change required. Any changes to the CSP vision, objectives and strategies should consider: -

- The information in the State of the Shire Report
- The review of information that informed the previous CSP
- The review of the Community Engagement Strategy

A recent online community survey has been undertaken with 70 responses received. The survey was advertised using Facebook and Council's Column in the Narromine Star, with additional awareness raised during consultation meetings.

Stakeholder meetings were also conducted with many user groups including the Tomingley Advancement Association, Trangie Action Group, Showground committees and Local Lands Councils to assess any changes in community expectations or aspirations to be incorporated in the CSP 2035. Staff met with the Regional Leaders group on the 4th of March 2025 to discuss the role of the many Government Departments. Agencies that participated included Transport for NSW, Department of Planning, Housing and Infrastructure, Department of Primary Industries and Regional Development and Western NSW Local Health District. Landholders were provided an invitation to participate via a letter drop and drop in sessions were conducted in Trangie on the 4th December 2024 and in Narromine on the 5th of December 2024. There were no written submissions received.

3. COMMUNITY STRATEGIC PLAN 2035 (Cont'd)

Feedback from our recent consultation has determined the following issues are still of most importance to the community: -

- Increased levels of youth activities
- Availability of suitable levels of residential land and housing
- Continued funding and improvement to roads
- Employment opportunities and business development
- Support for our seniors
- Focus on local crime levels and prevention
- Promotion of tourism opportunities and support for local events
- Ongoing transparent and sustainable local government

Council's CSP has therefore retained its guiding principles and goals: -

1. **Vibrant communities-** we want a safe, healthy and connected region that encourages participation and creates a strong sense of pride in our community and each other's wellbeing.
2. **Growing our Economy** – we have a diverse economy with thriving businesses that offer a range of employment opportunities supported by skill development options.
3. **Protecting and enhancing our environment** – we value our natural and built environment, our resources for the enjoyment of the community and visitors to our Shire.
4. **Proactive Leadership** – 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.

It should be noted that whilst Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of our Shire, it is not wholly responsible for its implementation. Other partners such as state agencies and community groups may also be engaged in delivery the long-term objectives of the CSP.

Financial implications

Council's Long-Term Financial Plan informs decision-making and demonstrates how the objectives of the CSP and commitments of the Delivery Program and Operational Plan will be resourced and funded. The Long-Term Financial Plan captures the financial implications of asset management and workforce planning.

3. COMMUNITY STRATEGIC PLAN 2035 (Cont'd)

Legal and Regulatory Compliance

Local Government Act 1993 – Sections 402, 402A
Integrated Planning and Reporting Guidelines
Integrated Planning and Reporting Handbook

Council must review the Community Strategic Plan prior to 30 June in the year following an ordinary election. At a minimum, the CSP must contain community vision, strategic directions and outcomes, and a means of measuring progress. The CSP must be based on social justice principles of equity, access, participation and rights. It must also address social, environmental, economic and civic leadership issues in an integrated manner.

The CSP should identify high-level objectives and strategies, rather than relying on operational detail.

Risk Management Issues

Compliance with integrated planning and reporting legislative requirements.

Internal/External Consultation

Council is required to place the Draft CSP on public exhibition for a period of at least 28 days. This will be undertaken in accordance with our Community Engagement Plan. The CSP is endorsed by Council after all public exhibition submissions have been considered.

Attachments

- Draft Community Strategic Plan 2035 (***Attachment No. 1***)

RECOMMENDATION

That the draft Community Strategic Plan 2035 as presented to Council be placed on public exhibition for a period of at least 28 days.

Jane Redden
General Manager

COMMUNITY STRATEGIC PLAN 2035 DRAFT



ACKNOWLEDGEMENT OF COUNTRY

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



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WHAT IS A COMMUNITY STRATEGIC PLAN?

This Plan shares the community vision and aspirations for the future of the Narromine Shire. It provides a long term framework on how all stakeholders will work towards a brighter future for the Shire of Narromine community.

The Community Strategic Plan will guide and influence how all stakeholders can deliver the community's vision including how Council uses its resources to deliver services across the Shire.

- Engage our local businesses, community groups and residents in various ways to contribute to the Shire's future; and
- Provide a framework for monitoring progress against our vision, values and key strategic directions.

HOW WILL THE PLAN BE USED?

