

Community Strategic Plan 2017 - 2027

YOUR VOICE, OUR FUTURE



Plan Themes



Society



Environment



Economy



Civic Leadership

Acknowledgements

Narrabri Shire Council would like to thank the community for their input into the development of this plan. The success of this plan relies on collaboration between Council, the community and stakeholders that operate within the Narrabri Shire Council Local Government Area.

Council would especially like to thank the following individuals and groups for their input:

- Residents and members of community groups who participated in the community engagement activities arranged for the development of this plan.
- Representatives who attended Focus Groups sharing their expertise and passions for their respective area.
- Council staff and Councillors for their extensive input and support in the development of this document.

DOCUMENT CONTROL

Issue	Revision	Date	Description	Resolution
<i>Draft</i>	<i>1</i>	<i>18/04/2017</i>	<i>For Exhibition</i>	<i>72/2017</i>
<i>Final</i>	<i>2</i>	<i>16/05/2017</i>	<i>Adopted</i>	<i>90/2017</i>
<i>Updated</i>	<i>3</i>	<i>23/07/2019</i>	<i>Adopted administrative amendments stemming from Minute 88/2019</i>	<i>152/2019</i>

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MESSAGE FROM THE MAYOR

MAYOR CATHY REDDING



On behalf of Narrabri Shire Council, I am pleased to present the revised Narrabri Shire Community Strategic Plan for 2017 - 2027. This plan, which very much comes from our community, will

help guide the direction of our Shire over the next decade and beyond.

Council's first Community Strategic Plan was launched in 2013 and over that last Council term many great outcomes were realised for our community.

This plan will build on our previous achievements and move us closer to our vision of becoming a sustainable regional growth centre.

Throughout the Community Engagement period for the review of this plan we encouraged the community to Think BIG about the future and the issues affecting the Shire. Thinking BIG allowed the community to focus on the important issues and the opportunities for our future.

Hundreds of people were directly involved in Thinking BIG – through surveys, workshops, online conversations, information stalls, written submissions and youth focused questionnaires.

Many were also indirectly part of the conversation by talking to each other and following the ongoing coverage of the engagement activities.

The strategies within the Community Strategic Plan will be realised through implementation of Council's 4-year Delivery Program and Operational Plan.

Together we will work with government and the community to achieve the goals set out and make Narrabri Shire grow and prosper into the future.

With a strong direction and a shared vision, we can achieve great things for the future of our community.

The development of this plan would not have been possible without the enthusiastic input of our community. Thank you for your participation and efforts throughout the engagement process. On behalf of Council, I look forward to working with you in delivering positive outcomes for our community.

ACKNOWLEDGEMENT OF COUNTRY

“Narrabri Shire Council acknowledges and pays respect to the Kamilaroi people and their Elders, both past and present, as Traditional custodians of the land which Narrabri Shire Council operations are conducted.

The Narrabri Shire has a rich history of culture and Council is stepping toward endeavours to unite the Community in preserving the unique heritage and celebrating our community diversities.

Council recognises the valuable contribution to the Narrabri Shire made by Aboriginal and Torres Strait Islander peoples and looks forward to a future of mutual respect and harmony.”

Adopted by Narrabri Shire Council in July 2016.

PLANNING FOR OUR FUTURE

OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK

In 2009 the NSW Government introduced a new integrated planning and reporting framework for NSW Local Government. This was imbedded into the Local Government Act 1993. It includes the requirement to prepare a long-term Community Strategic Plan and Resourcing Strategy.

The Community Strategic Plan presents the community endorsed vision and strategic plan for Narrabri Shire. Informed through extensive community engagement, the plan captures the voice of our local community and expresses key priorities and strategic directions for the Narrabri Shire Local Government Area.

The Community Strategic Plan has a minimum 10-year timeframe and is the highest level document that Council prepares on behalf of the community. While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the community, it is not wholly responsible for its

implementation. Other partners, such as state agencies and community groups, may also deliver long-term strategies in the plan. These strategies are identified within this document.

To ensure the Community Strategic Plan was balanced and holistic, the community's social, environmental, economic and civic leadership contexts were explored and the following questions addressed:

- **Where are we now?**
- **Where do we want to be in ten years?**
- **How will we get there?**
- **How will we know we've arrived?**

The components of the framework, and how they fit together, are shown in the following figure.

Figure 1: Integrated Planning and Reporting Framework



The Integrated Planning and Reporting Framework consists of the following;

COMMUNITY ENGAGEMENT STRATEGY

outlines how Council will engage with the community to develop the Community Strategic Plan for Narrabri Shire.

DELIVERY PROGRAM outlines how Council will deliver the Community Strategic Plan's strategic objectives over the following four-year period.

