



# Community Strategic Plan

Narromine Shire 2023



Identifying Narromine Shire Councils  
priorities for 2013/14 to 2022/23

*times change, values don't*



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# Foreword

Narromine Shire Council is pleased to present the **Community Strategic Plan: Narromine 2023**. The Plan was produced after comprehensive community consultation and Council would like to acknowledge the valuable input of a large number of community members.

Council is pleased with the Plan and is confident that it reflects the community's main priorities and aspirations, and adequately identifies the strategies to achieve these goals.

Whilst Council has facilitated the development of the **Community Strategic Plan** it is very much a community plan. The community has identified Council as being the 'lead agency' with responsibility for many of the strategies outlined in the plan, other agencies have also been identified as having lead agency responsibility for a range of non Council strategies. Council is committed to working with these agencies to assist them in achieving positive outcomes.

The Plan is based on four key themes

- **Our Community** - *"Supportive, Evolving and Diverse"*
- **Our Economy** - *"Vibrant, Functional and Viable"*
- **Our Environment** - *"Sustainable, Thriving and Compliant"*
- **Our Leadership** - *"Responsible, Engaging and Effective"*

*Narromine 2022* is a living document which influenced the development of the **Delivery Program 2013/14 – 2016/17** and **Operational Plan 2013/14**. Council believes it will be an extremely valuable tool for all sectors of the community as we plan for the future of the Shire we are all proud to call home.

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**Cr Bill McAnally**  
**Mayor**



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**Cr Sue McCutcheon**  
**Deputy Mayor**



# An Introduction to Narromine Shire

## Section Summary

The identities and values of Narromine Shire have been shaped by the culture of the Wiradjuri People, early farmers and by our strong aviation and sporting history. Today, the Shire has a significant farming based industry that contributes nationally.

The Narromine Shire Community has been asked to look forward 10 years, to consider where we are heading in the future and what we wish to leave as a legacy for our children and grandchildren. To do that we need a vision of our future and a consensus on what values will be important to us.

## COMMUNITY PROFILE

Located in the heart of New South Wales between Dubbo and Nyngan, Narromine Shire covers an area of 5,224km<sup>2</sup> with a population of 6585<sup>1</sup> living in three urban centres of Narromine (3500), Trangie (800) and Tomingley (50) as well as the surrounding rural areas. The Shire is the 37th largest region by area in New South Wales and is 225 metres above sea level.

Originally occupied by tribes of Wiradjuri people, John Oxley arrived in the area in 1818 whilst exploring the Macquarie River. Squatters settled in the 1830's along the river followed by Narramine Station in 1835, the name being derived from a Wiradjuri word said to mean "Place of many lizards" or "Place of Honey". In 1849 a government reserve was made, with the railway being built in 1882. By this time a hotel at the junction of the road to Trangie and Warren was established by William O'Neil, who's land was acquired to develop the township around the railway. Gazetted in 1883, the streets were named after early pastoral holdings in the area – which can be seen today printed on hessian bales at the local United Services Memorial Club in Dandaloo St.

With the opening of the first school in 1883 it wasn't long until Narramine was declared a village in 1885, followed by the building of a police station and supermarket in 1890. In 1896 a newspaper was established, which heralded the change of name from Narramine to Narromine, after editorial misspelling. By 1898 the village had grown large enough to be declared a municipality.

Since then Narromine has grown to include citrus farming and agriculture as its major industries, along with grain crops, livestock, wool and cotton. The shire boasts the biggest lime orchard (The Lime Grove) in the southern hemisphere, is famous for Narromine Oranges, as well as home to thriving business such as Narromine Transplants, Enza Zaden, Grain Corp, Agrigrain and Government initiatives such as the Department of Primary Industries "Trangie Agricultural Research Centre".

Sports and Aviation play major roles in the culture of Narromine Shire. The aerodrome constructed after World War I, is the oldest country aero club in Australia, training over 2000 pilots in World War II. Proudly hosting the National Ultra Light Fly in for a number of years, the aerodrome is now home to the Sport Aircraft Association of Australia Inc (SAAA), and has seen a number of well known aviators such as Charles Kingsford Smith, Charles Ulm, Chuck Yeager and Nancy Bird Walton. In 2005 an Air Pageant featured the locally built Wright Flyer replica, flown by Col Paye and launched by the second man on the moon Buzz Aldrin. The present day building at the Aerodrome was opened in 2002 and houses the Aero Club, Gliding Club, a fully equipped conference area and the Narromine Aviation Museum.

