

2022/2026
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DELIVERY PROGRAM

NARRABRI SHIRE
DISCOVER THE POTENTIAL

DISCLAIMER

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MESSAGE FROM THE MAYOR



Mayor
Cr Ron Campbell

Narrabri Shire Council is pleased to present the 2022/2026 Delivery Program. This is the third Delivery Program developed for the Narrabri Shire

The 2022/2026 Delivery Program has been developed through thorough community engagement conducted for the 2022/2032 Community Strategic Plan. The Community Strategic Plan engagement process has provided Council an opportunity to reassess the community's priorities and vision for the Narrabri Shire. The Delivery Program directly addresses the objectives and strategies of the Community Strategic Plan and identifies the work that Council will undertake towards achieving the community's vision. The Delivery Program establishes deliverable actions for the next four-years and provides the Councillors and operational staff with a road map to the community's vision.

Ordinarily, a Delivery Program will cover the four-year term of the newly elected Council, however due to legislated amendments to mitigate the negative effects of the COVID-19 pandemic, the NSW Office of Local Government postponed the Ordinary Local Government Elections from September 2020 to December 2021. This has effectively shortened the current Councillors term, so that it is expected to conclude in the third year of the four-year Delivery Program.

As Council looks to the year ahead, we are guided by the priorities of the Narrabri Shire community, outlined in the 2022/2032 Community Strategic Plan. The 2022/2026 Delivery Program contains more than 500 actions to build on this vision. I look forward to working together as we continue to shape a diverse, liveable, and dynamic Narrabri Shire.

The previous Council term saw the commencement of several state significant projects within the Shire, the benefit of which will begin to be fully realised within the next four years.

COUNCIL'S VALUES AND STATEMENTS

Values

Narrabri Shire Council's values (**WILCARE**) 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 the community and each other, 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 or long-term career.

Wellbeing	Recognising safety, health, and wellbeing as a priority for all, especially our staff.
Integrity	Ensuring transparency and honesty in all activities.
Leadership	Providing guidance and direction to our community and our people.
Community Focus	Delivering prompt, courteous, collaborative, and helpful service, while empowering and responding to the community's changing needs.
Accountability	Accepting our responsibility for the provision of quality services and information to ensure transparency and honesty in all our activities.
Respect	Treating everyone fairly with courtesy, dignity, empathy.
Excellence	Providing services, programs and information which consistently meet and exceed standards.

Vision

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

Acknowledgement Of Country

"Narrabri Shire Council acknowledges Traditional Owners of Country throughout Australia. We recognise the continuing connection to lands, waters, and communities of people of the Gamilaraay/Gamilaroi/Gomeroi/Kamilaroi Nation, and pay respect to their Elders past, present and emerging."

Narrabri Shire Council acknowledges the various spellings of 'Gamilaraay, Gamilaroi, Gomeroi, and Kamilaroi' and as valid and interchangeable, guided by the Shire's Local Aboriginal Land Councils.

The Narrabri Shire has a rich history of culture. Council endeavours to unite the Community in preserving the unique heritage, celebrating community strengths and diversities, and achieving social justice by redressing past wrongs through Aboriginal Reconciliation

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."

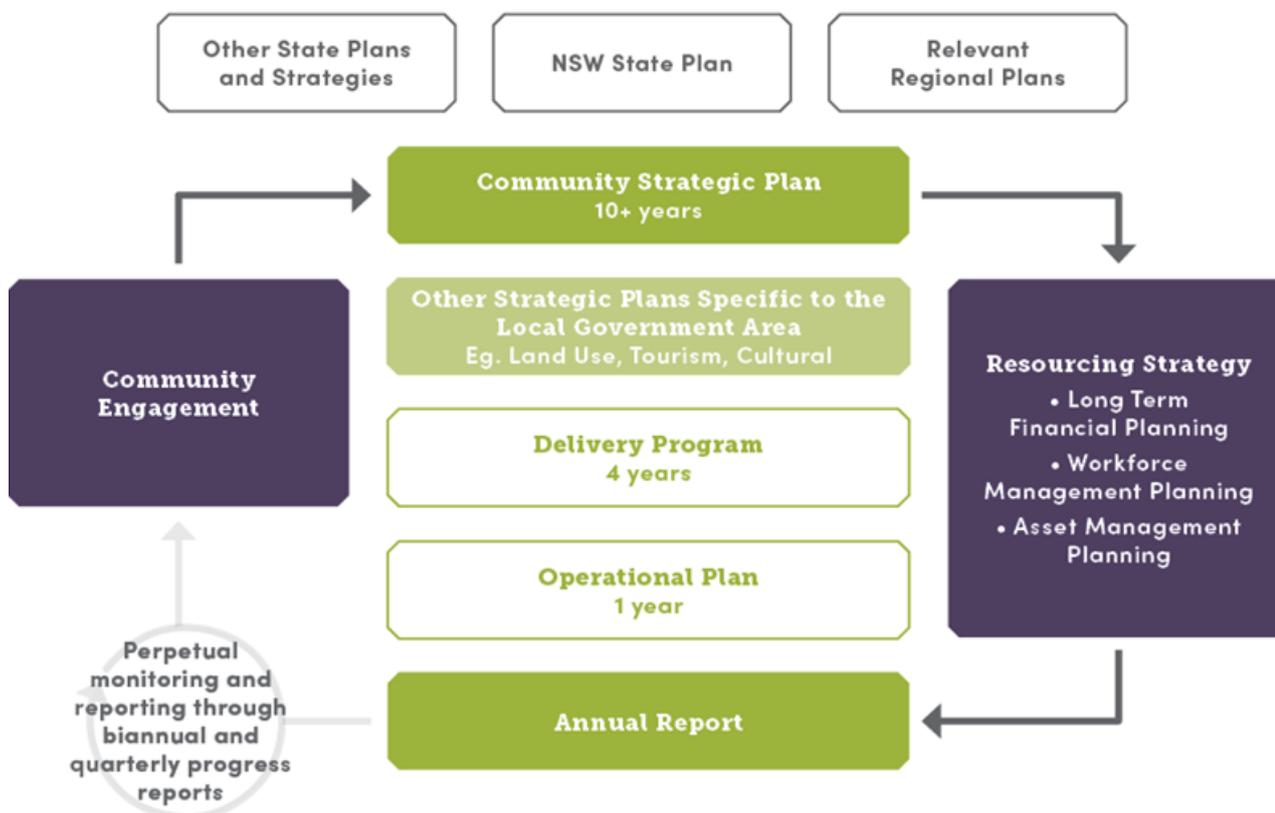
INTEGRATED PLANNING & REPORTING

Framework

In 2009 the NSW Government introduced a new integrated planning and reporting framework for NSW Local Government. This was embedded into the *Local Government Act 1993*. It includes the requirement to prepare a long-term Community Strategic Plan, along with a four-year Delivery Program, Operational Plan and Resourcing Strategy.

The components of the framework, and how they fit together, are shown in Figure 1.

Figure 1: Integrated Planning and Reporting Framework



Community Engagement Strategy

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

Community Strategic Plan

The Community Strategic Plan presents the community endorsed vision and strategic plan for Narrabri Shire. The Community Strategic Plan has a minimum 10-year timeframe and is the highest-level document that Council prepares on behalf of the community.

Resourcing Strategy

The Resourcing Strategy outlines the resources available in terms of people, finances, and assets. The Resource Strategy includes the following three (3) components:

- **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.
- **Long-Term Financial Plan** outlines how Council will structure its available financial resources to achieve the strategic objectives over a 10-year timeframe.
- **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.

Delivery Program

The strategies identified in the Community Strategic Plan flow down into the Delivery Program. The Delivery Program outlines how Council will deliver and resource these strategies over four (4) years .

Operational Plan

The Operational Plan sets specific actions to be achieved within the next financial year. It is supported by an annual budget.

Annual Report

The Annual Report reflects and reports on Council's strategic objectives, operations, and performance for the financial year.

End Of Term Report

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.

DEVELOPING THE DELIVERY PROGRAM

In line with the *Local Government Act 1993*, Council must prepare and adopt a Delivery Program every four years, outlining the activities to be undertaken for that four (4) year period (usually a term of Council), as a means of achieving the community’s strategies set out in the Community Strategic Plan. The Delivery Program outlines how Council will deliver and resource those strategies over the following four years.

Specific actions to be completed and resourcing for each financial year are explored further in the Operational Plans and Resourcing Strategy. The relationship between the documents are set out in Figure 2 below.

Figure 2: Delivery Program Association



REPORTING & MEASURING PROGRESS

Council must report on the Delivery Program every six months. Council management reports quarterly to Council on the Operational Plan progress against actions, the annual budget and annual capital works program.

Measurable targets have been aligned with actions in this Delivery Program to allow Council to monitor its progress in achieving the plan.

OUR GUIDING PRINCIPLES

Social Justice: NSW local councils are guided by the social justice principles of:

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

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 Shire's 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, 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 services providers
- Telecommunication providers
- Government agencies
- Non-government agencies
- Sporting and recreation groups
- Media networks

OUR ELECTED COUNCILLORS

Our elected Councillors represent the Narrabri Shire on Council matters in accordance with the Local Government Act and associated legislation. Nine Councillors were elected in December 2021.