The Plan is the highest level strategic planning undertaken by Council, with a ten-year time frame. It is the primary driver for all planning undertaken by the Council and other stakeholders. Narromine Shire Council intends to use the Community Strategic Plan in several ways, including:

- Guide Council in priority setting and provide the foundation for informed strategic decision making, taking into account the disability inclusion principles;
- Be a key tool for the ongoing integration of local planning initiatives;
- Help guide and inform the decision making of other agencies and organisations, including community, State and Federal Governments;
- Provide the rationale to attract external grant funding and other resources;
- Inform potential investors, including new residents and developers, of our community's key priorities, and the ways in which we want the Narromine Shire to grow and develop;

Why Are We Doing It?

The Local Government Act 1993 requires Councils to facilitate the development of a Community Strategic Plan. In developing the Narromine Shire Community Strategic Plan 2035, each of our Shire's communities has contributed to defining a unified regional vision, while maintaining the unique identity of individual townships so treasured by our residents and visitors alike.

The Community Strategic Plan provides a unified direction for all stakeholders to move forward and ensures the lifestyle needs of our residents, businesses and visitors and future aspirations as a community, are met.

Our Plan provides the foundations for a sustainable future for our communities; fosters community engagement and participation; encourages strong community and Council ownership; and enables Council to take advantage of future Federal and State Government funding initiatives.

COUNCIL'S ROLE

COUNCIL'S ROLE IN GUIDING THE NARROMINE SHIRE COMMUNITY STRATEGIC PLAN

Council is committed to ensuring that the Community Strategic Plan is a useful visionary document for the community, partners and the Council. The guiding principles and strategic objectives have been developed through community consultation and review of regional, state and federal plans and documents to form the Narromine Shire Community Strategic Plan 2035. The Plan is essentially a collection of goals and actions for the next ten years that will contribute to the achievement of our community's vision.

Importantly, we recognise that Plans are only effective if there are adequate resources dedicated to ensure they can be delivered. Therefore, Council will also develop a resourcing strategy, a suite of documents that will facilitate direct actions to achieve these goals, including Workforce Management Strategy, Asset Management Plans and Long - Term Financial Plan for this period. The Implementation Plan identifies overarching outcomes and actions which are prioritised into short, medium, long term and ongoing. These will be further developed through Council's four-year Delivery Program.

It is important to recognise that things change, the Plan allows enough flexibility to respond to challenges and new opportunities as they arise. This is a Plan formed and founded through our residents, businesses, groups and organisations and Council will monitor and track its outcomes. The Council will report back to the community on outcomes of the Plan on a regular basis including through the success of key actions and inclusion in the Annual Report.

Our Council will

- Report against the outcomes of the Community Strategic Plan every 4 years in the State of the Shire Report
- Review the Delivery Program and Operational Plan every year, with a major review every 4 years
- Undertake the actions outlined in the four year Delivery Program to support the community's vision



HOW WAS THE PLAN DEVELOPED

Our Plan has been developed with input from the community- our residents and businesses in our Shire. We recognise the importance of gathering a range of ideas and thoughts about what we love and want to retain as well as our challenges for the future.

The Community Strategic Plan is not just about our Council's role and contribution in the present and future; more importantly it is about what directions and strategies Council should undertake to meet the community's aspirations.

Stakeholders across the region were involved in the formation of the Plan with meetings, consultations and surveys as part of the engagement process. The community feedback received during the engagement period was collated, analysed and utilised. The major issues and opportunities identified by the community through the consultation, have been incorporated into the vision, key outcomes and actions in this Plan.

The issues of most importance to the community, as revealed through the feedback from our consultation include:

- Adequate policing levels and reduction in crime;
- Availability of suitable residential land and housing;
- Ongoing maintenance and levels of service for the Shire's local road network, and other essential services such as water, sewerage and waste;
- Employment opportunities and business development;
- Maintaining and improving parks;
- Improving sport and recreational facilities;
- Maintaining an accessible roads system;
- Provision of a range of health and aged care services (including aged care residences);
- Inclusion and access for all residents;
- Engagement of youth and community wellbeing;
- Promote tourism opportunities and support community events; and
- Community expectations of local government to lead, coordinate and partner.



VOICES FROM OUR COMMUNITY

“ Great place to live. Need to balance growth with those community focused values.