Narromine known as the "Gliding Capital of Australia", is considered to be the best gliding area in

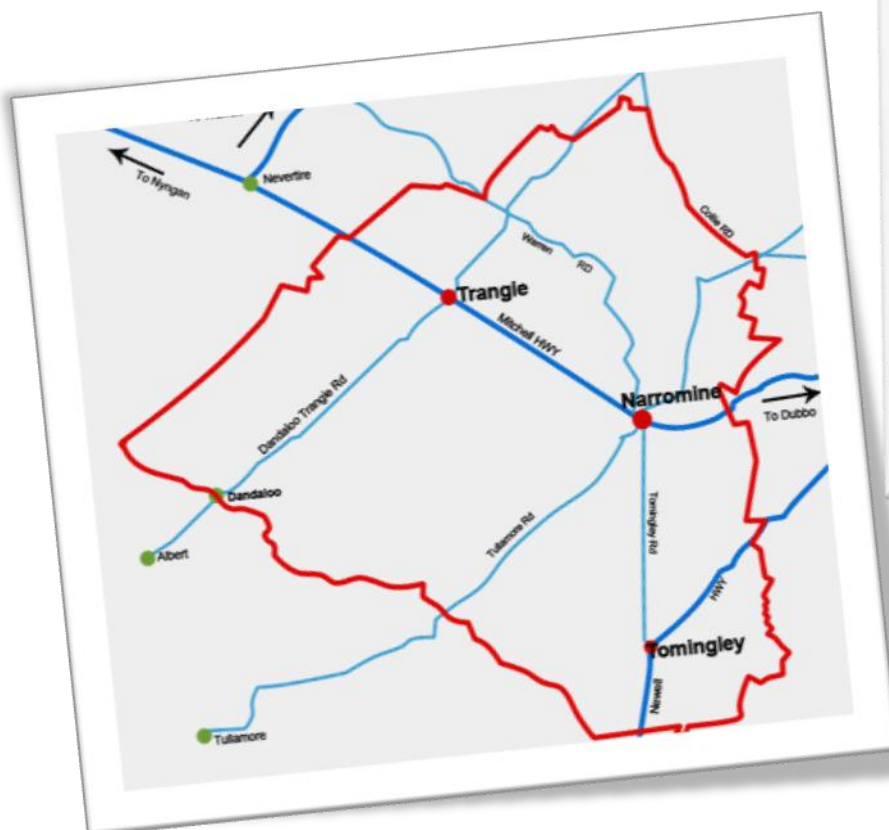


Australia, and one of the three best in the world. With beautiful weather and thermals, along with no airspace restrictions, pilots from around the world visit regularly to participate in recreational flying, gliding and to take part in the National and State Gliding Championships. In 2015 the Gliding Club is to host the 8<sup>th</sup> Junior's World Gliding Championship. This is an amazing achievement as it is the first time the event has been held outside of Europe.

In addition, Narromine is also called the "Town of Champions" with the birth of many famous Australian sporting personalities including former Olympic sprinter and Commonwealth Games medalist, *Melinda Gainsford-Taylor*, Cricketer *Glenn McGrath* (immortalized with a life size bronze statue in Tom Perry Park), Rugby League player *David Gillespie*, International Clay Target Shooting Champion *Kevin Heywood*, Captain of the Rugby Union Wallabies *Steve Williams*, Gliding Champion *David Jansen*, Target Shooter *David Goodridge*, National Rugby League player *Justin Smith* and International Rugby Union Representative *Pat McCutcheon*.

Major features of the Shire include Goobang National Park, the Bogan River, the Macquarie River and several state forests. Features in Trangie include the Goan Waterhole. Narromine Shire also has a number of historical remnants used to hide planes from the Japanese bombers in World War II. The Shire is served by the Mitchell Highway and the Newell Highway.

Figure 1. Our Location





## OUR VISION for Narromine Shire

In 2023, Narromine Shire will be:

***A highly desirable place to live, work and conduct business, and where shire residents care for one another and the natural environment.***

## OUR VALUES AND PRINCIPLES that guide Council will be:

- Council will practice and display civic leadership, integrity, a willingness to consult with shire residents, accountability and transparency.
- Council services will be accessible and affordable for all shire residents.
- Council services will not compete with commercial service providers or duplicate services from other organisations.
- Council will be supportive of volunteers, service clubs and other groups who wish to contribute to public use facilities, services and community wellbeing.
- Council places high value on the proper management, protection and where required, restoration, of the natural environment.
- Council will encourage new business development in the shire which contributes to the social and economic strength of the shire community, and which will not impact negatively on the natural environment.



## What is Integrated Planning and Reporting?

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

Traditionally councils have developed a Management Plan and Budget which looked at a particular year's activities and the community was asked to comment on this. Integrated Planning takes a longer term (10 year) outlook and is based around a Community Strategic Plan that reflects the community's aspirations. The aim of the new integrated planning model is to ensure that councils are taking a strategic long-term approach to their activities and that these activities reflect the desires of the communities they represent.

In order to ensure this occurs the Integrated Planning Model advocates a 'three tier' hierarchy of plans consisting of a Community Strategic Plan, a Delivery Program and an Operational Plan (see diagram below).





## **Community Strategic Plan**

The Community Strategic Plan is an overview document that identifies the community's main priorities and visions for the future, and outlines strategies to achieve these goals. It covers a minimum timeframe of 10 years.

It is informed by a range of key strategic documents which were already in existence or which were in the process of being finalised at the time the Community Strategic Plan was being reviewed.