Mayor
Cr Ron Campbell



Deputy Mayor
Cr Cathy Redding



Cr Rohan Boehm



Cr Robert Browning



Cr John Clements



Cr Brett Dickinson



Cr Greg Lamont



Cr Lisa Richardson

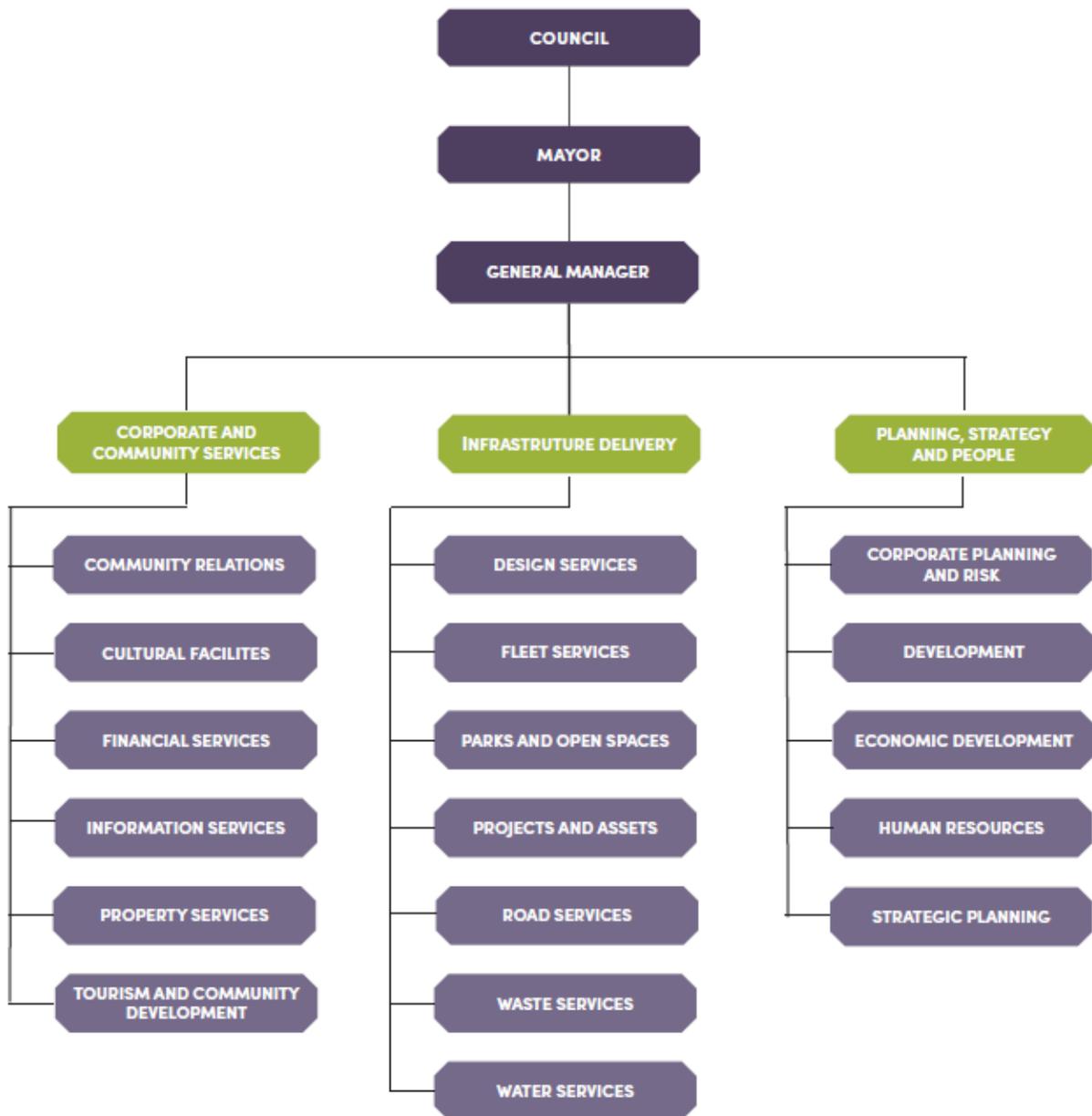


Cr Darrell Tiemens

OUR ORGANISATIONAL STRUCTURE

Narrabri Shire Council is consistently reviewing its workforce requirements and strategies to adequately resource and deliver essential community services and infrastructure across the Shire. Maintaining a balanced and professional workforce allows Council to improve its service and infrastructure provision and create ongoing opportunities for employees to develop their knowledge, professional experience, and expertise. Council will continue to review its organisational structure to ensure it aligns with service level requirements to meet community needs.

Figure 5: Narrabri Shire Council Organisational Structure



OUR STRATEGIC DIRECTIONS

Our Future Directions

Our Community Strategic Plan is based on four (4) 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 Narrabri Shire's community share similar aspirations, including:

- An empowered, inclusive, and connected community
- A sustainable and compatible natural and built environment
- A strong, diverse, and sustainable economy
- Strong leadership for the community

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

1. **Society - An empowered, inclusive, and connected community**
2. **Environment - A sustainable and compatible natural and built environment**
3. **Economy - A strong, diverse, and sustainable economy**
4. **Civic Leadership - Council as strong leaders for the community**

Theme 1:	Society - An empowered, inclusive, and connected community
Objective 1.1:	A safe and healthy community
Strategy 1.1.1:	Support, encourage and enhance health and wellbeing services and programs across the Shire
Strategy 1.1.2:	Implement programs to improve crime prevention and risk management across the Shire
Strategy 1.1.3:	Enhance opportunities for participation in sport and recreation across the Shire
Strategy 1.1.4:	Work to ensure that aged and child care services meet the current and future needs of the Shire
Objective 1.2:	A vibrant and connected community
Strategy 1.2.1:	Improve digital connectivity and access to technology across the Shire
Strategy 1.2.2:	Develop, maintain, and enhance quality community spaces and facilities
Strategy 1.2.3:	Ensure an accessible Shire for all
Strategy 1.2.4:	Enhance access to arts and culture across the Shire
Objective 1.3:	A resilient and strong community
Strategy 1.3.1:	Implement programs to revitalise townships across the Shire
Strategy 1.3.2:	Empower the community's volunteers
Strategy 1.3.3:	Strengthen community resilience through collaboration and capacity building
Strategy 1.3.4:	Increase public amenity across all townships
Theme 2:	Environment - A sustainable and compatible natural and built environment
Objective 2.1:	A protected and enhanced natural environment
Strategy 2.1.1:	Protect Aboriginal and non-Indigenous heritage whilst educating the broader community on its significance
Strategy 2.1.2:	Protect and enhance the Shire's natural bushland, open spaces, and national parks
Strategy 2.1.3:	Protect the Shire's natural environment through improved awareness and mitigation of destructive and invasive flora and fauna
Strategy 2.1.4:	Promote and implement where appropriate sustainable practices, energy efficient and renewable technologies
Objective 2.2:	An integrated and strategic built environment
Strategy 2.2.1:	Maintain, enhance, and support an integrated, diverse and safe transport network: Pedestrian; Road; Rail; and Air
Strategy 2.2.2:	Support the development of appropriate housing across the Shire
Strategy 2.2.3:	Reduce the impact the built environment has on the natural environment
Strategy 2.2.4:	Support strategic and non-conflicting land use that supports sustainable growth through zoning and advocacy
Objective 2.3:	A resilient and sustainable environment
Strategy 2.3.1:	Mitigate impacts of adverse events through strategic planning and preparedness
Strategy 2.3.2:	Ensure appropriate planning controls are implemented for the benefit of the community
Strategy 2.3.3:	Responsibly manage, conserve, and protect water resources
Strategy 2.3.4:	Responsibly manage waste disposal and support the transition to a circular waste economy
Theme 3:	Economy - A strong, diverse, and sustainable economy
Objective 3.1:	A diverse economy
Strategy 3.1.1:	Support local employment opportunities
Strategy 3.1.2:	Actively engage with and support capacity building opportunities for local businesses and innovators
Strategy 3.1.3:	Attract and support opportunities for investment and value-add industries within the Shire
Strategy 3.1.4:	Advocate for and support diverse education and personal development opportunities to ensure available skills meet local demand
Objective 3.2:	A regionally renowned economy
Strategy 3.2.1:	Develop a state significant manufacturing, transport, and logistics hub
Strategy 3.2.2:	Promote the Shire as an attractive environment to invest, visit and live
Strategy 3.2.3:	Develop and support a variety of events and tourism opportunities in the Shire
Strategy 3.2.4:	Capitalise on state significant development that occurs in the Shire for the benefit of the community
Objective 3.3:	A resilient and sustainable economy
Strategy 3.3.1:	Support the resilience, growth, and diversity of the local economy
Strategy 3.3.2:	Revenue from grants and funding programs is maximised and responsibly managed
Strategy 3.3.3:	Achieve economic sustainability through supporting local businesses
Strategy 3.3.4:	Advocate for and invest in infrastructure to support and future-proof the local and broader economy.
Theme 4:	Civic Leadership – Council as a strong leader for the Community
Objective 4.1:	A transparent and accountable Council
Strategy 4.1.1:	Ensure all operations are pre-planned and executed in the best interests of the community
Strategy 4.1.2:	Enforce good governance, risk management, and statutory compliance
Strategy 4.1.3:	Increase awareness of Council's role in the community including the services and facilities provided
Strategy 4.1.4:	Ensures transparent and accountable decision making for our community
Objective 4.2:	A strong Council that advocates for the Community
Strategy 4.2.1:	Communicate and engage with the community regarding decision-making
Strategy 4.2.2:	Work cooperatively and appropriately with external parties to advocate for the community's best interests
Strategy 4.2.3:	Deliver clear and effective communication
Strategy 4.2.4:	Deliver high quality and informative customer service
Objective 4.3:	A resilient and sustainable Council
Strategy 4.3.1:	Ensure policies and procedures are effective and implemented in accordance with legislative requirements and best practice principles
Strategy 4.3.2:	Sustainably manage Council's finances, assets, and workforce
Strategy 4.3.3:	Deliver reliable and quality services through innovation and continuous improvement
Strategy 4.3.4:	Provide a safe and healthy working environment