RESOURCING STRATEGY outlines the resources available to Council to implement the Community Strategic Plan, including:

- **Asset Management Strategy** sets the direction for Council to determine what level of service is required for the infrastructure and assets it has, or is to be developed, to meet the needs of the community.
- **Long-Term Financial Plan** outlines how Council will structure its available financial resources to achieve the strategic objectives over a 10-year timeframe.
- **Workforce Plan** assists Council to have the right number of people who are appropriately skilled to assist in achieving the strategic objectives within Council's budget constraints.

OPERATIONAL PLAN sets specific actions to be achieved each financial year and is supported by an annual budget.

ANNUAL REPORT reflects and reports on Council's strategic objectives, operations and performance for each financial year.

REPORTING is provided every six months on the implementation of the Delivery Program and quarterly to Council on the budget in the

Operational Plan. Council reports to the community each year on its progress in achieving the Delivery Program objectives. In the last year of Council's term of office, an end-of-term report is prepared as an additional section for the Annual Report, outlining progress in achieving the objectives of the Community Strategic Plan during its term in office.

MONITORING AND REVIEWING

Although the community have planned ahead for ten years, it is not expected that this plan will be set in stone for that period. The community will have a chance to revisit the Community Strategic Plan every four years when its new Council is elected.

From the September Council elections, the review must be completed within nine months of the election, to allow Council to prepare its Delivery Program, Operational Plan and budget for the coming financial year. The planning period will roll forward by at least four years, so that it is always a ten-year minimum plan. The Community Engagement Strategy is also reviewed and implemented for the Community Strategic Plan review.



COMMUNITY ENGAGEMENT

To better understand how our community sees its future and what our main priorities are for the next 10 years, community members were invited to have their say, through community surveys, school activities, community, stakeholder and focus group workshops, information stall, and online conversation hours.

Participation was promoted throughout the Shire via the local radio, television and newspapers; Council's website and Facebook page; Council's weekly newsletter and email links; and posters throughout the Shire. Drop points were made available throughout the Shire for residents to submit their feedback and Council staff were encouraged to spread the word amongst their networks.

During community conversations, participants were encouraged to 'Think BIG' to identify big picture goals for the community. They were also reminded that while Council is the custodian of the Community Strategic Plan, the overall success of the plan will depend on the participation and commitment of the whole community, including individuals, businesses, community groups and government agencies.

The community understood the challenge faced by Council to adequately address and

prioritise all concerns raised with the limited resources, infrastructure backlog and fit for the future commitments made by Council to remain financially sustainable.

In total, over 1200 community members took the time to detail their views, and entrust their feedback to enable us to develop an understanding of their values, priorities and aspirations, and the challenges ahead regarding community issues, infrastructure and service provision. Without the time taken by our community to participate, the depth and scope of insight obtained would not have been possible.

Key priorities and strategic directions emerged from the various community conversation to form the basis of the Community Strategic Plan outlined in the Community Engagement Report.



COUNCIL'S ROLE

Council plays a major role in supporting the plan, integrating the plan with initiatives that are already underway, communicating plans for the future and working with others to make progress, including Federal and State Governments, community groups and residents.

Council's role is summarised into the following key responsibilities:

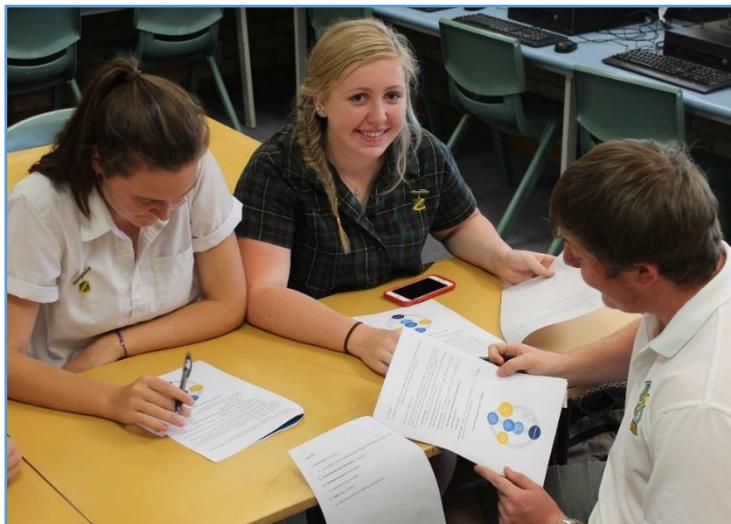
- **Provider** through the provision of essential community services and infrastructure delivery.
- **Advocate** by promoting and lobbying on behalf of the community to achieve desirable outcomes.
- **Facilitator** by assisting interaction and forming strategic alliances to promote sustainability.

KEY PARTNERS

Achieving our Community Strategic Plan requires the involvement of all community members, community groups, businesses and government agencies. Our key community partners include:

- Community groups
- Industry and business groups
- Arts and cultural groups
- Environmental agencies
- Social welfare groups
- Transport providers
- Healthcare providers
- Tourists and visitors
- Education and training providers
- Police and emergency providers
- Telecommunication providers
- Government agencies
- Non-government agencies
- Sporting and recreation groups
- Media networks

The role our key community partners will play in delivering our strategic goals will be explored further in the Delivery Program.