## **Delivery Program**

The Delivery Program replaces the former Management Plan. It is the single point of reference for all activities undertaken by the Council during its term of office. The Delivery Program details the strategies Council will undertake over a four year period to achieve the outcome statements and visions the Community Strategic Plan.

The Delivery Program:

- directly addresses the outcomes and visions of the Community Strategic Plan and identifies specific strategies Council will undertake.
- informs, and is informed by, the Resourcing Strategy
- addresses the full range of Council's operations
- allocates responsibilities for each action or set of actions
- includes detailed financial estimates for the four year period
- includes a method of assessment to determine the effectiveness of each activity detailed in the Delivery Program in achieving the strategy at which the action is directed.

Council reviews its Delivery Program each year when preparing the annual Operational Plan and the General Manager ensures that progress reports are provided to Council, with respect to activities detailed in the Delivery Program, at 6 monthly intervals.

## **Operational Plan**

The Operational Plan is a sub-plan of the Delivery Program. It directly addresses the strategies outlined in the Delivery Program and identifies actions, programs and activities Council will be undertaking within the current financial year. The Operational Plan also allocates responsibilities for each action or set of actions and it identifies suitable measures for determining the effectiveness of the activities undertaken. It is supported by a detailed budget.

For ease of use, Narromine Shire Council's Delivery Program and Operational Plan have been combined into a single document.



# The Process of Developing Our Community Strategic Plan

## Section Summary

NSW Councils must work with their communities to develop a long-term Community Strategic Plan addressing social, environmental, economic and civic leadership issues.

Extensive community input in the form of community workshops and surveys, contributed to the development of the Community Strategic Plan. Furthermore, the Plan has been developed and based on social justice principals.

## PLANNING PRINCIPLES

The Community Strategic Plan has been developed using social justice principles.

The **social justice** principles are:

1. **Equity** – involving fairness in decision making, prioritising and allocation of resources, particularly for those in need.
2. **Access** – having fair access to services, resources and opportunities to improve quality of life.
3. **Participation** – the maximum opportunity to genuinely participate in decisions which affect their lives.
4. **Rights** – equal rights established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

## COMMUNITY CONSULTATION

### SURVEYS

In late 2008 an independent telephone survey was conducted on 200 households throughout Narromine Shire. The survey asked residents to rank the importance to them of a range of services and facilities in the Shire.

Respondents were requested to rate the importance of, and their satisfaction with, each of 35 different services or facilities on a scale of 1 to 5 where 1 = low importance or satisfaction and 5 = high importance or satisfaction.

The importance mean ratings ranged from a high of 4.75 for 'roads', where 97% of the residents rated them as highly important, to a low of 3.56 for 'indoor sports centre', where 57% of the residents rated this as important (Refer Table 1).



**Table 1: 2008 Survey Results**

Importance ranking	Service/Facility	Importance mean
1	Roads	4.75
2	Crime prevention and law and order initiatives	4.71
3	Water supply	4.50
4	Recycling	4.48
5	Long term planning	4.45
6	Council's customer service	4.42
7	Financial management	4.39
8	Support for volunteers	4.33
9	Parking	4.31
10	Aged services	4.31
11	Disability access	4.28
12	Drainage/flood management	4.27
13	General garbage collection	4.24
14	Environmental and sustainability initiatives	4.24
15	Economic development	4.23
16	Quality of town centre and public spaces	4.22
17	Sewerage management and treated effluent reuse	4.15
18	Management of development	4.14
19	Vegetation management	4.12
20	Relationship with indigenous residents	4.10
21	Opportunities to participate in Council decision making	4.10
22	Affordable housing	4.09
23	Tourism management	4.09
24	Parks	4.07
25	Public toilets	4.01
26	Heritage conservation	4.01
27	Festival and event management	3.98
28	Sporting ovals	3.94
29	Youth services	3.88
30	Swimming pools	3.83
31	Libraries	3.74
32	Child care services	3.72
33	Bikeways and bicycle facilities	3.59
34	Aerodrome	3.58
35	Indoor sports centre	3.56



## WORKSHOPS

During mid 2009, three workshops were conducted with shire residents to provide input into the strategic planning process.

The workshops were structured as follows:

- Workshop 1 - invited Narromine town residents and business operators;
- Workshop 2 - invited Trangie town residents and Trangie district rural residents;
- Workshop 3 - invited Narromine district rural residents and Tomingley district residents.

The workshops were also advertised in the local paper to encourage others to attend.

One of the activities of the workshops was for attendees to suggest and prioritise activities for Council to undertake over the next ten years.

The following eight key themes were somewhat consistently mentioned at the community workshops and have been identified for consideration, as priority areas over the next ten years. The areas below do not cover maintaining existing infrastructure, such as roads or existing services which are clearly a high ongoing priority for Council. The following themes represent new initiatives arising from the consultations. These themes have come up at one or more workshops and have been grouped where appropriate, and are not in any priority order:

### *Recycling/Waste Disposal:*

This was a big issue across all workshops. There was recognition that the CDEP program did an excellent job, until funding was discontinued. There was also a need to examine innovative approaches for waste management; such as composting green waste, greater publicity for e-waste recycling and partnerships with other councils.