“ Roads – essential to support the farms in the shire and the farms are the most valuable industry in town.

“ Thank you for the improvements to the wetlands, parks and Cale Oval.

“ Support for our businesses new and old to stay open. Promote Narromine for people to come and live in town to increase the population.

“ Tourism opportunities – Growing Dolly Parton Festival.

“ More community events, more cultural events.

“ The gardens are always beautifully kept.

“ Vibrant town that retains strong sense of self (not suburb of Dubbo) and country living but has opportunities for families, youth to live their best lives. Flourishing businesses. More connection between Narromine, Trangie and Tomingley.

“ Ask our youth what they would like to see in our shire.

“ Allow commercial and industrial growth to attract new people.

“ Encourage more events to come to Narromine.

“ Encourage family friendly eating and entertainment businesses.

“ Three challenges that Narromine Shire faces are: climate impacts, public transport (buses, taxi), socio economic disadvantage.





NARROMINE SHIRE TODAY

The Narromine Shire is located 40 kilometres west of Dubbo, in the Orana region of New South Wales, Australia. Covering 5224 square kilometres, our vast Shire includes the major rural centre of Narromine, as well as Trangie and Tomingley.

We are a community of nearly 6,500 residents and are proud of our heritage, history and towns that we share with our residents, businesses and visitors. The median age in the region is 40 years. We choose to live in our Shire because of its location with access to a large 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 1300 residents (21%).

Our agriculture sector has long been the mainstay and we are well known for our sheep, cattle and wool, cotton production and broadacre cereal crops. The mining sector employs 170 people with Alkane Resources offering significant employment in Tomingley.

Narromine Shire Council provides a range of services for our community. Our Shire's assets are valued at \$430 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.



6,443
POPULATION
ABS ERP 2023

2,188
JOBS

\$557M
GRP

AGRICULTURE
LARGEST
INDUSTRY

58%
HOLD A
QUALIFICATION OF
CERTIFICATION
OR HIGHER



NARROMINE SHIRE THE FUTURE

The NSW Department of Planning predicts the Narromine population to grow to 6,621 people by 2041. Should the expected projects being developed within the NSW Renewable Energy Zone and Inland Rail be fully developed it is further expected that the population growth extends to 6,900 people by 2041. This is a percentage increase of between 2.7% and 7%.

Council's infrastructure requirement considers this potential growth and it is important to highlight this potential to all service agencies.





OUR PLANNING FRAMEWORK

Although Council has a responsibility to achieve or facilitate the implementation of these strategies, the Community, State and Federal Government, non-government agencies and the Community may also have a role in helping to achieve our Vision for 2035.

RESOURCING STRATEGY

It is important to recognise that the goals and objectives identified in this Plan cannot be achieved without sufficient resources (time, money, assets and people) to carry them out. The Resourcing Strategy comprises the following three key Plans.

- **Workforce Management Strategy:** The strategy addresses the human resourcing requirements of the Delivery Program and Operational Plan to ensure Council has the people best able to achieve its strategic direction and deliver appropriate services effectively and efficiently.
- **Long-Term Financial Plan:** This plan aims to balance the community aspirations and goals against financial realities. Balancing expectations and uncertainty of future revenue and expenditure forecasts is a key challenge which is addressed in the ten-year Plan.
- **Asset Management Plans:** These plans account for and plan for all of the existing assets under Council ownership, and any new asset solutions proposed in the Community Strategic Plan and Delivery Program.

DELIVERY PROGRAM

This key Council Program documents where the Community's Guiding Principles and Outcomes identified in the Community Strategic Plan are translated into actions. These are the principle actions/ activities that Council will undertake to deliver on the goals identified in this Community Strategic Plan. This is dependent on the resources available in the Resourcing Strategy

The Delivery Program is a statement of commitment to the community from each newly elected Council. It is a leading document for all activities to be undertaken by Council and all plans, projects, activities and funding allocations must be directly linked to this Program.

Although Council has a responsibility to achieve or facilitate the implementation of these strategies, the Community, State and Federal Government, non-government agencies and the Community may also have a role in helping to achieve our Vision for 2035.

COMMUNITY ENGAGEMENT STRATEGY

This strategy outlines how Council will involve the community in Council decision-making and ensure the community can have their say. The strategy also outlines strategic actions for Council to investigate to further improve processes and instil a culture of best practice engagement.