SHIRE SNAPSHOT

LOCATION

Narrabri Shire covers a large area of over 13,000 square kilometres in North West, New South Wales. Much of the Narrabri Shire population is centralised in the towns of Narrabri, Wee Waa and Boggabri, and around the villages of Bellata, Edgeroi, Maules Creek, Baan Baa, Gwabegar and Pilliga. Narrabri Shire is an exciting area of regional NSW. Residents enjoy a vibrant and busy county lifestyle complimented by the expansive blue sky, stunning mountain ranges, scenic water ways and fresh air. Narrabri Shire is positioned midway between Sydney and Brisbane, and its decentralised yet accessible location pays dividends for both residents and businesses.



HISTORY

Between 17 and 21 million years ago, erupting volcanoes created the Nandewar Ranges and the magnificent Mt Kaputar National Park. Erosion of these mountains spawned rich, fertile farming country and a strong river system, strengthened by underground artesian waters, creating a network along which Narrabri Shire towns grow and prosper.

The Kamilaroi (pronounced Gam-ill-a-roy) people were the first inhabitants of Narrabri Shire. Radiating from Narrabri, their land extends north to Goondiwindi, west to Lightning Ridge and south to Quirindi. Scar trees on the Wee Waa/Narrabri Road, bora rings on Mt Kaputar, a sandstone baby washing area and sandstone rubbings in the Pilliga forest attest to their presence. Wee Waa, the oldest town in the Namoi Valley, was proclaimed in 1847, followed by Narrabri and Boggabri in 1860. The settlers ventured across the Liverpool Plains to the Boggabri, Narrabri and Wee Waa districts, "niver-niver" country, as it was known by Aboriginals.

COMMUNITY

The Narrabri Shire population in 2015 was estimated to be 13,799. Aboriginal and Torres Strait Islander people were identified as 10.7% of the population while people aged over 65 years accounted for 15.7% of the population, in line with the Australian trend of an ageing population. Projections show the population expected to plateau with the growth of the resources industry keeping the population steady.

ECONOMY

The economy of Narrabri Shire is in a robust position. This is projected to grow in future as the economy diversifies and broadens from its agrarian base into vertically integrated industries.

INDUSTRY

Agriculture remains Narrabri Shire's most important industry. The fertile black soil plains are highly sought after and grow a world class product. Agricultural processing and handling is a vital industry, value-adding and exporting Narrabri Shire goods to the world. With three government research stations, Narrabri Shire is internationally recognised as an innovative centre for agricultural research and astronomy.

Currently, there are enormous opportunities available within the production, manufacturing, logistics, value-adding sectors, and service-based industries. The resources sector is another important industry, with the region well-endowed with extensive coal and natural gas deposits, providing employment and business prospects.

GROSS REGIONAL PRODUCT

Narrabri Shire has increased its Gross Regional Product from \$798 million in 2010 to \$908 million in 2014, with the most significant contributions made by the Mining; Agriculture, Forestry and Fishing; and Manufacturing industries.

VALUE-ADDING SECTORS

The total Value-Adding Estimates for Narrabri Shire was \$851.378 million in 2016, with the most significant contributions made by the Mining; Agriculture, Forestry and Fishing; and Rental, Hiring and Real Estate Services.

TOURISM

The total Tourism related output to Narrabri Shire was estimated at \$51 million in 2016, generated by local businesses and organisations servicing tourist demand within the Narrabri Shire.

EMPLOYMENT

The total number of people employed in Narrabri Shire was 5,139 in 2016, slightly down from 5,832 in 2011. Narrabri Shire has a significant proportion of its population in the working-age category which is a benefit to industry investors in the region.

MEDIAN HOUSE SALE PRICES

Median house prices in Narrabri Shire have increased by 9.1%, with a compound annual growth rate of 1.8% recorded in 2016.

INFRASTRUCTURE

To support the provision of services to the community, Council manages over \$600 million worth of community assets and facilities.

OUR VISION, VALUES AND PRINCIPLES

The community vision, values and guiding principles underpin the development, implementation and monitoring of the Narrabri Shire Community Strategic Plan and provide guidance for future decision-making processes.

OUR SHARED VISION

"Narrabri Shire will be a strong and vibrant regional growth centre providing a quality living environment for the entire Shire community".

COUNCIL'S VALUES

Narrabri Shire Council's Values (ILCARE) are at the very core of what we do and help build and maintain our family friendly, cohesive and progressive culture.

Our values guide our behaviour, how we go about our work, how we engage with each other and our customers, the choices we make and how we spend our time. Our values should be reflected in our everyday actions and decisions and by all employees, regardless of their position and whether with us for a short time or long term career.