### *Drainage and Floods:*

At all workshops, planning for major flood events, better managing local flood events and drainage issues were raised. As part of this discussion, novel ideas such as water harvesting were also suggested for consideration.

### *Water Supply:*

At a number of workshops, maintaining water supply security and the quality of water was seen as an important issue over the next ten years.

### *Showgrounds/Halls:*

At both Trangie and Narromine the condition of showground facilities, particularly toilets, was raised. The showgrounds were seen to provide a focal point for community activities, and also to provide opportunity to bring people into the district through activities and events (both existing and new). In Tomingley a similar role was played by the Hall and School. Maintaining and developing these important community facilities was important to the respective communities.



### *Tourism and Business Development:*

Across all venues the importance of tourism was raised. Improving signage and ideas such as developing an integrated tourist trail, pointing out sites of interest to passing tourists were suggested. Better presentation of the smaller towns was discussed (building facades, parks and gardens) to attract passing tourists. It was suggested that Council may be able to provide/coordinate some small incentives to local business owners to improve the presentation of their properties. Also discussed, was better tourism awareness / signage, improved welcoming of new residents to town and recognising existing volunteers and training new volunteers. Local postcards and promotion of these were also suggested.

### *Land subdivision and supply:*

This was an issue that was raised at both Narromine and Trangie. It was pointed out that residential land, land for aged care facilities and small acreages with residential entitlements were in tight supply, and that this was seen as hindering development. Examples were given of people wanting to purchase small acreages with dwelling entitlements, but unable to. This was also seen as an opportunity to attract people into the shire, if a plentiful supply of land was available (and at lower cost than Dubbo).

### *Engagement with Trangie and Tomingley:*

The residents of Trangie and Tomingley represented their issues with passion and pride at the workshops. Over the next ten years it makes sense for Council to work more closely with existing committees in these towns to forge even stronger relationships with local residents, to better understand their needs. It was suggested that Council may consider establishing a regular quarterly meeting schedule for Council's senior managers with existing town committees to advance the local development of these towns, and also to create a mechanism for Council to better communicate with these residents, apply for grants, etc. A brief quarterly newsletter could assist residents to be kept informed.

### *Engagement with Narromine:*

From Narromine meetings, ideas were presented to better engage residents, and to inform them of existing council services. These included a newsletter to be distributed with Council rates notices, and developing ways to better engage with youth (perhaps considering a Youth Council or Youth Worker), and communicate with the business and indigenous communities. A role for Council was seen to coordinate and promote the many community services which are undertaken.

Input from the surveys, workshops, existing state/regional plans and community committees was instrumental in the development of a 2010 – 2020 Community Strategic Plan adopted by Council in April 2010. At the same time Council adopted a Community Engagement Strategy to assist with future consultation and provision of information to the Community. A link to this document is provided in the references section of this document (Page 28).



## REVIEW OF THE COMMUNITY STRATEGIC PLAN

In late 2011 the community was again surveyed to assist Council to revise the Community Strategic Plan as well as ascertain that Council was still in line with Community expectations. The survey was undertaken using Survey Monkey which allowed it to be available both online and in a hard copy form.

The survey was promoted in the following ways;

- Advertisements in local newspapers.
- Article on the Council website, with a link allowing responses online.
- Emailed to various community groups via mailing lists such as Interagency, Community Info and Chamber of Commerce.
- Placed in Council Notes which are published online on both the Council and Narromine News website, in both local papers; Narromine News and Flatchat News.
- Via Twitter (422 followers) and Facebook (over 2000 followers).
- Copies of the survey, and links to the online version placed in a number of prominent businesses in Narromine.
- A stall was also placed at Coles for two days with Staff and Councillors promoting the survey, and providing assistance.
- The local Community Technology Centre gave seniors the opportunity to fill in the survey online with free access, and volunteers on hand to assist.

The wide range in which the survey was provided to locals allowed all aspects of the community to participate. By providing both online and paper versions of the survey accessibility, was increased, as well as the convenience of being able to respond in a variety of ways. Assistance was available for anyone who needed it.

Approximately 180 voluntary responses were received.

The survey concentrated on key points of Council's service functions to gain a snapshot of the communities' level of satisfaction with those services and identified areas requiring improvement. It also asked for an indication of the preferred Method of Funding for any improvements identified.

Table 2 shows the highest scores of each function area in three of the core questions and identified Roads, Footpaths and Drainage/Stormwater as the areas of most concern. Respondents also indicated that while they expected improvements, they expected Council to fund improvements through existing revenue sources, without increases.

Based on these results it can be concluded that overall the respondents were satisfied with the level of service provided by Council but would like to see improvements to the roads infrastructure, construction and maintenance of footpaths as well as drainage and stormwater.

The survey results mirrored those of the earlier surveys and workshop results indicating that the expectations of the community have not changed over a two year period.