OPERATIONAL PLAN

Supporting the Delivery Program is an annual Operational Plan produced by Council, which details the individual activities and projects to be undertaken during a single year. It includes Council's annual budget and Statement of Revenue Policy. These initiatives ensure delivery of Council's commitment to the Delivery Program.

ANNUAL REPORT

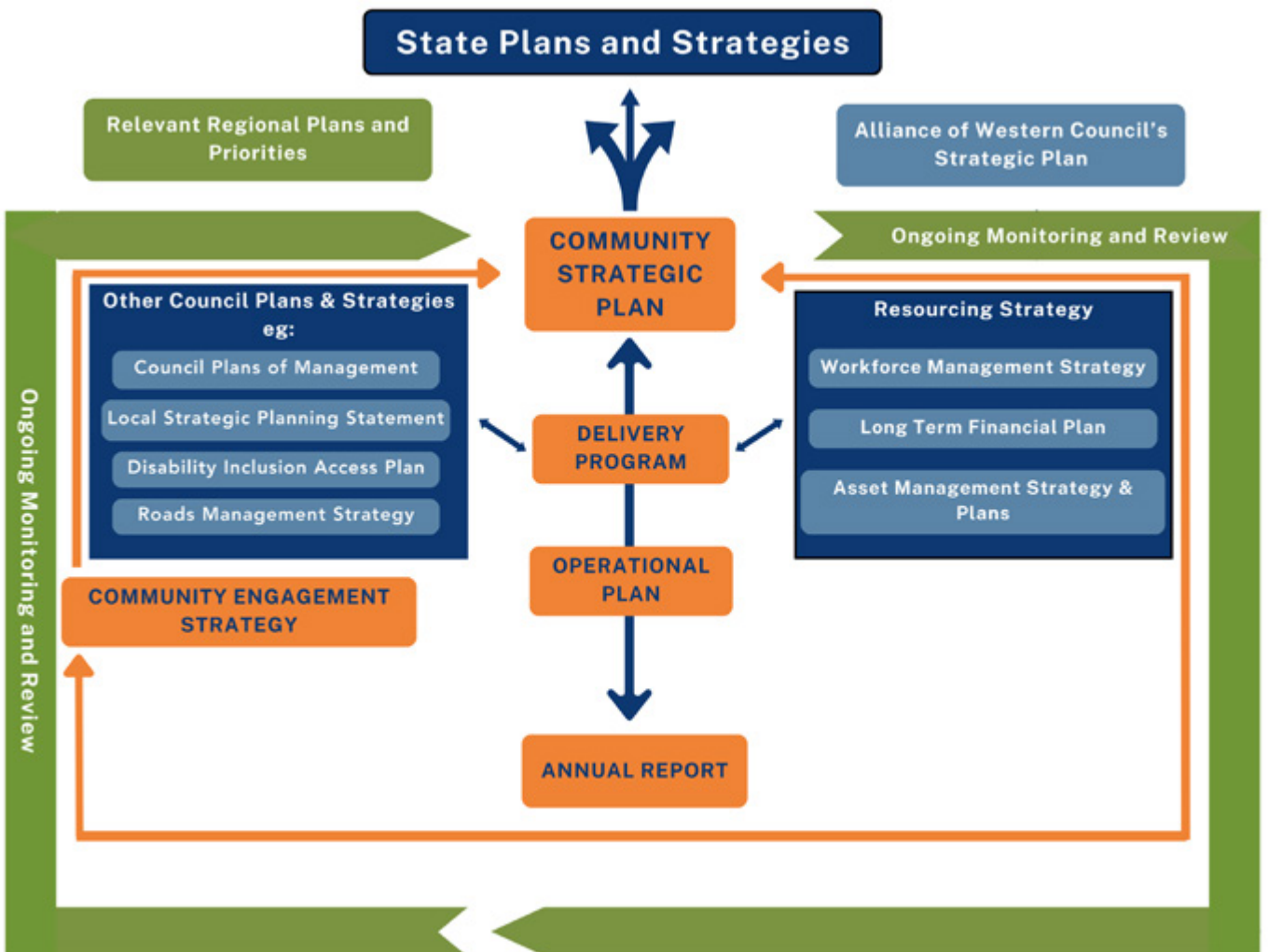
Reports back to the community on the work undertaken by Council in a given year. The Annual Report details the progress being made on implementation of the Delivery Program and towards achievement of Community Strategic Plan outcomes. The Report also details financial performance against the annual and longer-term budgets. This Annual Report is a critical part of the way Council is accountable to the community.