Our values are:

- **Integrity:** ensuring transparency and honesty in all our activities.
- **Leadership:** providing guidance and direction to our community and our people.
- **Customer focus:** delivering prompt, courteous and helpful service and being responsive to people's changing needs.
- **Accountability:** accepting our responsibility for the provision of quality services and information.
- **Respect:** treating everyone with courtesy, dignity and fairness.
- **Excellence:** being recognised for providing services, programs and information which consistently meet and exceed standards.

OUR GUIDING PRINCIPLES

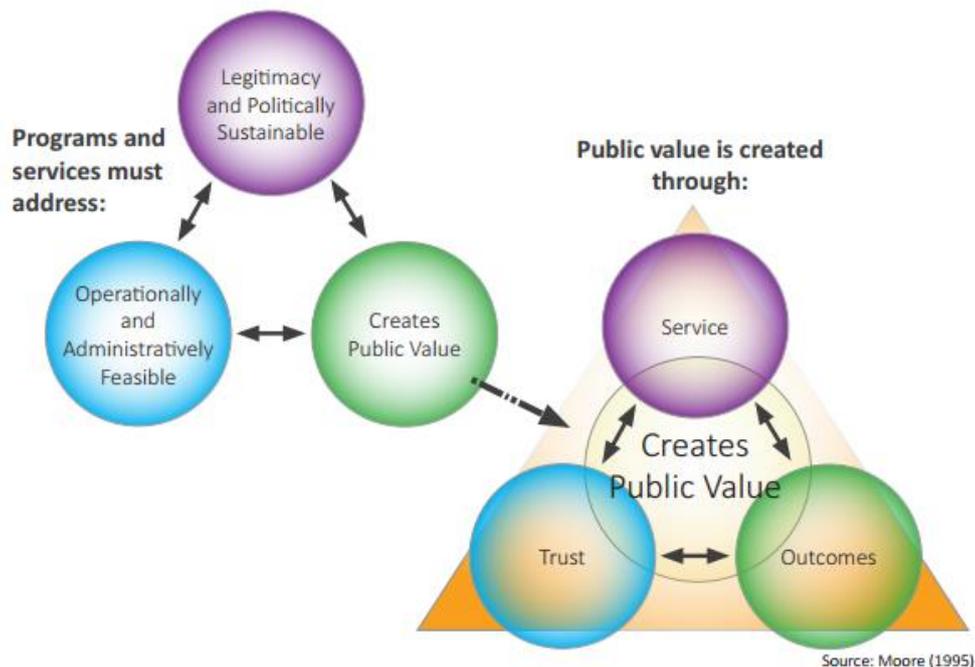
Social Justice: Social justice principles, derived from the NSW Government's Social Justice Strategy, promote:

- **Equity** in our decision making, prioritisation and allocation of resources.
- **Fair access** to essential services, resources and opportunities to improve our quality of life.
- **Genuine participation and consultation** in the decisions affecting our lives.
- **Equal rights** for all people, irrespective of linguistic, cultural or religious backgrounds, to participate in community life.

Public Value Model: Moore's Public Value Model describes the value that Council contributes, in program and service provision, to the community. Figure 2 captures the key elements of the Public Value Model and demonstrates how each element must work together to meet the interest of the broader community:

- **Sustainable** legitimately and politically.
- **Feasible** operationally and administratively.
- **Valuable** to the broader community.

Figure 2. Public Value Model



OUR STRATEGIC DIRECTIONS

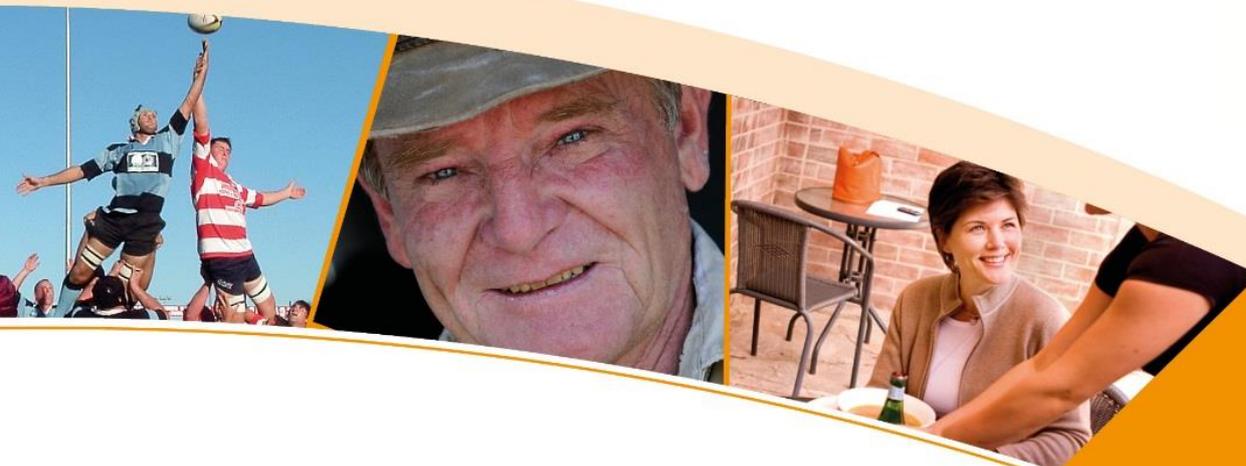
OUR FUTURE DIRECTIONS

Our Community Strategic Plan is based on four key Strategic Directions. Together, they provide a strong foundation for planning the *social, environmental, economic and civic leadership* outcomes for our Shire with the purpose of achieving our shared vision and strategic directions.