**Table 2: 2011/12 Survey Results**

<b>Highest Rating Responses</b>	<b>Question 6 Level of Satisfaction</b>	<b>Question 7 Level of Usage</b>	<b>Method of Funding</b>
Sportsgrounds and Sportsgrounds Facilities	Satisfied	Occasionally	No Change
Community Centre Facilities (Halls etc)	Satisfied	Occasionally	No Change
Macquarie Valley Family Day Care Service	Satisfied	NA	No Change
Library Facilities	Satisfied	Occasionally	No Change
Swimming Pools	Satisfied	Never	No Change
Saleyard	Satisfied	Never	No Change
Parks, public open spaces and playground facilities	Satisfied	Occasionally	No Change
Medical Centres	Very Satisfied	Every 2 <sup>nd</sup> Month	No Change
Aerodromes	Satisfied	Never	No Change
Garbage Services	Satisfied	NA	No Change
Road Infrastructure	Needs Improvement	NA	Not prepared to pay more
Construction and maintenance of footpaths	Needs Improvement	NA	Not prepared to pay more
Street sweeping and cleaning of towns	Satisfied	NA	No Change
Drainage and Stormwater Management	Needs Improvement	NA	Not prepared to pay more
Verge and nature strip mowing, maintenance and improvements	Satisfied	NA	No Change
Cemeteries	Satisfied	Yearly	No Change

### **Other factors which may influence demand for Council's services and facilities for the next ten years**

The following are other factors which may impact on either the demand for services and facilities in Narromine Shire or on Council's capacity to deliver the services demanded:

#### **a) Significant unscheduled capital asset replacement**

This community strategic plan will be accompanied by an asset management strategy for Narromine Shire. This strategy will show the annual asset upgrade/replacement requirements that can be identified at this point over the next ten years. A long term financial plan will reflect those known or planned asset needs. Accidents or natural disasters (floods, fires) may impact on key assets such as roads, bridges, water and sewerage services, buildings, sporting facilities and aerodromes. While, by definition, such events are not planned for, from a strategic planning point of view, Council must have in place risk assessment and risk management plans for all of their asset areas as part of its overall asset management strategy.



## b) Population growth

There has been a population reduction in the Shire of approximately 3% over the past ten years – a smaller reduction than many similar inland shires. It is noted that the Australian population is forecast to grow by 1.4% per year over the next decade. In the absence of specific growth suggestions for Narromine Shire, using this benchmark, it is proposed that the shire population will grow by 0.5 to 0.7% per year – meaning that the shire population will be approximately 7,300 (an increase of up to 500) by the end of this strategic planning period.

## c) Demographic Change

17% of the current Narromine Shire population is aged 65 and older (compared to 13% nationally). ABS is forecasting this demographic group to increase by 3.5% per year nationally (over twice the national population growth rate). Given the likely continuing trend for Narromine Shire to attract retirees from western NSW because of proximity to Dubbo and good medical facilities, it seems conservative to assume 3.5% annual growth in our 65 years + age group.

## d) Industry Change

Agriculture will continue to dominate the economy over the next ten years.

The two irrigation Schemes in our Shire are in the process of modernisation, which will create greater water efficiencies and enable irrigators to grow broadacre crops in both summer and winter. Irrigation bores on many farms allow more permanent plantings of more intensive, higher value irrigated crops (vegetable and fruit). A sign of further development in this area is the planting of small areas of citrus for juice production and cooler climate grape and cherry varieties. These new developments have the potential to increase the economic value of production and employment opportunities in the Shire.

Significant changes in grain marketing and handling are already occurring. These changes include the emergence of independent commercial grain exporters, less delivery to decentralised bulk terminals on branch rail lines, containerised packaging for delivery to niche markets (two such facilities operating in the shire), increased storage on farm and delivery to handlers/exporters spread throughout the year.

Narromine has the potential to develop as a significant node for receipt of bulk grain delivered by road transport from not only Narromine Shire producers, but also producers from western and north western shires, to packagers / exporters based here – who then utilise the rail network for transport to port.

This has both positive employment and business prospects for the shire, but will place demands on our roads network including the maintenance of standards suitable for a heavy vehicle (b double, road train) access network across the shire.



Tomingley Gold Operations have commenced construction of the Tomingley Gold Mine at Tomingley in the southern end of the Shire which will provide further impetus for growth and jobs.

#### e) Tourism Change

Several factors are driving an increase in “grey nomad” type tourism – the financial crisis and the ageing population (see demographic change above). Narromine Shire is well positioned on or near major north / south and east / west highways. Development of improved signage and other information services, further development of unique attractions (Aviation Museum, fishing and other river recreation, gliding) and development of several riverside camping areas would support and capitalise on this trend.