THEME 1

Our Society

THEME 1: OUR SOCIETY

STRATEGIC DIRECTION 1: AN EMPOWERED, INCLUSIVE, AND CONNECTED COMMUNITY

COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire community identified several social priority areas to be actioned over the 2022/2026 period.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire 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 OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following social strategic objectives:

- A safe and healthy community
- A vibrant and connected community
- A resilient and strong community

KEY STAKEHOLDERS

- Narrabri Shire Council
- Narrabri Shire Community
- Not for Profit Organisations
- Narrabri Shire Sporting Clubs
- NSW Police Force
- NSW Communities and Justice
- Create NSW
- Local Health Care Providers
- Child Care Providers
- Aged Care Providers
- Regional Arts NSW
- NSW Office of Sport
- NSW Health

ACHIEVEMENT MEASURES AND INDICATORS

CSP	Measure	Source
1.1.1	Length of dedicated walking and cycling trails	Council Data and National Parks Data
1.1.1	Perception of lifestyle opportunities	Community Satisfaction Survey
1.1.1	Number of mental health services across the Shire	NSW Health Data
1.1.2	Reported criminal incidents in the Shire	Bureau of Crime Statistics and Research
1.1.2	Incidents of major road incidents and fatalities in the Shire	Australian Road Deaths Database and Transport for NSW Data
1.1.2	Incidents of animal attacks in the Shire	Council Data
1.1.3	Participation in sports and recreational activities	Community Satisfaction Survey
1.1.3	Hectares of Sports fields maintained by Council	Council Data
1.1.3	Pool utilisation rates	Council Data
1.1.4	Number of available child care spaces across the Shire	Provider Data
1.2.4	Number of available aged care spaces across the Shire	Provider Data
1.2.1	Connections to high-speed internet	Australian Bureau of Statistics
1.2.1	Number of digital connectivity and Science, Technology, Engineering, Arts and Mathematics (STEAM) programs run by Council	Council Data
1.2.2.	Library utilisation rates	Council Data
1.2.2	Number of community bookings at The Crossing Theatre	Council Data
1.2.2	Number of accessible public meeting spaces across the Shire	Council Data
1.2.3	Perception of accessibility	Community Satisfaction Survey
1.2.3	Range of community transport available locally	Council Data
1.2.4	Participation in arts and cultural activities	Community Satisfaction Survey
1.2.4	Quantity of arts and cultural activities across the Shire	Community Satisfaction Survey
1.3.1	Satisfaction with the Shire's CBDs attractiveness	Community Satisfaction Survey
1.3.1	Vacant shops in CBDs	Council Data
1.3.1	Council revitalisation and upgrade projects	Council Data
1.3.2	Youth (16-24 years) volunteer activity across the Shire	Community Satisfaction Survey
1.3.2	Percentage of Shire who volunteer	Australian Bureau of Statistics
1.3.3	Number of community programs run by Council	Council Data
1.3.3	Funds granted through the community grants program	Council Data
1.3.4	Number of public toilets across the Shire	Council Data
1.3.4	Number of public Disability Discrimination Act (DDA) compliant toilets across the Shire	Council Data
1.3.4	Shire's Socio-Economic Index for Areas (SEIFA)	Australian Bureau of Statistics

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Objective 1.1: A safe and healthy community								
Strategy 1.1.1: Support, encourage and enhance health and wellbeing services and programs across the Shire	1.1.1.1	Shire Wide - Support and encourage the provision of education programs in collaboration with other services to reduce the impacts of health issues (including mental health and addiction)	Corporate and Community Services	Community Development		▲	▲	▲
	1.1.1.2	Work collaboratively with government and local agencies to promote and support health and wellbeing programs (including mental health services)	Corporate and Community Services	Community Development	Narrabri Shire Adverse Event Plan	▲	▲	▲
	1.1.1.3	Develop publicly available disability inclusion guides to assist community, cultural and sporting events	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan		▲	
	1.1.1.4	Raise awareness for local sporting, recreation, and cultural programs with the aim of increasing inclusion and access across represented sporting codes	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan		▲	
	1.1.1.5	Boggabri - Construct Doctor's House (VPA Funded)	Corporate and Community Services	Property Services		▲		
	1.1.1.6	Facilitate economic activity around industry anchors, such as health and education facilities, through planning controls encourage clusters of complementary uses and address infrastructure needs	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020		▲	
Strategy 1.1.2: Implement programs to improve crime prevention and risk management across the Shire	1.1.2.1	Shire Wide - Support and encourage the provision of education programs in collaboration with other services to decrease the impact of domestic violence within the community	Corporate and Community Services	Community Development	Community Safety and Crime Prevention Action Plan 2019-2023	▲	▲	▲
	1.1.2.2	Review and update the Narrabri Shire Crime Prevention Plan	Corporate and Community Services	Community Development			▲	
Strategy 1.1.3: Enhance opportunities for participation in	1.1.3.1	Narrabri - Investigate the construction of an Indoor Sports Centre	Infrastructure Delivery	Parks and Open Spaces			▲	
	1.1.3.2	Wee Waa - Cook Oval - storage shed (subject to funding)	Infrastructure Delivery	Parks and Open Spaces		▲		

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
sport and recreation across the Shire	1.1.3.3	Wee Waa - Cook Oval - Upgrade lighting (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲	
Strategy 1.1.3: Enhance opportunities for participation in sport and recreation across the Shire	1.1.3.4	Boggabri - Jubilee Oval - Carpark Entry Area	Infrastructure Delivery	Parks and Open Spaces	▲			
	1.1.3.5	Boggabri - Jubilee Oval - Install Irrigation	Infrastructure Delivery	Parks and Open Spaces	▲			
	1.1.3.6	Boggabri - Jubilee Oval - Storage Shed	Infrastructure Delivery	Parks and Open Spaces	▲	▲		
	1.1.3.7	Narrabri - Cooma Oval - Upgrade amenities (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲	
	1.1.3.8	Narrabri - Leitch Ovals - Replace Lighting (subject to funding)	Infrastructure Delivery	Parks and Open Spaces		▲		
	1.1.3.9	Wee Waa - Cook Oval - Replace entry and front fence (subject to funding)	Infrastructure Delivery	Parks and Open Spaces		▲		
	1.1.3.10	Wee Waa - Cook Oval - Seal road and car park	Infrastructure Delivery	Parks and Open Spaces		▲		
	1.1.3.11	Narrabri - Collins, Hogan, and Leitch Ovals - Access Roads	Infrastructure Delivery	Road Services	▲			
	1.1.3.12	Assist with implementation of the Sport, Recreation and Open Space Plan 2017-2032 from a land use planning perspective through including relevant considerations in the Development Control Plan (DCP)	Planning, Strategy and People	Strategic Planning			▲	
	Strategy 1.1.4: Work to ensure that aged and child care services meet the current and future needs of the Shire	1.1.4.1	Conduct a childcare skills shortage study and investigate how Council can work to improve this	Corporate and Community Services	Community Development	▲		
1.1.4.2		Promote ageing-in-place by adopting elements of Liveable Australia's Liveable Housing Design Guidelines in development controls for housing where possible	Planning, Strategy and People	Strategic Planning			▲	