These Strategic Directions align with our Community Vision. They also recognise that all our communities share similar aspirations, including a safe and inclusive place to live, a sustainable environment, opportunities for employment and tourism, as well as proactive leadership and essential service and infrastructure delivery.

Under each Strategic Direction are a number of Strategic Objectives, and for each Strategic Objective are a series of Strategies which demonstrate Narrabri Shire's focus for the next 10 years.

Our Vision: A strong and vibrant regional growth centre providing a quality living environment for the entire Shire community.	
Our Strategic Direction	 Theme 1: Our Society Strategic Direction 1: Safe, Inclusive and Connected Community <i>A safe, supportive community where everyone feels welcomed, valued and connected.</i>
	 Theme 2: Our Environment Strategic Direction 2: Environmentally Sustainable and Productive Shire <i>Maintaining a healthy balance between our natural and built environments</i>
	 Theme 3: Our Economy Strategic Direction 3: Progressive and Diverse Economy <i>A strong, diverse economy that attracts, retains and inspires business, industry and tourism growth.</i>
	 Theme 4: Our Civic Leadership Strategic Direction 4: Collaborative and Proactive Leadership <i>Working proactively together to achieve our shared vision with strong, strategic direction.</i>



THEME 1: OUR SOCIETY

STRATEGIC DIRECTION 1: SAFE, INCLUSIVE AND CONNECTED COMMUNITY

By 2027, we will provide a safe, supportive community where everyone feels welcomed, valued and connected.

COMMUNITY ENGAGEMENT

Through the community engagement process, our community identified several social priority areas to be addressed in the Community Strategic Plan. From this process, strategic objectives emerged and strategies were developed to achieve our overall strategic direction of *providing a safe, supportive community where everyone feels welcomed, valued and connected.*

COMMUNITY SERVICES

Current services provided within our community include:

- Community development
- Community health and safety
- Community arts, events and entertainment
- Community care services and transport
- Parks, open spaces and sporting facilities
- Children, youth and aged care services
- Disability access services
- Library services

COMMUNITY OUTCOMES

In partnership with the community, government and non-government agencies, the Community Strategic Plan will work towards achieving the following social outcomes:

- Increased community arts, events and entertainment
- Reduction in anti-social behaviour and public offences
- Improved community accessibility and inclusiveness
- Improved sport and recreational services and facilities
- Improved educational services and learning pathways
- Improved community health and support services

STRATEGIC DIRECTION 1: SAFE, INCLUSIVE AND CONNECTED COMMUNITY

To achieve our community outcomes, we will work together to achieve the following strategic objectives:

Objective 1.1 Community health, safety and support services will adequately meet changing community needs

Strategies		Council's Role
1.1.1	Support and encourage health and wellbeing programs and services to improve resident lifestyles	<i>Advocate & Facilitator</i>
1.1.2	Maximise community safety through the implementation of crime prevention and risk management actions	<i>Provider & Facilitator</i>
1.1.3	Child and aged care supply meets community needs	<i>Advocate & Facilitator</i>
1.1.4	Youth of the shire are engaged and supported through the provision of adequate programs and training services to facilitate the retention of our young people	<i>Advocate & Facilitator</i>

Objective 1.2 Our vibrant country lifestyle will be enhanced through embracing our recreational and cultural diversity

Strategies		Council's Role
1.2.1	Major towns have attractive and welcoming CBD areas that provide opportunities for social interaction	<i>Provider</i>
1.2.2	Promote and support the development of and access to creative arts	<i>Advocate & Facilitator</i>
1.2.3	Maximise community access to existing natural environmental assets across the Shire	<i>Provider & Facilitator</i>
1.2.4	Promote and support reconciliation in partnership with the aboriginal community	<i>Provider & Facilitator</i>

Objective 1.3 Our communities will be provided with facilities and services to increase social connectivity and accessibility

Strategies		Council's Role
1.3.1	Ensure adequate community transport is available to access essential health care and social needs	<i>Advocate & Facilitator</i>
1.3.2	Strengthen access to services through enhanced use of technology	<i>Provider & Facilitator</i>
1.3.3	All towns and villages have access to at least one quality meeting place to facilitate social gathering	<i>Provider</i>
1.3.4	Continually improve access to community facilities across the Shire	<i>Provider & Facilitator</i>

Objective 1.4 A diverse range of quality learning options will be available to improve knowledge and skills within the community

Strategies		Council's Role
1.4.1	Ensure our schools are provided with the resources required to deliver quality learning outcomes and retain student numbers	<i>Advocate & Facilitator</i>
1.4.2	Improve access to learning options for mature residents	<i>Advocate & Facilitator</i>
1.4.3	Work with training providers and industry to focus on the delivery of local industry training requirements	<i>Advocate & Facilitator</i>
1.4.4	Leverage off established research facilities to grow industry training hubs	<i>Advocate & Facilitator</i>

MONITORING PROGRESS

Council will monitor and measure its progress towards achieving a *safe, inclusive and connected community* through specific evaluation criteria explored further in the Delivery Program.