#### f) Climate Change and Related Government Policies

CSIRO Climate Change modelling for the Macquarie Valley indicates possible average temperature increases of up to 2°C and surface water availability reduction of up to 16%, by 2040. There is widespread scepticism about these forecasts, although the 6 – 7 year recent history of negligible surface water availability for irrigation industries has given us a taste of the impact of significant “climate change” - be it a natural cycle or human induced. Added to this is the current and potential impact on industry and socio economic wellbeing in Narromine Shire, of the “buy-back” of both surface and ground water irrigation entitlements, ie government funded purchase of irrigation licence entitlements to improve environmental flows to the Macquarie Marshes and the Murray Darling Basin. Already approximately 15% of total licence entitlements in the Macquarie Catchment have been purchased from irrigators for these purposes. So, we could have permanent reductions in surface water availability of over 30% in the Shire.

Further changes in surface or ground water availability will:

- i) have significant, negative socio economic impacts on productivity, employment and business opportunities in our Shire;
- ii) drive some of the industry change referred to in d) above – specifically a move from extensive irrigated cropping to more intensive, high value irrigated crops;
- iii) force rationalisation and major infrastructure change in the four off-river irrigation schemes in Narromine Shire.

#### g) Other Government Policy Changes

We have seen in recent years significant injection of infrastructure funding (primarily from the Federal Government) directly into council and local irrigation boards. There are early indications of possible constitutional change and Federal policy shifts that may see a more direct linkage between Federal taxation revenue and funding of some functions and facilities by local government.

It is noted in the NSW State Plan (2009 Review) that the State Government too has, or will, implement a range of infrastructure funding packages which target councils and regional communities.

It is unknown at this stage if the move by the State Government to privatise retail electricity businesses such as Essential Energy will impact on supply costs and employment in our region.

Dubbo City Council has recently installed new security measures to enable larger planes to access the Dubbo Regional Airport, creating possible new links to Melbourne and maybe the Gold Coast.

The new Dubbo to Wellington bus route linking the regional towns of Narromine, Dubbo and Wellington has recently commenced.



# The Key Themes, Issues & Challenges for Narromine Shire

## Section Summary

The review of the 2010 – 2020 Community Strategic Plan and survey results confirmed a number of important issues confronting the Shire. While many issues and challenges were raised that are of immediate interest and action, there was also a consistent identification of issues that are significant, and difficult to achieve however, this document has managed to encapsulate them all as Narromine 2023.

Narromine Shire 2023 vision will be realised through the delivery of strategies and actions within four themes; namely, **Our Community** - “Supportive, Evolving and Diverse”, **Our Economy** - “Vibrant, Functional and Viable”, **Our Environment** - “Sustainable, Thriving and Compliant” and **Our Leadership** - “Responsible, Engaging and Effective”

To achieve our visions we must deliver a series of strategies and actions that address the social, environmental, economic and leadership issues facing our community. These issues require attention over time to ensure the long-term wellbeing and prosperity of the Shire and include:

- **The image of Narromine and the Shire:** the Shire has much to offer to residents and visitors, with clean, vibrant towns, with beautiful parks and gardens and excellent services such as a brand new medical centre. With our close proximity to a major centre we are able to provide both residents and visitors access to a wider variety of requirements whilst enjoying the quiet rural environment.
- **Facilities and services:** The community was satisfied with facilities and services, however the challenge facing us is maintaining and improving what we currently have, without incurring further increases to rates and charges. The most important service level identified was the improvement of roads and drainage, as well as maintenance of our streets.
- **Maintaining and improving infrastructure:** we need to ensure that we have appropriate infrastructure to support growth of the economy and population. Whilst any further deterioration of the local road network, for example, will have a negative impact on our Shire in the short term, the long term effects will extend to a State and National level. Without a sustainable road network, the movement of agriculture produce and machinery will be hindered. This will significantly impair the Shire’s ability to produce food and fibre, creating economic consequences at a national level. The major challenge will be funding the maintenance and capital improvements required and constant lobbying for grants is an imperative.





- **Our regulatory Function:** Council must comply with public and environmental regulations and health standards to maintain a safe and healthy community. This regulatory role can sometimes be misunderstood. Council needs to educate the community on the benefits these regulations have in the long term more effectively than we do now.
- **Leadership and delivery of ideas:** too often it appears that we identify means by which to improve our Shire, yet fail in their delivery. Furthermore, there have been great efforts made by many organisations, yet the results have been limited due to a lack of coordination of these groups. The key is for Council to facilitate the delivery, assist groups for the good of the wider community and provide responsible leadership.

This community strategic plan has been developed to address numerous outcomes identified in the workshops and surveys, in particular, the five complex issues described above need to be seriously considered by the Narromine community. Our development of strategic actions for the Community Strategic Plan has to be in the context that some initiatives will take up to 10 years to bring to fruition. So, we should not be afraid of developing strategic initiatives in a staged approach that have a long-term payback.

The suggestions and recommendations from the original survey and workshops which formed the original Community Strategic Plan along with the outcomes from the recent survey have been converted into strategic outcomes and strategies under the four main themes:

- Social issues related to sustaining **"Our Community – Supportive, Evolving and Diverse"**
- Economic issues related to achieving **"Our Economy – Vibrant, Functional and Viable"**
- Environmental issues related to becoming **"Our Environment – Sustainable, Thriving and Compliant"**
- Community leadership focussing on **"Our Leadership – Responsible, Engaging and Effective"**

## Consideration of State & Regional Plans

Local Government is a division of State Government therefore we have linked our visions & strategies to the 32 goals developed by the State Government in their 2021 plan.