Objective 1.2: A vibrant and connected community

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Strategy 1.2.1: Improve digital connectivity and access to technology across the Shire	1.2.1.1. Develop a Narrabri Shire Digital Communications Strategy	Corporate and Community Services	Information Services			▲	▲	
Strategy 1.2.2: Develop, maintain, and enhance quality community spaces and facilities	1.2.2.1. Boggabri - Investigate and complete the upgrade of Splash Park (subject to funding)	Infrastructure Delivery	Aquatic Facilities			▲ Engagement	▲ Design	▲ Construct
	1.2.2.2. Boggabri - Pool - Investigate and implement accessibility upgrades	Infrastructure Delivery	Aquatic Facilities		▲	▲	▲	▲
	1.2.2.3. Boggabri - Pool - Investigate and implement additional opportunities for sport and recreation activities at the Facility (subject to funding)	Infrastructure Delivery	Aquatic Facilities			▲ Engagement	▲ Design	▲ Construct
	1.2.2.4. Boggabri - Pool - Investigate keyless entry into the Facility	Infrastructure Delivery	Aquatic Facilities			▲		
	1.2.2.5. Boggabri - Pool - Renew Access Stairs for Pool Entry	Infrastructure Delivery	Aquatic Facilities		▲			
	1.2.2.6. Boggabri - Pool - Renew change room area	Infrastructure Delivery	Aquatic Facilities		▲			
	1.2.2.7. Boggabri - Pool - Replace the Gas BBQ with Electric	Infrastructure Delivery	Aquatic Facilities		▲			
	1.2.2.8. Narrabri - Investigate and complete the upgrade of Splash Park (subject to funding)	Infrastructure Delivery	Aquatic Facilities			▲ Engagement	▲ Design	▲ Construct
	1.2.2.9. Narrabri - Investigate the feasibility of a large-scale aquatic recreational facility	Infrastructure Delivery	Aquatic Facilities		▲	▲	▲	▲
	1.2.2.10. Narrabri - Pool - Install Shade Shelter and Tables	Infrastructure Delivery	Aquatic Facilities		▲			
	1.2.2.11. Narrabri - Pool - Investigate and complete an upgrade of the 50m pool and equipment	Infrastructure Delivery	Aquatic Facilities		▲ Scope Works	▲ Design	▲ Construct	▲ Construct

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	1.2.2.12	Narrabri - Pool - Investigate and implement accessibility upgrades	Infrastructure Delivery	Aquatic Facilities		▲	▲	▲	▲
	1.2.2.13	Narrabri - Pool - Replace Tiles and Paint Pool Shell	Infrastructure Delivery	Aquatic Facilities		▲			
	1.2.2.14	Narrabri - Repaint the Aquatic Facilities	Infrastructure Delivery	Aquatic Facilities					▲
	1.2.2.15	Wee Waa - Investigate and complete the upgrade of Splash Park (subject to funding)	Infrastructure Delivery	Aquatic Facilities			▲ Engagement	▲ Design	▲ Construct
	1.2.2.16	Wee Waa - Investigate and implement accessibility upgrades	Infrastructure Delivery	Aquatic Facilities		▲	▲	▲	▲
	1.2.2.17	Wee Waa - Investigate keyless entry into the Facility	Infrastructure Delivery	Aquatic Facilities			▲		
	1.2.2.18	Wee Waa - Pool - Investigate and implement additional opportunities for sport and recreation activities at the Facility (subject to funding)	Infrastructure Delivery	Aquatic Facilities			▲ Engagement	▲ Design	▲ Construct
	1.2.2.19	Wee Waa - Pool - Paint Pool Shell and Surrounds	Infrastructure Delivery	Aquatic Facilities		▲			
	1.2.2.20	Wee Waa - Pool - Renew Access Stairs for Pool Entry	Infrastructure Delivery	Aquatic Facilities		▲			
	1.2.2.21	Wee Waa - Pool - Replace the Gas BBQ with Electric	Infrastructure Delivery	Aquatic Facilities		▲			
	1.2.2.22	Wee Waa - Remove asbestos from plant room	Infrastructure Delivery	Aquatic Facilities			▲		
	1.2.2.23	Wee Waa - Upgrade the facilities at the Pool	Infrastructure Delivery	Aquatic Facilities			▲		
	1.2.2.24	Boggabri - Lawn Cemetery - Install water tank and pump	Infrastructure Delivery	Cemetery Services		▲			
	1.2.2.25	Gwabegar - Cemetery - Install park bench and shade structure	Infrastructure Delivery	Cemetery Services			▲		
	1.2.2.26	Narrabri - Lawn Cemetery - Install two concrete plinth rows	Infrastructure Delivery	Cemetery Services		▲			

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	1.2.2.27	Wee Waa - Cemetery - Develop Master Plan	Infrastructure Delivery	Cemetery Services			▲		
	1.2.2.28	Wee Waa - Cemetery - Install toilet and amenities block	Infrastructure Delivery	Cemetery Services		▲			
	1.2.2.29	Wee Waa - Dangar Park - Develop Master Plan	Infrastructure Delivery	Cemetery Services		▲	▲		
	1.2.2.30	Wee Waa - Install a Picnic Table and Shade at the Cemetery	Infrastructure Delivery	Cemetery Services				▲	
	1.2.2.31	Investigate the demand and viability for youth spaces across the Shire	Corporate and Community Services	Community Development		▲	▲	▲	▲
	1.2.2.32	Boggabri - Vickery Park - Install a multipurpose court (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲		
	1.2.2.33	Boggabri - Vickery Park - Install outdoor gym equipment (subject to funding)	Infrastructure Delivery	Parks and Open Spaces		▲			
	1.2.2.34	Gwabegar - Anzac Park - Upgrade fence	Infrastructure Delivery	Parks and Open Spaces				▲	
	1.2.2.35	Narrabri - Collins Park - Upgrade Grandstand and Amenities (Carryover 2021/2022)	Infrastructure Delivery	Parks and Open Spaces		▲			
	1.2.2.36	Narrabri - Hogan and Leitch Ovals - Upgrade Skate Park (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲		
	1.2.2.37	Narrabri - Pirate Park - Install bubblers and bottle refill stations	Infrastructure Delivery	Parks and Open Spaces		▲	▲		
	1.2.2.38	Narrabri - Tibbereena Street - Beautification Project (Design and Investigation)	Infrastructure Delivery	Parks and Open Spaces			▲	▲	
	1.2.2.39	Narrabri - Tourism Hub - Stage 1 - Car Park	Infrastructure Delivery	Parks and Open Spaces		▲			
	1.2.2.40	Narrabri - Tourism Hub - Stage 1 - Construction (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲	▲	
	1.2.2.41	Pilliga - Bore Baths - Install a fire pit and additional shelters (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲		
1.2.2.42	Pilliga - Bore Baths - Install irrigation system (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲			

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	1.2.2.43	Pilliga - Bore Baths - Resheet internal road	Infrastructure Delivery	Parks and Open Spaces		▲		▲
	1.2.2.44	Pilliga - Bore Baths - Upgrade amenities (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲	
	1.2.2.45	Pilliga - Bore Baths - Upgrade internal walls of the baths and steps (subject to funding)	Infrastructure Delivery	Parks and Open Spaces		▲		
	1.2.2.46	Shire Wide - Conduct ongoing Facilities Maintenance	Infrastructure Delivery	Parks and Open Spaces	▲	▲	▲	▲
	1.2.2.47	Wee Waa - Dangar Park - Implement an off-leash area	Infrastructure Delivery	Parks and Open Spaces	▲	▲		
	1.2.2.48	Wee Waa - Dangar Park - Install a multipurpose court	Infrastructure Delivery	Parks and Open Spaces		▲		
	1.2.2.49	Wee Waa - Dangar Park - Upgrade Irrigation	Infrastructure Delivery	Parks and Open Spaces	▲			
	1.2.2.50	Boggabri - Caravan Park- Investigate opportunities for expansion and increased utilisation	Infrastructure Delivery	Property Services	▲	▲	▲	▲
	1.2.2.51	Boggabri - Caravan Park - Refurbishments	Corporate and Community Services	Property Services		▲		
	1.2.2.52	Boggabri - Develop the old bowling club into a Civic Precinct (Carryover 2021/2022)	Corporate and Community Services	Property Services	▲ Demolish & Design and Consult	▲ Construct		
	1.2.2.53	Develop Council's Asbestos Removal Strategy for Council property	Infrastructure Delivery	Property Services	▲			
	1.2.2.54	Gwabegar - Investigate and pursue opportunities to increase amenities at the Hall	Corporate and Community Services	Property Services	▲	▲		
	1.2.2.55	Narrabri - The Crossing Theatre -External refurbishment	Corporate and Community Services	Property Services		▲		
	1.2.2.56	Wee Waa - Identify appropriate community use for the former NAB building	Corporate and Community Services	Property Services	▲			