MONITORING AND REVIEW

A critical step in the framework is the continual monitoring and review of the Strategic Framework key strategies and documents. Changes in the world around us at a local, regional, state, national and global level affect the community in different ways. A critical component is the ability to adapt to the community's needs and be responsive to those external forces.

STRATEGIC PLANS

Other strategic planning may be undertaken by Council to assist in achieving the outcomes under each guiding principle identified in the Community Strategic Plan. Examples include the Local Strategic Planning Statement, Disability Inclusion Action Plan and Economic Development Strategy.



OUR VISION

OUR VISION

The Narromine Shire Community Strategic Plan 2035 represents a key milestone in planning for the future of our community and those who live, work and visit the Shire. Capturing the thoughts of the various groups, organisations, residents and industries was central to forming a united 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.



ST WE FORGET

WHAT WE LOVE AND VALUE

To guide the Plan, it was important to understand what we love about the Narromine Shire, why people call it home and what is most valued about the Shire.

We love our strong sense of community, small town feel and friendliness. Other things our Shire values include relaxed lifestyle, location to a large regional centre (Dubbo), community spirit and the gardens.

It is important that we recognise the things we value most and ensure these are strengthened into the future. They form our social fabric and what makes the Narromine Shire unique to other towns and cities.

OUR ASPIRATIONS AND VALUES

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

LOCATION

SMALL TOWN FEEL

PEOPLE

FRIENDLY COMMUNITY

THE PEOPLE AND BUSINESS

COMMUNITY SPIRIT

GARDENS



OUR GUIDING PRINCIPLES

To achieve the vision for 2035, the following guiding principles cannot be viewed in isolation; they depend on each other and need to work in balance to sustain the Shire.

Our Community Strategic Plan is the lead document in our Strategic Planning Framework. The following four guiding principles have been identified and developed through extensive community consultation and reflect our community's goals for the future. Note that these principles remain in place from the 2022-2032 document. The community consultation undertaken in 2025 confirms that these guiding principles remain consistent.

<p>1. Vibrant Communities</p> <p>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 others wellbeing.</p>	<p>2. Growing our Economy</p> <p>GOAL: We have a diverse economy with thriving businesses that offer a range of employment opportunities supported by skill development options.</p>	<p>3. Protecting and enhancing our environment</p> <p>GOAL: We value our natural and built environment, our resources for the enjoyment of the community and visitors to our Shire.</p>	<p>4. Proactive Leadership</p> <p>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.</p>

IMPLEMENTATION PLAN

Our Plan represents the overarching goals we will strive towards as a community. The following Implementation Plan will assist in guiding Council and stakeholders to meet our aspirations for the future. The following represents the key terminology for the Plan.

- GOAL:** This is a short description about the sort of community we want to be in the future.
- OBJECTIVE:** These are the detailed outcomes under each Guiding Principle. Being more specific they focus on what we want to achieve as a community.
- STRATEGIES:** These are more detailed and establish what we need to do in order to achieve the objectives we desire. It is important that we as a community are flexible in order to secure new opportunities, move with advances in technology and changes at a regional, state, national and global level. Specific actions by

Council will be included and prioritised according to resources in the four-year delivery program and annual operations plan.

TIMEFRAME: Indicates period this should occur.

- Short Term
- Long Term
- Ongoing

COUNCIL'S ROLE: Council is the custodian of the Community Strategic Plan, it will be a Leader, Partner or Custodian in the delivery of the strategies to achieve the objectives for our community's future.
















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 others wellbeing.

There are a range of services that aim to assist, link and support our members of the community. These services are vital and are supported by the provision of assets such as the medical centre, libraries, playgrounds, open spaces and sports and recreational facilities. With an ageing population these initiatives and services are vital for our residents by linking members of our community and providing a range of activities to keep active. We value our youth and their contribution and aim to provide access to good education and after school activities as well as ensuring they feel valued members of our community. Our stakeholders will continue to consider the needs of our population and our well being in the delivery of initiatives, services and facilities.