Consideration has also been taken of Regional Development Australia (RDA) – Orana Regional Plan 2010 – 2020 and the Strengthening Basin Communities Project; Socio-Economic Study of Lower Macquarie Valley: Climate, Policy and Water. \* *Links to these documents can be found on the reference page.*

### State Plan NSW 2021 32 Goals

SP1

REBUILD THE ECONOMY

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## OUR COMMUNITY – Supportive, Evolving and Diverse

In 2023 our community needs to be supportive of each other, our services and facilities need to have evolved to meet our diverse community needs. This will be achieved through the implementation of the following visions;

*Please note: All outcomes and visions related to this theme are prefaced by the letter "C".*

### Outcome Statement

**C1** A supportive community where people feel they belong

### Visions

- C1.1** To be inclusive ([State Plan Goal 4.24](#))
- C1.2** To continually improve community engagement ([State Plan Goal 4.24, 5.32, 5.31](#))
- C1.3** To improve access to services and facilities ([State Plan Goal 2.14, 4.25](#))

### Outcome Statement

**C2** Evolving services and facilities provided to residents, businesses, community groups and visitors

### Visions

- C2.1** To maintain access to health care providers ([State Plan Goal 2.12](#))

### Outcome Statement

**C3** Facilities that meet the needs of our diverse community

### Visions

- C3.1** To develop a strategic direction for the management of our sports and recreation facilities ([State Plan Goal 2.11, 4.27, 4.22](#))
- C3.2** To maintain the provision of library services throughout the shire ([State Plan Goal 2.15, 4.24, 4.25](#))
- C3.3** To support community organisations throughout the shire ([State Plan Goal 4.23, 4.24](#))

## OUR ECONOMY – *Vibrant, Functional and Viable*

In 2023 our economy and infrastructure needs to promote and support Narromine Shire as an attractive and viable place where people want to visit, live, work and conduct business. This will be achieved through the implementation of the following visions;

*Please note: All outcomes and visions related to this theme are prefaced by the letters "E".*

### Outcome Statement

**E1** To promote Narromine Shire as a vibrant community

### Visions

- E1.1** To promote Narromine Shire as a desirable place to live, visit and conduct business ([State Plan Goal 1.3, 4.24, 4.26, 4.27](#))
- E1.2** Plan and implement future land and real estate developments ([State Plan Goal 1.4, 3.19](#))

### Outcome Statement

**E2** To Provide sustainable functional infrastructure

### Visions

- E2.1** To develop a strategic direction for management of infrastructure ([State Plan Goal 1.1, 1.2, 3.19](#))
- E2.2** To ensure that Council assets are well maintained for their current purpose and for future generations ([State Plan Goal 1.3, 1.4, 2.10, 3.19, 3.20, 4.27, 4.28, 5.30](#))

### Outcome Statement

**E3** A resilient and viable economy, increasing job opportunities

### Visions

- E3.1** To develop business opportunities and create employment ([State Plan Goal 1.3, 1.4, 1.6](#))
- E3.2** To support our local economy as a community ([State Plan Goal 1.3](#))

## OUR ENVIRONMENT – SUSTAINABLE, THRIVING AND COMPLIANT

In 2023 Narromine Shire needs sustainable environmental management practices that encourage and assist development whilst complying with regulations. This will be achieved through the implementation of the following visions;

*Please note: All outcomes and Visions related to this theme are prefaced by the letters “G”.*

### Outcome Statement

**G1** Improved and sustainable environmental management practices within the Shire

### Visions

**G1.1** To minimise land use impacts on the natural environment ([State Plan Goal 4.22](#))

**G1.2** To reduce the impact of a growing population on the environment ([State Plan Goal 3.19, 4.22](#))

**G1.3** To engage the community in proactive environmental rehabilitation initiatives ([State Plan Goal 4.22, 5.32](#))

### Outcome Statement

**G2** Encourage and assist development to enable a thriving community

### Visions

**G2.1** Effectively manage the development of our built environment ([State Plan Goal 5.29](#))

### Outcome Statement

**G3** Compliance with Public and Environmental Regulations and Health Standards

### Visions

**G3.1** To maintain the safety of Shire residents and visitors through the provision of regulatory services ([State Plan Goal 5.30](#))



## OUR LEADERSHIP – RESPONSIBLE, ENGAGING AND EFFECTIVE

In 2023 the leadership of Narromine Shire needs to be financially responsible, engaging and collaborative whilst providing efficient and cost effective services to the community. This will be achieved through the implementation of the following visions;

Please note: All outcomes and Visions related to this theme are prefaced by the letters “L”.