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	1.2.2.57	Wee Waa - Old NAB Building - Refurbishment	Corporate and Community Services	Property Services		▲		
Strategy 1.2.3: Ensure an accessible Shire for all	1.2.3.1	Advocate for local businesses to become more accessible and inclusive	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	▲		
	1.2.3.2	Review and update the Narrabri Shire Disability Inclusion Action Plan	Corporate and Community Services	Community Development				▲
	1.2.3.3	Boggabri - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	Infrastructure Delivery	Design and Investigation		▲	▲	▲
	1.2.3.4	Develop a Safe Routes for Seniors program in the Shire by auditing popular routes in association with a senior/aged care facility, make improvements and then promote their use (including signage of routes).	Infrastructure Delivery	Design and Investigation		▲	▲	▲
	1.2.3.5	Narrabri - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	Infrastructure Delivery	Design and Investigation		▲	▲	▲
	1.2.3.6	Narrabri - Library - Investigate increasing the number of disabled access parking spaces	Infrastructure Delivery	Design and Investigation	2022/2026 Disability Inclusion Action Plan	▲		
	1.2.3.7	Review and update the Narrabri Shire Pedestrian Access and Mobility Plan (PAMP)	Infrastructure Delivery	Design and Investigation	2022/2026 Disability Inclusion Action Plan	▲		
	1.2.3.8	Wee Waa - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	Infrastructure Delivery	Design and Investigation		▲	▲	▲
	1.2.3.9	Increase the accessibility and inclusivity of Rhyme Time at the Shire's Libraries	Corporate and Community Services	Library Services		▲		
	1.2.3.10	Bellata - Upgrade and extend existing pathway network (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲	▲
	1.2.3.11	Boggabri - Shared Pathway - (Stage 1) Hospital to the Pool via Vickery Park	Infrastructure Delivery	Parks and Open Spaces		▲		

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	1.2.3.12	Boggabri - Shared Pathway - (Stage 2) Jubilee Oval to the Pool (subject to funding)	Infrastructure Delivery	Parks and Open Spaces		▲	▲	
	1.2.3.13	Boggabri - Shared Pathway - (Stage 3) Jubilee Oval to the Highway via Boston Street (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲	▲
	1.2.3.14	Boggabri - Shared Pathway - (Stage 4) Along the Namoi River via Boston Street (subject to funding)	Infrastructure Delivery	Parks and Open Spaces				▲
	1.2.3.15	Gwabegar - Upgrade and extend existing pathway network (subject to funding)	Infrastructure Delivery	Parks and Open Spaces		▲	▲	
	1.2.3.16	Gwabegar - Walking Track - Investigate the installation of a walking track between the township via the cemetery to the waste transfer station	Infrastructure Delivery	Parks and Open Spaces	▲			
	1.2.3.17	Narrabri - Install additional bike racks at the Barwon Street Carpark, The Crossing Theatre, Parks, and Shared Pathways	Infrastructure Delivery	Parks and Open Spaces	▲			
	1.2.3.18	Narrabri - Narrabri Creek Shared Pathway - Design footbridge near the Narrabri Hospital (subject to funding)	Infrastructure Delivery	Parks and Open Spaces				▲
	1.2.3.19	Narrabri - Selina Street and Guest Street - Shared Pathway	Infrastructure Delivery	Parks and Open Spaces	▲			
	1.2.3.20	Narrabri - West Lake Shared Pathway - Design footbridge to replace the Stepping Stones (subject to funding)	Infrastructure Delivery	Parks and Open Spaces		▲		
	1.2.3.21	Pilliga - Upgrade and extend existing pathway network (subject to funding)	Infrastructure Delivery	Parks and Open Spaces		▲	▲	
	1.2.3.22	Shire Wide - Investigate the installation of additional inclusive amenities	Infrastructure Delivery	Parks and Open Spaces	2022/2026 Disability Inclusion Action Plan	▲		
	1.2.3.23	Wee Waa - Dangar Park - Upgrade Pathways	Infrastructure Delivery	Parks and Open Spaces		▲	▲	
	1.2.3.24	Wee Waa - Extend Shared Pathway Network (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲	

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	1.2.3.25	Audit project management process to ensure disability standards and guidelines are considered for capital works projects	Infrastructure Delivery	Projects and Assets	2022/2026 Disability Inclusion Action Plan	▲		
	1.2.3.26	Wee Waa - Nurruby - refurbishment of accessibility ramp	Corporate and Community Services	Property Services			▲	
	1.2.3.27	Identify and prioritise public buildings that require access audits in accordance with Australian Standard 1428.1 –Access to Premises standards	Corporate and Community Services	Property Services	2022/2026 Disability Inclusion Action Plan			▲
Strategy 1.2.4: Enhance access to arts and culture across the Shire	1.2.4.1	Engage with community-based art groups to develop an exhibition program at The Crossing Theatre and The Crossing Café	Corporate and Community Services	The Crossing Theatre		▲	▲	▲
	1.2.4.2	Identify external funding opportunities to assist with the provision of events through The Crossing Theatre	Corporate and Community Services	The Crossing Theatre		▲	▲	▲
	1.2.4.3	Identify new products and opportunities for the community to engage with at The Crossing Theatre	Corporate and Community Services	The Crossing Theatre		▲	▲	▲
	1.2.4.4	Develop the Narrabri Shire Public Art Strategy	Corporate and Community Services	Tourism		▲		
Objective 1.3: A resilient and strong community								
Strategy 1.3.1: Implement programs to revitalise townships across the Shire	1.3.1.1	Boggabri - CBD - Review and Update Master Plan	Infrastructure Delivery	Parks and Open Spaces			▲	
	1.3.1.2	Narrabri - CBD - Install single face AC power source	Infrastructure Delivery	Parks and Open Spaces			▲	
	1.3.1.3	Narrabri - CBD - Review and Update Master Plan	Infrastructure Delivery	Parks and Open Spaces		▲		
	1.3.1.4	Shire Wide - Investigate opportunities for beautification of entryways to townships	Infrastructure Delivery	Parks and Open Spaces		▲	▲	
	1.3.1.5	Wee Waa - CBD - Review and Update Master Plan	Infrastructure Delivery	Parks and Open Spaces			▲	
	1.3.1.6	Narrabri - Old Gaol - Investigate opportunities for revitalisation	Corporate and Community Services	Property Services		▲		

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	1.3.1.7	Deliver a town centre precinct plan for Wee Waa, Narrabri, and Boggabri	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040			▲	
	1.3.1.8	Wee Waa - Investigate and implement more opportunities to portray agricultural heritage	Corporate and Community Services	Tourism		▲	▲	▲	
	1.3.1.9	Shire Wide - Complete the upgrade of Gateway Signage (Carryover 2020/2021)	Corporate and Community Services	Tourism		▲			
	1.3.1.10	Shire Wide - Complete the upgrade of Town Signage (Carryover 2020/2021)	Corporate and Community Services	Tourism		▲			
Strategy 1.3.2: Empower the community's volunteers	1.3.2.1	Successfully organise and run National Volunteers Week	Corporate and Community Services	Community Development		▲	▲	▲	▲
	1.3.2.2	Successfully organise and run the Lillian Hulbert Scholarship and award presentation	Corporate and Community Services	Community Development		▲	▲	▲	▲
	1.3.2.3	Work with local response agencies and support organisations to build their volunteer base	Corporate and Community Services	Community Development	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲
	1.3.2.4	Review volunteering policy to ensure Council volunteering opportunities are accessible and inclusive	Planning, Strategy and People	Risk	2022/2026 Disability Inclusion Action Plan	▲			
Strategy 1.3.3: Strengthen community resilience through collaboration and capacity building	1.3.3.1	Advocate for the introduction of 'neighbour helping neighbour' and 'phone a friend' programs	Corporate and Community Services	Community Development	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲
	1.3.3.2	Shire Wide - Investigate the implementation of a Community Connect Day	Corporate and Community Services	Community Development		▲			
	1.3.3.3	Wee Waa - Advocate for the communities needs regarding access to face-to-face financial services	Planning, Strategy and People	Economic Development		▲			
Strategy 1.3.4: Increase public	1.3.4.1	Narrabri - CBD - Identify an appropriate area and install an inclusive amenities block	Infrastructure Delivery	Parks and Open Spaces		▲ Identify	▲ Install		

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
amenity across all townships	1.3.4.2	Shire Wide - Conduct Keep Australia Beautiful programs	Infrastructure Delivery	Waste Services		▲	▲	▲	▲



THEME 2

Our Environment

THEME 2: OUR ENVIRONMENT

STRATEGIC DIRECTION 2: A SUSTAINABLE AND COMPATIBLE NATURAL AND BUILT ENVIRONMENT

Through extensive community engagement, the Narrabri Shire community identified several environmental priority areas to be actioned over the 2022/2026 period.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire 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 OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following environmental strategic objectives:

- A protected and enhanced natural environment
- An integrated and strategic built environment
- A resilient and sustainable environment

KEY STAKEHOLDERS

- Narrabri Shire Council
- Narrabri Shire Community
- Not for Profit Organisations
- NSW Department of Planning and Environment
- NSW Department of Primary Industries
- Local Emergency Services
- Local Primary Producers
- Local Extractive Industries
- Water NSW
- Resilience NSW
- NSW Office of Environment and Heritage
- NSW Environment Protection Authority
- Community Consultative Committees
- Transport for NSW
- Passenger Transport Providers
- Freight and Logistics Companies
- Energy Providers
- Australian Rail Track Corporation
- Telecommunications Providers