VIBRANT COMMUNITIES

Strategy	Time	Partners	Council's Role
1.1 (OBJECTIVE) A SAFE, ACTIVE AND HEALTHY COMMUNITY			
1.1.1 Advocate for and promote programs that will minimise crime and assist in crime protection including our young and most vulnerable		NSW Police, Council, Government Agencies, Groups and organisations	Partner
1.1.2 Retain and enhance strategies for safety in public places where appropriate		NSW Police, Council, Government Agencies	Leader
1.1.3 Provide active and passive recreation facilities for all		Government Agencies, Council, Groups and Organisations	Partner
1.1.4 Provide recreational activities and programs that are inclusive and meet the needs of the community		Council	Leader
1.1.5 Maintain parks and open spaces within our towns with an emphasis on the provision of quality built and natural shade		Council	Leader
1.2 A VIBRANT AND DIVERSE COMMUNITY THAT HAS A STRONG SENSE OF BELONGING AND WELLBEING			
1.2.1 Recognise and celebrate our cultural and social diversity through local events, programs and projects		Council, Groups and Organisations	Partner
1.2.2 Protect and celebrate Aboriginal heritage and culture and provide opportunities for interpretation and understanding		Council, Groups and Organisations, Government Agencies	Partner
1.2.3 Encourage volunteering in the Shire and recognise the positive outcomes for both the community and volunteers		Council, Groups and Organisations, Government Agencies	Partner
1.2.4 Advocate for high quality aged care that enables older people to be integrated and active in the community		Council, Groups and Organisations	Partner
1.2.5 Support the development of the actions within the MOU between the Trangie and Narromine Aboriginal Lands Councils		Council, Groups and Organisations	Partner
1.3 A COMMUNITY THAT CAN ACCESS A RANGE OF FORMAL AND INFORMAL EDUCATION, INFORMATION, AND OTHER SERVICES AND OPPORTUNITIES TO ENHANCE THEIR LIVES			
1.3.1 Advocate for a range of formal and informal education, information, children's services and other services and opportunities to enhance lives		Council, Groups and Organisations, Government Agencies	Partner

Timeframe:  Short Term  Long Term  Ongoing

Strategy	Time	Partners	Council's Role
1.4 ACCESSIBLE FACILITIES AND SERVICES ARE AVAILABLE FOR THOSE WITH DISABILITIES OR IMPAIRMENTS			
1.4.1 Collaborate with stakeholders to ensure our towns and businesses are fully accessible and inclusive for individuals with disabilities or impairments	●	Council, Groups and Organisations, Government Agencies, Businesses	Partner

MEASURE

We will measure our progress towards achieving our objectives outlined at 1.1, 1.2, 1.3 and 1.4 in the following ways:

What we will measure	Measure
Incidents of crime in outdoor and public places	Improvement in the number of incidents as detailed in the BOSCAR report. Base year 2024/25
Attendance and participation at Council run recreation facilities and programs	Consistent or improved attendance at the Narromine and Trangie Aquatic Centres, Trangie and Narromine libraries. Base year 2024/25



A large orange and black DL300 wheel loader is the central focus of the image. It is parked on a dirt surface in what appears to be a quarry or construction site. A worker wearing an orange high-visibility shirt and a hard hat stands in the foreground, looking towards the machine. The background shows a large pile of sand or earth under a clear sky. The loader has 'DL300' and 'Narromine' branding on its side.

GROWING OUR ECONOMY

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

Our Shire will nurture and develop a sound strategic framework with short, medium and long term strategies to build a diverse and robust economy. With a strong agricultural backbone, we recognise the opportunity to strengthen and protect this sector while fostering growth in other areas such as tourism, aviation and community services. We will capitalise on our location and key assets to attract new industry, while aiming to strengthen our existing business base, to create new economic and employment opportunities.