### Outcome Statement

**L1** To be considered a financially responsible Council

### Visions

**L1.1** Continue to develop sound financial management policies and practices that help ensure Council's long term financial sustainability ([State Plan Goal 1.2](#))

### Outcome Statement

**L2** A more engaging, collaborative, and empowered approach to resolving our complex challenges

### Visions

**L2.1** To increase community pride and reduce anti-social behaviour ([State Plan Goal 2.16, 2.17](#))

**L2.2** To ensure the Community Strategic Plan is adhered to and reviewed regularly ([State Plan Goal 5.30, 5.31, 5.32](#))

**L2.3** To engage regularly with the community ([State Plan Goal 5.30, 5.31, 5.32](#))

**L2.4** Engage with external stakeholders to deliver community needs ([State Plan Goal 5.32](#))

### Outcome Statement

**L3** Provision of efficient and cost effective services by Council to the Narromine Shire Community

### Visions

**L3.1** To provide excellent leadership and governance within Council ([State Plan Goal 5.30](#))

**L3.2** To provide responsible management of knowledge resources ([State Plan Goal 5.30, 5.31](#))

**L3.3** Attract and Retain a quality workforce ([State Plan Goal 5.30](#))

## Section Summary

The Community Strategic Plan belongs to all Narromine Shire residents and rate payers and relies on all of us to achieve the outcomes we seek in the future. At the same time Narromine Shire Council has the major responsibility to achieve many of the outlined strategies.

Measures and targets will be placed against strategies and actions in the Delivery Program/ Operational Plan which will enable the community to monitor the success of achieving the Narromine Shire 2023 visions.

As indicated at the commencement of this document this Community Strategic Plan belongs to the Shire community. It is NOT a Council plan. And it does not just rely on Council alone for its actions to be achieved.

At the same time the Council clearly recognises and understands that it has a major responsibility on behalf of the community to bring to life many of the strategies outlined above. This includes making representations on behalf of the community to State and Federal Governments to address those strategies and issues under their responsibility – such as school education, health services and policing.

Narromine Shire Council has a number of statutory responsibilities to implement the community strategic plan and to report to the community on progress:

**The 4 Year Delivery Program** – this replaces the Council’s 3 year Management Plan and contains details of all actions to be taken by the Council to implement the Community Strategic Plan during the 4 year period.

**The 1 Year Operational Plan** – this effectively is the Council’s annual budget, and specific actions will be funded each year.

**Six Monthly Council Review** – a General Manager’s report to the Council every 6 months will outline progress in implementing the actions in the Operational Plan.

**Annual Progress Review** – An annual progress report will be delivered to the community to outline Council’s progress in achieving the Delivery Program strategies. An end of term report will be prepared by an outgoing Council prior to the local government election to show the community how successful they were in working towards the Narromine 2023 visions during their term in office.

As a community, we should strive to achieve all the outcomes outlined in the Plan and work with all agencies and each other to achieve a positive future for our Shire. Council will work towards meeting the Communities vision for the Narromine Shire by meeting the Delivery Program strategies and Operational Plan actions, measures and targets.

Many of the outcomes identified within the Plan will be relatively simple to achieve and work on a number of strategies is already underway. Some outcomes, however, will be much more difficult to achieve and it may take some time before we see real improvement. We need to remember that the *Narromine 2023* is a 10 year plan.

That said, *Narromine 2023* is a living document. Under the new legislation, Community Strategic Plans must be reviewed every four years. Each newly elected Council must review the plan by 30 June in the year following the local government elections, so this Plan will have a life of around three years. That means there'll be an opportunity for the Council and Community to make adjustments to the Plan as required.

The Community will be asked to participate in regular community satisfaction survey's to measure the success of reaching the Communities vision for the Shire in 2023.



## 2011 CENSUS STATISTICS OF THE SHIRE AREA

Shire Area:	5,263km <sup>2</sup>
Population:	6,585
Unemployment:	5.8%
Av. Total household income (\$/Weekly):	\$850
% of population < 25 years	34.5%
% of population > 65 years	17%
% of population indigenous	19.57%
% of employed population commuting out of shire to work	24%
Total Gross value of agricultural production	\$135.5m
Annual value of tourism (estimate)	\$4m - \$5m

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## References

### External

**NSW 2021 State Plan & NSW 2021 Goals** – <http://2021.nsw.gov.au>

**RDA Regional Plan 2010 – 2020** - [www.rdaorana.org.au/Plans.htm](http://www.rdaorana.org.au/Plans.htm)

**SBC Socio-Economic Study of Lower Macquarie Valley: Climate, Policy and Water** - [www.narromine.nsw.gov.au/your-council/integrated-planning/documents](http://www.narromine.nsw.gov.au/your-council/integrated-planning/documents)

### Internal

**Community Engagement Strategy** - [www.narromine.nsw.gov.au/files/policy](http://www.narromine.nsw.gov.au/files/policy)

## Bibliography

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<sup>i</sup> Australian Bureau of Statistics, Census of Population and Housing 2011

Sources:

1. ABS 2011 Census
2. Social and Economic Analysis of the Narromine Community (Cotton Catchment Communities CRC 2009)
3. Western Councils' Sub Regional Land Use Strategy (GHD 2009)
4. Tourism NSW – Travel to Central NSW (2009)

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