ACHIEVEMENT MEASURES AND INDICATORS

CSP	Measure	Source
2.1.1	Number of Aboriginal heritage listed sites across the Shire	Aboriginal Heritage Information Management System (AHIMS)
2.1.1	Number of Historic (non-Indigenous) heritage listed sites across the Shire	State Heritage Register
2.1.1	Number of educational programs implemented (including info sign installations etc)	Council Data
2.1.2	Trees planted by Council across the Shire	Council Data
2.1.2	Hectares of greenspaces maintained by Council	Council Data
2.1.2	Quantity of funds allocated to environmental initiatives	Council Data
2.1.3	Educational programs regarding responsible companion animal ownership	Council Data
2.1.3	Educational programs regarding effective biosecurity management	Council Data
2.1.3	Application of weeds management programs in the Shire	Council Data
2.1.4	Percentage of Council's facilities run through renewable energy	NSW Department of Primary Industries Data and Council Data
2.1.4	Council's fuel usage	Council Data
2.1.4	Percentage of electricity demand in the Shire met by renewable sources	Council Data
2.2.1	Average length of road closures	NSW EPA Data
2.2.1	Number of intermodal facilities in the Shire	Council Data
2.2.1	Regular Passenger Transport rates	Council Data
2.2.2	Number of new residential developments approved in the Shire	Council Data
2.2.2	Hectares of residential zones in the Shire	Council Data
2.2.2	Estimated rate of homelessness in the Shire	Council Data
2.2.3	Air quality pollution concentrations do not exceed National Environment Protection Measure Guidelines	Australian Bureau of Statistics
2.2.3	Quantity of income secured through Voluntary Planning Agreements	NSW DPE Regional Monitoring Data
2.2.4	Hectares of industrial and commercial zones	Council Data
2.2.4	Hectares of environmental zones, national parks, and nature reserves	Council Data
2.2.4	Local Environmental Plan housekeeping reviews completed	Council Data
2.3.1	Number of dwellings damaged by natural disasters	Council Data
2.3.2	Income generated through the Section 7.12 Contributions Scheme	Resilience NSW and Local Emergency Services Data
2.3.2	Value of projects funded through the Section 7.12 Contributions Scheme	Council Data
2.3.3	Council's water consumption	Council Data
2.3.3	Volume of ground water extracted	Council Data
2.3.3	Average water consumption rate per household	NSW Water
2.3.4	Percentage of waste diverted from landfill	Council Data
2.3.4	Average volume of household waste	Council Data
2.3.4	Volume of material reused	Council Data
2.3.4	Rate of Effluent Reuse	Council Data

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
Objective 2.1: A protected and enhanced natural environment									
Strategy 2.1.1: Protect Aboriginal and historic (non-Indigenous) heritage whilst educating the broader community on its significance	2.1.1.1	Boggabri - Investigate the development of an Aboriginal Cultural Centre and Meeting Place	Corporate and Community Services	Community Development		▲	▲	▲	
	2.1.1.2	In partnership with local indigenous Community stakeholders, facilitate Reconciliation Week and NAIDOC Week	Corporate and Community Services	Community Development		▲	▲	▲	▲
	2.1.1.3	Narrabri - Investigate the development of an Aboriginal Cultural Centre and Meeting Place	Corporate and Community Services	Community Development		▲	▲	▲	
	2.1.1.4	Review and update the Narrabri Shire Reconciliation Action Plan	Corporate and Community Services	Community Development		▲			
	2.1.1.5	Wee Waa - Investigate the development of an Aboriginal Cultural Centre and Meeting Place	Corporate and Community Services	Community Development		▲	▲	▲	
	2.1.1.6	Develop a Long-term Transport Strategy to align with State Government priorities and documents	Infrastructure Delivery	Design and Investigation	Local Strategic Planning Statement 2040	▲	▲		
	2.1.1.7	Shire Wide - Carry out a Historic Heritage Study to identify and protect heritage items, and update appropriate local planning controls	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040; Growth Management Strategy 2020		▲		
	2.1.1.8	Develop conservation management policies for heritage items and areas to provide for sympathetic and adaptive use of heritage items and assets	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020	▲			
	2.1.1.9	Shire Wide - Carry out an Aboriginal Heritage Study in consultation with the local Aboriginal Community to identify and protect heritage items, and update appropriate local planning controls	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040; Growth Management Strategy 2020				▲
Strategy 2.1.2: Protect and	2.1.2.1	Pilliga - Bore Baths - Tree planting program	Infrastructure Delivery	Parks and Open Spaces		▲	▲	▲	▲

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
enhance the Shire's natural bushland, open spaces, and national parks	2.1.2.2	Shire Wide - Street Tree Strategy and Program	Infrastructure Delivery	Parks and Open Spaces		▲	▲	▲	▲
	2.1.2.3	Develop and implement Plans of Management for urban open spaces and environmental areas	Corporate and Community Services	Property Services		▲			
Strategy 2.1.3: Protect the Shire's natural environment through improved awareness and mitigation of destructive and invasive flora and fauna	2.1.3.1	Boggabri - Dripping Rock Access Road - Investigate and determine possible resolution of access issues	Infrastructure Delivery	Projects and Assets		▲			
	2.1.3.2	Apply for funding to undertake programs related to companion animals	Planning, Strategy and People	Regulatory Compliance		▲	▲	▲	▲
	2.1.3.3	Narrabri - New Animal Management Facility - Complete construction	Planning, Strategy and People	Regulatory Compliance		▲			
	2.1.3.4	Review and update companion animal information and resources on Council's website in line with the relevant legislation	Planning, Strategy and People	Regulatory Compliance		▲	▲	▲	▲
	2.1.3.5	Undertake educational programs targeted at increasing responsible companion animal ownership	Planning, Strategy and People	Regulatory Compliance		▲	▲	▲	▲
	2.1.3.6	Conduct at least two educational programs targeted at biosecurity (as per the Department of Industries' requirements)	Infrastructure Delivery	Weeds		▲	▲	▲	▲
	2.1.3.7	Continue to apply for funding to undertake programs related to biosecurity and land management	Infrastructure Delivery	Weeds		▲	▲	▲	▲
	2.1.3.8	Investigate the feasibility of procuring drones to reduce biosecurity and regulatory compliance risks	Infrastructure Delivery	Weeds		▲			
	2.1.3.9	Write and release six (6) Media Releases targeted at biosecurity (as per the Department of Primary Industries' requirements)	Infrastructure Delivery	Weeds		▲	▲	▲	▲
Strategy 2.1.4: Promote and	2.1.4.1	Identify opportunities to reduce Council's fuel consumption	Infrastructure Delivery	Fleet		▲	▲	▲	▲

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
implement where appropriate sustainable practices, energy efficient and renewable technologies	2.1.4.2	Develop Council's Renewable Energy Action Plan (REAP)	Corporate and Community Services	Property Services		▲			
	2.1.4.3	Shire Wide - Implement Council's Renewable Energy Action Plan (REAP)	Corporate and Community Services	Property Services			▲	▲	
	2.1.4.4	Complete a Solar Feasibility Study to identify preferred locations best suited for solar energy development in Narrabri, Wee Waa, and Boggabri	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040			▲	
	2.1.4.5	Continue to encourage innovation and adoption of sustainable land management practices and agritech in the primary production sector	Planning, Strategy and People	Strategic Planning	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲
	2.1.4.6	Develop an urban greening strategy to combat the urban heat island effect	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040	▲			
	2.1.4.7	Encourage 'green' industries by reviewing local plans to ensure land use zoning reflect industry requirements	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020		▲		
	2.1.4.8	Identify locations for EV charging sites within Narrabri including Tourism Precinct and ensure statutory planning documents facilitate EV charging infrastructure to be located in appropriate zones	Corporate and Community Services	Tourism	Local Strategic Planning Statement 2040	▲	▲		
Objective 2.2: An integrated and strategic built environment									
Strategy 2.2.1: Maintain, enhance, and support an integrated, diverse, and safe transport network: Pedestrian; Road; Rail; and Air	2.2.1.1	Review and update the Narrabri Airport Master Plan and Hanger Sub-division Plans (including land use review and needs analysis)	Corporate and Community Services	Airport		▲			
	2.2.1.2	Narrabri - Airport - Conduct an assessment of the runway	Corporate and Community Services	Airport		▲	▲	▲	
	2.2.1.3	Narrabri - Airport - Install LED Apron	Corporate and Community Services	Airport		▲			