WHAT YOU CAN DO

- Promote our Shire and attend festivals and events
- Participate and/or volunteer in a community or sporting group
- Provide work experience and employment opportunities
- Support youth and indigenous activities around the Shire
- Shop locally and use community facilities and services
- Participate in healthy lifestyle activities
- Be safety conscious and report crime to the police



THEME 2: OUR ENVIRONMENT

STRATEGIC DIRECTION 2: ENVIRONMENTALLY SUSTAINABLE AND PRODUCTIVE SHIRE

By 2027, we will maintain a healthy balance between our natural and built environments.

COMMUNITY ENGAGEMENT

Through the community engagement process, our community identified several environmental priority areas to be addressed in the Community Strategic Plan. From this process, strategic objectives emerged and strategies were developed to achieve our overall strategic direction of *maintaining a healthy balance between our natural and built environments*.

COMMUNITY SERVICES

Current services provided within our community include:

- Waste management and recycling
- Environmental planning
- Planning and development
- Parks and open spaces
- Noxious weeds control
- Floodplain management
- Water and sewer management
- Stormwater management

COMMUNITY OUTCOMES

In partnership with the community, government and non-government agencies, the Community Strategic Plan will work towards achieving the following environmental outcomes:

- Improved air, water and soil quality
- Reduction in domestic and industry waste
- Management of potential impacts from extractive industries
- Improved emergency service provision and resources
- Maintenance of heritage sites for future generations



STRATEGIC DIRECTION 2: ENVIRONMENTALLY SUSTAINABLE AND PRODUCTIVE SHIRE

To achieve our community outcomes, we will work together to achieve the following strategic objectives:

Objective 2.1 We will maintain our open spaces, natural environment and heritage for future generations

Strategies		Council's Role
2.1.1	Conserve our aboriginal heritage through improved awareness	<i>Advocate & Facilitator</i>
2.1.2	Planning controls appropriately identify and conserve open spaces and natural environmental areas	<i>Provider & Facilitator</i>
2.1.3	Existing passive recreational open spaces are well maintained and accessible for public use	<i>Provider</i>
2.1.4	Minimise the impacts of noxious weeds and feral and domestic animals on the environment	<i>Provider</i>

Objective 2.2 We will protect our environment through sustainable planning and well-resourced emergency services

Strategies		Council's Role
2.2.1	Community emergency service providers are well resourced to adequately prepare and respond to natural disasters and emergencies	<i>Advocate & Facilitator</i>
2.2.2	Protect and rehabilitate degraded and fragmented areas and enhance corridors that connect remnant bushland	<i>Provider, Advocate & Facilitator</i>
2.2.3	Ensure Council and government agencies have a robust compliance program to protect environmental assets	<i>Provider & Facilitator</i>
2.2.4	Decision making will be informed by the principles of Ecologically Sustainable Development and the precautionary principle	<i>Provider & Facilitator</i>



Objective 2.3 Our natural resource consumption will be reduced and waste well managed

Strategies		Council's Role
2.3.1	Investigate and implement alternative energy technologies to reduce Council's carbon footprint	<i>Provider, Advocate & Facilitator</i>
2.3.2	Implement a waste management strategy focusing on waste avoidance, reusing and recycling to minimise the proportion of waste sent to landfill and to maximise the use of our natural resources	<i>Provider</i>
2.3.3	Conserve and manage our natural water resources for environmental and agricultural sustainability	<i>Provider, Advocate & Facilitator</i>
2.3.4	Minimise inappropriate disposal of waste through the expansion of recycling and collection programs	<i>Provider, Advocate & Facilitator</i>

Objective 2.4 The impacts of extractive industries on the environment will be minimised

Strategies		Council's Role
2.4.1	The community is informed by real time regional dust monitoring data to inform personal decisions	<i>Facilitator</i>
2.4.2	Projects are managed to minimise active disturbance areas and limit time to revegetation	<i>Advocate & Facilitator</i>
2.4.3	Ground water extractions are maintained in an environmentally sustainable manner to ensure long term viability and quality	<i>Advocate & Facilitator</i>
2.4.4	Potential environmental and community impacts are minimised through thorough assessment and independent monitoring	<i>Facilitator</i>

MONITORING PROGRESS

Council will monitor and measure its progress towards achieving an *environmentally sustainable and productive shire* through specific evaluation criteria explored further in the Delivery Program.