GROWING OUR ECONOMY

Strategy	Time	Partners	Council's Role
2.1 (OBJECTIVE) TO SUSTAIN AND GROW OUR LOCAL POPULATION			
2.1.1 Form partnerships and alliances to market our Shire to new residents and businesses	■	Government Agencies, Council, Groups and Organisations	Leader
2.1.2 Plans and strategies are reviewed in line with the community's needs and encourage economic growth	○	Council	Leader
2.2 THE ONGOING DEVELOPMENT, DIVERSIFICATION AND SUSTAINABILITY OF THE LOCAL BUSINESS AND INDUSTRY BASE			
2.2.1 Foster our agricultural sector through the identification and support of value adding opportunities	○	Council, Industry, Government Agencies	Partner
2.2.2 Create and support a strong tourism industry that maximises benefits from visitors to the Shire	○	Council, Groups and Organisations, Industry, Government Agencies	Partner
2.2.3 Encourage and support growth and expansion of the existing aviation industry and the region's capacity to attract and establish new aviation businesses, national and international events	●	Government Agencies, Council, Groups and Organisations	Partner
2.2.4 Planning mechanisms that support infrastructure to allow for localised employment opportunities	●	Council	Leader
2.3 TO ENCOURAGE INDUSTRY DEVELOPMENT			
2.3.1 Support the growth and development of new and existing businesses and industries	●	Council, Government, Industry, Business	Partner
2.3.2 Ensure suitable industrial land in Narromine and Trangie	●	Council, Industry, Business	Partner

MEASURE

We will measure our progress towards achieving our objectives outlined at 2.1, 2.2, 2.3 and in the following ways:

What we will measure	Measure
Unemployment rate of Shire residents	Consistent or improved unemployment data as reported by the Australian Bureau of Statistics. Base year 2024/25.
Gross revenue	Consistent or improved gross revenue as generated by business in the Narromine Shire area. Base year 2024/25.
Undertaking of business workshops and promotions	Undertake three business workshops and or business promotions in each year

Timeframe: ■ Short Term ● Long Term ○ Ongoing



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.

We want to provide sustainable infrastructure including the maintenance of open spaces and supply of community facilities that meet the needs of our residents, businesses and visitors to our Shire. We recognise that each of our communities, Narromine, Trangie and Tomingley have their own spirit and character and are intrinsically linked to our Shire. We aim to create a village feel throughout, that charms residents and visitors to the region. Our roads are one of our greatest strengths linking our people and products to Australian and international destinations and markets. Access to Dubbo is recognised as a key link for our community.

Effective and sustainable water management and infrastructure is critical for our community. We aim to grow our cycleways and footpaths to allow greater access for all ages and levels of mobility. We value our rural environment, our natural beauty and aim to instill an awareness of the importance of the natural environment.

PROTECTING AND ENHANCING OUR ENVIRONMENT

Strategy	Time	Partners	Council's Role
3.1 (OBJECTIVE) MANAGE OUR NATURAL ENVIRONMENTS FOR CURRENT AND FUTURE GENERATIONS			
3.1.1 Identify and protect areas of high natural value	●	Council, Groups, Government Agencies	Partner
3.1.2 Enhance, protect and celebrate our river systems and wetlands	●	Council, Groups Government Agencies	Partner
3.1.3 Ensure preservation and maintenance of the Shire's heritage buildings, objects and places of interest	●	Council, individual owners, Agencies	Partner
3.2 WE ARE A SUSTAINABLE, ENVIRONMENTAL COMMUNITY WITH A GREAT APPRECIATION OF OUR NATURAL ASSETS			
3.2.1 Deliver essential water and sewer infrastructure to service the community into the future	●	Council	Leader
3.2.2 Reduce waste to landfill through effective and efficient domestic waste and recycling services to the community	●	Council, Groups Government Agencies	Partner
3.2.3 Develop and promote initiatives to reduce water, energy and waste in consultation with the community	●	Council, individual owners	Leader
3.2.4 Deliver essential waste services to the community, promoting sustainable practices.	●	Council, individual owners	Leader
3.3 ENSURE A RANGE OF HOUSING OPTIONS FOR THE COMMUNITY			
3.3.1 Ensure people have opportunities for appropriate accommodation to meet their needs	●	Council, Government, Industry, Business	Partner
3.4 OUR COMMUNITY IS WELL-CONNECTED THROUGH OUR CYCLEWAYS, FOOTPATHS AND PUBLIC TRANSPORT SYSTEMS			
3.4.1 Plan and provide accessible and well-connected footpaths, cycleways and associated facilities in our Shire	●	Council, Government, Industry, Business	Partner
3.5 OUR ROAD NETWORK IS SAFE, WELL MAINTAINED AND APPROPRIATELY FUNDED			
3.5.1 Construct and maintain a road network that is safe and meets the community's transport and infrastructure needs.	○	Council	Leader
3.5.2 Advocate for continued and increased funding for our road network	○	Council, Government Agencies	Leader
3.5.3 Provide advocacy and support on transport issues that best meet the needs of our residents	○	Council, Government Agencies	Leader