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.2.1.4	Narrabri - Airport - Investigate opportunities for increased utilisation	Corporate and Community Services	Airport		▲	▲	▲
	2.2.1.5	Narrabri - Airport - Terminal Design (Carryover 2020/2021)	Corporate and Community Services	Airport		▲	▲	
	2.2.1.6	Consult with relevant stakeholders on opportunities to increase efficiencies on freight movements to, through and from the Narrabri Shire and report findings to Council.	Infrastructure Delivery	Design and Investigation		▲	▲	▲
	2.2.1.7	Ensure appropriate regulatory and guidance signage is provided on all existing and proposed walk and cycle facilities.	Infrastructure Delivery	Design and Investigation		▲	▲	▲
	2.2.1.8	Facilitate more recreational walking and cycling paths, linkages with centres and public transport, and expand inter-regional and intra-regional walking and cycling links	Infrastructure Delivery	Design and Investigation	Growth Management Strategy 2020	▲	▲	▲
	2.2.1.9	In association with schools, audit key routes to school and improve the facilities along these routes and report to Council	Infrastructure Delivery	Design and Investigation		▲	▲	▲
	2.2.1.10	Prioritise projects that address impediments to the regional freight network and work with stakeholders to upgrade transport network capacity as demand changes	Infrastructure Delivery	Design and Investigation	Growth Management Strategy 2020		▲	
	2.2.1.11	Support Council to investigate opportunities to provide greatest access for high productivity vehicles	Infrastructure Delivery	Design and Investigation	Growth Management Strategy 2020		▲	
	2.2.1.12	Narrabri - CBD - Replace pavers	Infrastructure Delivery	Parks and Open Spaces		▲		
	2.2.1.13	Investigate digital road open/closed signs on key transport routes throughout the Shire	Infrastructure Delivery	Road Services	Narrabri Shire Adverse Event Plan		▲	
	2.2.1.14	Baan Baa - Harparary Road - Seal to Browns Lane Intersection (VPA Funded) (Carryover 2021/2022)	Infrastructure Delivery	Road Services		▲		

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.2.1.15	Bellata - Millie Road - Upgrade (6.5km) (Fixing Local Roads Program Funded) (Carryover 2021/2022)	Infrastructure Delivery	Road Services		▲	▲	
	2.2.1.16	Boggabri - Boston Street Bridge - Upgrade (Resources for Regions Funded) (Carryover 2021/2022)	Infrastructure Delivery	Road Services		▲		
	2.2.1.17	Boggabri - Caloola Road - Upgrade	Infrastructure Delivery	Road Services		▲		
	2.2.1.18	Boggabri - Complete installation of shared pathway (Carryover 2021/2022)	Infrastructure Delivery	Road Services		▲		
	2.2.1.19	Boggabri - MR 357 Rangari Road - Upgrade	Infrastructure Delivery	Road Services		▲		
	2.2.1.20	Boggabri - Tullamullen Bridge and Green Hills Quarry - Design and Investigation (Carryover 2021/2022)	Infrastructure Delivery	Road Services		▲	▲	
	2.2.1.21	Develop a Rural Roads Maintenance Strategy	Infrastructure Delivery	Road Services		▲		
	2.2.1.22	Ensure Council's quarries and small mines are operated and maintained in an environmentally compliant manner	Infrastructure Delivery	Road Services		▲	▲	▲
	2.2.1.23	Eulah Creek - Bullawa Creek Bridge - Upgrade (Resources for Regions Funded)	Infrastructure Delivery	Road Services		▲		
	2.2.1.24	Merah North - Doreen Lane - Rehabilitation (Fixing Local Roads Program Funded)	Infrastructure Delivery	Road Services		▲	▲	
	2.2.1.25	Narrabri - Kaputar Road - Intersection Upgrade (subject to grant funding)	Infrastructure Delivery	Road Services			▲	
	2.2.1.26	Narrabri - Selina Street to Tibbereena Street - Renewal	Infrastructure Delivery	Road Services		▲	▲	
	2.2.1.27	Pilliga - SR 127 Pilliga Road - Upgrade (Grant Funded)	Infrastructure Delivery	Road Services		▲ Phase 1	▲ Phase 2	
	2.2.1.28	Shire Wide - Flood Damage Restoration (March 2021 Augmentation)	Infrastructure Delivery	Road Services		▲		
	2.2.1.29	Shire Wide - Flood Damage Restoration (November 2021 Augmentation)	Infrastructure Delivery	Road Services		▲	▲	

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
	2.2.1.30	Shire Wide - Footpaths - Renewal programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.31	Shire Wide - Install Concrete Causeways	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.32	Shire Wide - Kerb and Gutter - Replacement programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.33	Shire Wide - Transport Assets - Roads Condition Assessments and Revaluations	Infrastructure Delivery	Road Services	2022/2026 Resourcing Strategy: Asset Management Strategy	▲			
	2.2.1.34	Shire Wide - Rural Roads - Rehabilitation Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.35	Shire Wide - Rural Roads - Reseal Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.36	Shire Wide - Shire Roads - Gravel Resheeting	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.37	Shire Wide - Shire Roads - Rehabilitation Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.38	Shire Wide - Shire Roads - Reseal Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.39	Shire Wide - Stormwater - Renewal programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.40	Shire Wide - Town Streets - Rehabilitation Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.41	Shire Wide - Town Streets - Reseal Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.42	Upgrade SR29 Yarrie Lake Road to provide all-weather, flood free access between Narrabri and the outskirts of Wee Waa, whilst maintaining consideration for Northern NSW Inland Port (N2IP)'s priorities	Infrastructure Delivery	Road Services	Narrabri Shire Adverse Event Plan	▲			
	2.2.1.43	Wee Waa - Culgoora Road - Upgrade (Carryover 2021/2022)	Infrastructure Delivery	Road Services		▲			

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
	2.2.1.44	Wee Waa - Rose Street - Upgrade of stormwater management, kerb and guttering and road	Infrastructure Delivery	Road Services			▲		
	2.2.1.45	Wee Waa - SR29 Yarrie Lake Road to SR127 Pilliga Road - Upgrade Freight Route (11km)	Infrastructure Delivery	Road Services	▲	▲			
Strategy 2.2.2: Support the development of appropriate housing across the Shire	2.2.2.1	Market and transact Council's developed sites	Corporate and Community Services	Property Services	▲	▲	▲	▲	
	2.2.2.2	Ensure rural residential development is delivered consistently with the Interim Settlement Planning Principles and in appropriately zoned areas as endorsed by the Department of Planning and Environment	Planning, Strategy and People	Statutory Planning	Growth Management Strategy 2020	▲	▲	▲	▲
	2.2.2.3	Continue to work with the NSW Government to advocate for Shire's need to access affordable housing	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020	▲	▲	▲	▲
	2.2.2.4	Develop a Narrabri Shire Housing Strategy	Planning, Strategy and People	Strategic Planning			▲		
	2.2.2.5	Develop local growth management strategies to respond to changing housing needs, including household and demographic changes	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020			▲	
Strategy 2.2.3: Reduce the impact the built environment has on the natural environment	2.2.3.1	Narrabri - Sewer Treatment Plant - Environmental Improvements (Stage 2)	Infrastructure Delivery	Sewer Services	▲				
Strategy 2.2.4: Support strategic and non-conflicting land use that supports sustainable growth	2.2.4.1	Complete an employment lands study	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040		▲		
	2.2.4.2	Deliver an adequate supply of employment land through local growth management strategies and Local Environmental Plan (LEP)	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020				▲

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
through zoning and advocacy	2.2.4.3	Prepare a Rural Lands Study and review every four years to ensure that land use standards enable a productive agricultural sector	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040		▲	
	2.2.4.4	Promote an appropriate mix of land uses and prevent the encroachment of sensitive uses on employment land through local planning controls	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020		▲	
	2.2.4.5	Review and update the Narrabri Shire Local Environmental Plan	Planning, Strategy and People	Strategic Planning			▲	▲
	2.2.4.6	Review RU1 zoning permissible land uses to enable complementary uses that support a stronger agricultural sector	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040	▲		
Objective 2.3: A resilient and sustainable environment								
Strategy 2.3.1: Mitigate impacts of adverse events through strategic planning and preparedness	2.3.1.1	Shire Wide - Install telemetric gauges on the creek systems that are subject to flash flooding	Infrastructure Delivery	Design and Investigation	Narrabri Shire Adverse Event Plan		▲	
	2.3.1.2	Advocate for an electricity sub-station in a flood-free location	Infrastructure Delivery	Emergency Services	Narrabri Shire Adverse Event Plan			▲
	2.3.1.3	Advocate for an Emergency Services Precinct in Narrabri, incorporating the EOC and key response agencies	Infrastructure Delivery	Emergency Services	Narrabri Shire Adverse Event Plan			▲
	2.3.1.4	Advocate for information sharing processes between response agencies.	Infrastructure Delivery	Emergency Services	Narrabri Shire Adverse Event Plan	▲	▲	▲
	2.3.1.5	Shire Wide - Investigate the establishment of Heli Pads in key locations (such as areas near isolated workforces) across Narrabri, Boggabri, Wee Waa, and the Pilliga to assist in emergency management and evacuation efforts.	Infrastructure Delivery	Emergency Services	Narrabri Shire Adverse Event Plan		▲	