WHAT YOU CAN DO

- Conserve water and be conscious of wastage
- Reduce your energy consumption where possible
- Take the initiative in preserving the natural and built environment
- Minimise waste disposal through household recycling



THEME 3: OUR ECONOMY

STRATEGIC DIRECTION 3: PROGRESSIVE AND DIVERSE ECONOMY

By 2027, we will have developed a strong, diverse economy that attracts, retains and inspires business, industry and tourism growth.

COMMUNITY ENGAGEMENT

Through the community engagement process, our community identified several economic priority areas to be addressed in the Community Strategic Plan. From this process, strategic objectives emerged and strategies were developed to achieve our overall strategic direction of *developing a strong, diverse economy that attracts, retains and inspires business, industry and tourism growth.*

COMMUNITY SERVICES

Current services provided within our community include:

- Economic development
- Planning and development
- Entertainment and conferences
- Local and regional tourism and events
- Saleyards
- Airport

COMMUNITY OUTCOMES

In partnership with the community, government and non-government agencies, the Community Strategic Plan will work towards achieving the following economic outcomes:

- Increased community events, conferences and entertainment
- Increased employment through industry innovation, investment and value adding
- Established freight hub for the Northern Inland Region
- Increased housing availability and affordability
- Broadened economic base

STRATEGIC DIRECTION 3: PROGRESSIVE AND DIVERSE ECONOMY

To achieve our community outcomes, we will work together to achieve the following strategic objectives:

Objective 3.1 We will stimulate business and tourism by maximising our assets and attracting regional events

Strategies		Council's Role
3.1.1	Identify and facilitate a diverse event, conference and entertainment program	<i>Provider & Facilitator</i>
3.1.2	Facilitate the provision of a quality tourism product to present to visitors	<i>Provider & Facilitator</i>
3.1.3	Implement the Narrabri CBD Master Plan to capture a greater proportion of highway traffic opportunities and improve shopping experience	<i>Provider</i>
3.1.4	Airport facilities and services provide connectivity to capital city markets	<i>Provider, Advocate & Facilitator</i>

Objective 3.2 We will become a manufacturing and logistics hub for the northern inland region

Strategies		Council's Role
3.2.1	Promote Narrabri Shire as a national and state significant Manufacturing and Logistics Hub	<i>Advocate</i>
3.2.2	Develop at least one flood free manufacturing and intermodal logistics site that has access to quality infrastructure and the proposed inland rail network	<i>Provider & Facilitator</i>
3.2.3	Explore opportunities for increasing efficiency of freight movements	<i>Facilitator</i>

Objective 3.3 Value adding and industry innovation will drive employment

Strategies		Council's Role
3.3.1	Value adding opportunities will be researched and pursued	<i>Facilitator</i>
3.3.2	Industry innovation trends will be determined, monitored and referenced to identify opportunities	<i>Provider & Facilitator</i>
3.3.3	Local industry leaders will be regularly consulted to determine emerging competitive advantages	<i>Facilitator</i>
3.3.4	Promote opportunities created through abundant supply of energy and easy access to transport logistics	<i>Advocate & Facilitator</i>

Objective 3.4 Adequate housing options will be available to meet demands across the Shire

Strategies		Council's Role
3.4.1	Available residential land is adequate to meet demand in the local market	<i>Facilitator</i>
3.4.2	Public housing stock is adequate to meet current and projected demand across all demographics	<i>Facilitator</i>
3.4.3	Housing stock will reflect the changing demographic trend of smaller low maintenance properties	<i>Facilitator</i>
3.4.4	Housing stocks will be maintained to a suitable standard	<i>Facilitator</i>

MONITORING PROGRESS

Council will monitor and measure its progress towards achieving a *progressive and diverse economy* through specific evaluation criteria explored further in the Delivery Program.

WHAT YOU CAN DO

- Support local business and industry development
- Provide employment opportunities and develop local talent
- Take pride in your business, home and community environment
- Utilise available public transport and services



THEME 4: OUR CIVIC LEADERSHIP

STRATEGIC DIRECTION 4: COLLABORATIVE AND PROACTIVE LEADERSHIP

By 2027, we will work proactively together to achieve our shared vision with strong, strategic direction.