Timeframe: ■ Short Term ● Long Term ○ Ongoing

PROTECTING AND ENHANCING OUR ENVIRONMENT

MEASURE

We will measure our progress towards achieving our objectives outlined at 3.1, 3.2, 3.3, 3.4 and 3.5 in the following ways:

What we will measure	Measure
Percentage of waste diverted from landfill Consistent or improved level of waste diverted from landfill as measured by Narromine Shire Council. Base year 2024/25.	Council, Government, Industry, Business





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.

We provide effective leadership and professional governance, for our community. We implement accountable direction setting and policy making that is in the best interest of our residents. We are accountable, open and transparent in our decision making involving and effectively communicating with our community. Our organisation is well managed, and work as a team that is well trained to deliver the services to our community. We plan appropriately for our future and build partnerships and alliances with other government agencies to advocate on issues affecting our Shire.

PROACTIVE LEADERSHIP

Strategy	Time	Partners	Council's Role
4.1 (OBJECTIVE) PROVISION OF AN ACCOUNTABLE AND TRANSPARENT LEADERSHIP			
4.1.1 The Council elected members are representative of the community and provide strong and visionary leadership	○	Council	Leader
4.1.2 Enhance open and interactive communication between Council and the community guided by the Community Engagement Strategy	○	Council, Government Agencies, Community members	Leader
4.2 EFFECTIVE COUNCIL ORGANISATIONAL CAPABILITY AND CAPACITY			
4.2.1 Strive for business excellence through continuous improvement and creativity	○	Council	Leader
4.2.2 Attract and retain a quality workforce that meets the strategic needs of the community and future strategic directions	○	Council	Leader
4.2.3 Provide responsive high level customer service	○	Council	Leader
4.2.4 Ensure the integration of corporate plans set the long-term direction for the Local Government Area and Council	○	Council	Leader
4.3 A FINANCIALLY SOUND COUNCIL THAT IS RESPONSIBLE AND SUSTAINABLE			
4.3.1 Operate and manage Council in a financially sustainable manner that meets all statutory and regulatory compliance	○	Council	Leader
4.3.2 Ensure sufficient resources to meet current and future needs of the community	○	Council	Leader
4.3.3. Ensure Council's assets are monitored and well managed	○	Council	Leader

Timeframe: ■ Short Term ● Long Term ○ Ongoing

PROACTIVE LEADERSHIP

Strategy	Time	Partners	Council's Role
4.4 SOUND PARTNERSHIPS ARE ENCOURAGED AND FOSTERED			
4.4.1 Provide sound input into State and Regional Plans and Strategies	○	Council, Agencies, Government, Non Government Agencies	Leader
4.4.2 Develop and build partnerships with State and Federal governments, industry and community organisations to foster development and delivery of community services and emerging business sectors	○	Council, Agencies, Governments	Leader
4.4.3 Assist in facilitating partnerships and collaboration at a local level between communities, groups, businesses and community organisations	○	Council, Groups and Organisations, Industry	Leader

MEASURE

We will measure our progress towards achieving our objectives outlined at 4.1, 4.2, 4.3 and 4.4 in the following ways:

What we will measure	Measure
Operating performance ratio	Consistent or improved level as outlined in the Annual report. Base year 2024/25.
Unrestricted current ratio	Consistent or improved level as outlined in the Annual report. Base year 2024/25.
Regular updates to the community regarding Council activity and updates on key activities.	Minimum of 60 press releases on key activities and or Weekly columns for Shire residents per year.

Timeframe: ■ Short Term ● Long Term ○ Ongoing



Narrromine Shire Council would like to thank those residents, industries and groups and organisations who have provided their insights, thoughts and opinions into the development of the Narrromine Shire 2035 Community Strategic Plan.

Your valuable input has helped develop and form our vision for the future of our Shire. Council as custodian of the Plan will work with all stakeholders to plan and implement actions to achieve the community's aspirations.





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