COMMUNITY ENGAGEMENT

Through the community engagement process, our community identified several civic leadership priority areas to be addressed in the Community Strategic Plan. From this process, strategic objectives emerged and strategies were developed to achieve our overall strategic direction of *working together to achieve our shared vision with strong, strategic direction.*

COMMUNITY SERVICES

Current services provided within our community include:

- Integrated strategic planning and reporting
- Community engagement and consultation
- Representation and governance
- Human resource management
- Customer services
- Information services
- Financial services
- Risk management
- Compliance and regulation

COMMUNITY OUTCOMES

In partnership with the community, government and non-government agencies, the Community Strategic Plan will work towards achieving the following civic leadership outcomes:

- Improved community engagement and decision-making processes
- Well established community, industry, government and non-government partnerships
- Well maintained core infrastructure and service provision that delivers public value
- Transparent and accountable planning and reporting
- Financial efficiency and sustainability



STRATEGIC DIRECTION 4: COLLABORATIVE AND PROACTIVE LEADERSHIP

To achieve our community outcomes, we will work together to achieve the following strategic objectives:

Objective 4.1 We will proactively engage and partner with the community and government to achieve our strategic goals

Strategies		Council's Role
4.1.1	Provide customer service excellence that is responsive to community needs	<i>Provider</i>
4.1.2	Ensure the community is informed and involved in Council activities through implementing quality consultation	<i>Provider & Facilitator</i>
4.1.3	Develop and build strong, productive partnerships with State and Federal Governments	<i>Facilitator</i>
4.1.4	Grow volunteer capacity to achieve community outcomes	<i>Advocate & Facilitator</i>

Objective 4.2 Decision making will ensure Council remains financially sustainable

Strategies		Council's Role
4.2.1	Maintain and improve Council's financial sustainability with a focus on core business	<i>Provider</i>
4.2.2	Proposed expansions in Council services are evaluated after consideration of asset renewal and operational costs	<i>Provider</i>
4.2.3	Modernise Council's service delivery, governance and management	<i>Provider</i>

Objective 4.3 Infrastructure and service delivery will provide public value for the community

Strategies		Council's Role
4.3.1	Develop and integrate a methodology that measures and reports to communities on equitable distribution of Council funding	<i>Provider</i>
4.3.2	Service outcomes are maintained by regular market testing of delivery methods and regional inter-Council cooperation	<i>Provider</i>
4.3.3	Service delivery is enhanced through innovation and continuous improvement	<i>Provider</i>



Objective 4.4 Our strategic goals will be achieved through transparent and accountable planning and reporting

Strategies		Council's Role
4.4.1	Engage with the community to determine affordable and acceptable levels of service	<i>Provider & Facilitator</i>
4.4.2	Ensure effective and sound local governance practice	<i>Provider</i>
4.4.3	Report in a clear, concise manner that is easily understood	<i>Provider</i>
4.4.4	Implement Strategic Asset Management Plans focusing on renewal of assets	<i>Provider</i>

MONITORING PROGRESS

Council will monitor and measure its progress towards achieving a *collaborative and proactive leadership* through specific evaluation criteria explored further in the Delivery Program.

WHAT YOU CAN DO

- Take an active role in the Shire's future direction
- Provide constructive feedback to Council
- Voice your opinion to government agencies on important issues

LINKING STATE AND REGIONAL PLANS

GOVERNMENT PLANS

Governmental plans provide a reference point for our community to identify issues for inclusion in the Narrabri Shire Community Strategic Plan. The following tables show how the Narrabri Shire Community Strategic Plan contributes towards Premier and State Priorities, and the New England North West Regional Action Plan. Areas where government funding and assistance may be required will be explored further in the delivery program.

PREMIER PRIORITIES

The NSW Government is working to achieve the following 12 Premier Priorities which the Narrabri Shire Community Strategic Plan aligns to accordingly.

PREMIER PRIORITIES	OUR STRATEGIC THEMES			
	SOCIETY	ENVIRONMENT	ECONOMY	CIVIC LEADERSHIP
Creating jobs				
Building infrastructure				
Reducing domestic violence				
Improving service levels in hospitals				
Tackling childhood obesity				
Improving education results				
Protecting our kids				
Reducing youth homelessness				
Driving public sector diversity				
Keeping our environment clean				
Faster housing approvals				
Improving government services				

STATE PRIORITIES

In addition to the Premier Priorities, the NSW Government is also working to achieve the following 18 State Priorities which the Narrabri Shire Community Strategic Plan aligns to accordingly.

STATE PRIORITIES	OUR STRATEGIC THEMES			
	SOCIETY	ENVIRONMENT	ECONOMY	CIVIC LEADERSHIP
Making it easier to start a business				
Encouraging business investment				
Boosting investment				
Accelerating major project assessment				
Increasing housing supply				
Protecting our credit rating				
Delivering strong budgets				
Improving Aboriginal education outcomes				
Transitioning to the National Disability Insurance Scheme				
Better government digital services				
Cutting wait times for planned surgeries				
Increasing cultural participation				
Ensure on-time running for public transport				
Creating sustainable social housing				
Reducing violent crime				
Reducing adult re-offending				
Reducing road fatalities				
Improving road travel reliability				

www.
narrabri.
nsw.gov.au

Narrabri Shire Council
46 - 48 Maitland Street
PO Box 261, Narrabri NSW 2390

P. (02) 6799 6866
F. (02) 6799 6888
E. council@narrabri.nsw.gov.au



NARRABRI SHIRE
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