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
	2.3.1.6	Assess and manage the impacts of climate change (such as heat, floods, storms, and drought) on Council's assets and services	Infrastructure Delivery	Projects and Assets	Local Strategic Planning Statement 2040; 2022/2026 Resourcing Strategy; Asset Management Strategy	▲	▲	▲	▲
	2.3.1.7	Advocate for the provision of generators to power emergency facilities and critical infrastructure	Corporate and Community Services	Property Services	Narrabri Shire Adverse Event Plan	▲			
	2.3.1.8	Narrabri - The Crossing Theatre - Flood mitigation works	Corporate and Community Services	Property Services			▲		
	2.3.1.9	Narrabri - The Crossing Theatre - Gas Bottle relocation	Corporate and Community Services	Property Services		▲			
	2.3.1.10	Advocate for the establishment of a flood-free evacuation centre in Narrabri with the capacity to accommodate residents of both Narrabri and Wee Waa	Planning, Strategy and People	Risk	Narrabri Shire Adverse Event Plan				▲
	2.3.1.11	Investigate and advocate for funding to seal and widen SR5 Kaputar Road and provide passing bays and safety fencing to improve safety and response times for fires in the Mt Kaputar National Park and assist with evacuations.	Infrastructure Delivery	Road Services	Narrabri Shire Adverse Event Plan				▲
	2.3.1.12	Narrabri - Sewer Treatment Plant - Upgrade generator capabilities	Infrastructure Delivery	Sewer Services		▲			
	2.3.1.13	Update Risk and Emergency Response Plans for Sewer Services	Infrastructure Delivery	Sewer Services		▲			
	2.3.1.14	Review and update the Bush Fire Prone Lands map	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040			▲	
	2.3.1.15	Boggabri - Flood Plain Management Plan Program - Develop Risk Management Strategy and Plan	Planning, Strategy and People	Strategic Planning		▲ Year 1 of 3	▲ Year 2 of 3	▲ Year 3 of 3	

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
	2.3.1.16	Gwabegar - Flood Plain Management Plan Program - Investigate implementing the program	Planning, Strategy and People	Strategic Planning		▲			
	2.3.1.17	Narrabri - Flood Plain Management Plan Program - Implement findings of the Risk Management Strategy and Plan	Planning, Strategy and People	Strategic Planning			▲		
	2.3.1.18	Narrabri - Flood Plain Management Plan Program - Undertake community consultation regarding the Risk Management Strategy and Plan	Planning, Strategy and People	Strategic Planning		▲			
	2.3.1.19	Review and update floodplain and bushfire mapping to manage risk, particularly where urban growth is being investigated	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020		▲		
	2.3.1.20	Wee Waa - Flood Plain Management Plan Program - Implementation Plan	Planning, Strategy and People	Strategic Planning			▲		
	2.3.1.21	Wee Waa - Flood Plain Management Plan Program - Levy Feasibility Study	Planning, Strategy and People	Strategic Planning		▲			
	2.3.1.22	Shire Wide - Conduct Hydrant Maintenance	Infrastructure Delivery	Water Services		▲	▲	▲	▲
	2.3.1.23	Update Risk and Emergency Response Plans for Sewer Services	Infrastructure Delivery	Water Services		▲			
	2.3.1.24	Wee Waa - Hydrology Options Assessment	Infrastructure Delivery	Water Services		▲			
	2.3.1.25	Wee Waa - Install Bulk Water Filling Station	Infrastructure Delivery	Water Services		▲			
	2.3.1.26	Wee Waa - Stop Valve Replacement	Infrastructure Delivery	Water Services		▲			
	2.3.1.27	Wee Waa - Water Main Renewals	Infrastructure Delivery	Water Services		▲			
	2.3.1.28	Wee Waa - Water Augmentation Project scope	Infrastructure Delivery	Water Services			▲ Scope Works	▲ Design	▲ Construct

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Strategy 2.3.2: Ensure appropriate planning controls are implemented for the benefit of the community	2.3.2.1	Review and update Local Environmental Plan (LEP) and Development Control Plan (DCP) (to include heritage considerations, integrated water cycle management strategies, growth management strategies, and mapping and consideration of areas of high environmental value to avoid conflicts)	Planning, Strategy and People	Strategic Planning		▲		
	2.3.2.2	Consider requirement for Water Sensitive Urban Design in Development Control Plan (DCP)	Planning, Strategy and People	Strategic Planning		▲		
	2.3.2.3	Develop Factsheets regarding State and Local Government planning legislation and framework changes (such as updates to State Environmental Planning Policies (SEPPs), Local Environmental Plan (LEP) and Development Control Plan (DCP))	Planning, Strategy and People	Strategic Planning	▲	▲	▲	▲
	2.3.2.4	Identify areas of urban expansion or intensification in local growth management strategies that are consistent with the Interim Settlement Planning Principles or comprehensive settlement planning guidelines once released	Planning, Strategy and People	Strategic Planning		▲		
Strategy 2.3.3: Responsibly manage, conserve, and protect water resources	2.3.3.1	Bellata - Install Bulk Water Filling Station	Infrastructure Delivery	Water Services	▲			
	2.3.3.2	Boggabri - Install Bulk Water Filling Station	Infrastructure Delivery	Water Services	▲			
	2.3.3.3	Boggabri - Sewerage Treatment Works Augmentation	Infrastructure Delivery	Water Services	▲			
	2.3.3.4	Boggabri - Water Main Renewals	Infrastructure Delivery	Water Services	▲			
	2.3.3.5	Develop and adopt the Narrabri Shire Integrated Water Cycle Management Strategy to consider regional climate change, water security, sustainable demand and growth, and the natural environment	Infrastructure Delivery	Water Services	▲			
	2.3.3.6	Develop Narrabri Shire Rural Fire Station Water Access Point Strategy	Infrastructure Delivery	Water Services	▲			

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.3.3.7	Encourage the use of alternate water sources on local government assets, including playing fields	Infrastructure Delivery	Water Services	Growth Management Strategy 2020	▲	▲		
	2.3.3.8	Gwabegar - Investigate opportunities to rectify water quality issues	Infrastructure Delivery	Water Services		▲			
	2.3.3.9	Narrabri - Decommission Tibbereena Street Bore	Infrastructure Delivery	Water Services		▲	▲	▲	
	2.3.3.10	Narrabri - Safe Chlorine Storage Unit	Infrastructure Delivery	Water Services		▲			
	2.3.3.11	Narrabri - Saleyards Bore and Rising Main - Design and Construction	Infrastructure Delivery	Water Services		▲			
	2.3.3.12	Narrabri - Selina Street and Hind Street Water Towers - Repaint	Infrastructure Delivery	Water Services		▲			
	2.3.3.13	Narrabri - Selina Street Reservoir - Access Stairs and Roof Upgrade	Infrastructure Delivery	Water Services		▲			
	2.3.3.14	Narrabri - Water Main Renewals	Infrastructure Delivery	Water Services		▲			
	2.3.3.15	Pilliga - Bore Augmentation	Infrastructure Delivery	Water Services		▲			
	2.3.3.16	Shire Wide - Conduct additional community engagement regarding water quality	Infrastructure Delivery	Water Services		▲			
	2.3.3.17	Shire Wide - Conduct water efficiency education to make the Narrabri Shire more Water Wise	Infrastructure Delivery	Water Services		▲	▲	▲	▲
	2.3.3.18	Shire Wide - Environmental and Water Extraction - Monitoring Compliance	Infrastructure Delivery	Water Services		▲	▲	▲	▲
	2.3.3.19	Shire Wide - Investigate opportunities for water service expansion	Infrastructure Delivery	Water Services		▲	▲	▲	▲
	2.3.3.20	Shire Wide - Scouring Program	Infrastructure Delivery	Water Services		▲	▲	▲	▲
	2.3.3.21	Shire Wide - Water Mains - Replacement program	Infrastructure Delivery	Water Services		▲	▲	▲	▲

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
	2.3.3.22	Narrabri - Water Pump Station Rehabilitation and Water Pump Service and Replacement Program	Infrastructure Delivery	Water Services		▲	▲	▲	▲
	2.3.3.23	Shire Wide - Water Reservoir - Maintenance program	Infrastructure Delivery	Water Services		▲	▲	▲	▲
	2.3.3.24	Shire Wide - Water tower access upgrades	Infrastructure Delivery	Water Services		▲			
	2.3.3.25	Narrabri - Federation Farm - Upgrade water rising main	Infrastructure Delivery	Water Services				▲	
	2.3.3.26	Narrabri - Investigate the installation of a bulk Chlorine Gas System	Infrastructure Delivery	Water Services			▲		
	2.3.3.27	Narrabri - Telemetry Review	Infrastructure Delivery	Water Services			▲		
	2.3.3.28	Narrabri - Water Augmentation Project - Construct a Water Treatment Plant	Infrastructure Delivery	Water Services				▲	▲
	2.3.3.29	Narrabri - West Narrabri Water Reservoir - Upgrade	Infrastructure Delivery	Water Services					▲
	2.3.3.30	Shire Wide - Instrumentation Works	Infrastructure Delivery	Water Services			▲		
	2.3.3.31	Shire Wide - Investigate and implement methods to improve water pressure in townships	Infrastructure Delivery	Water Services			▲		
	2.3.3.32	Shire Wide - Water Reservoir - Upgrade program	Infrastructure Delivery	Water Services			▲	▲	▲
	Strategy 2.3.4: Responsibly manage waste disposal and support the transition to a circular waste economy	2.3.4.1	Shire Wide - Investigate additional opportunities for reuse of treated effluent and encourage the use of alternate water sources on local government assets, including playing fields	Infrastructure Delivery	Sewer Services	Growth Management Strategy 2020	▲	▲	
2.3.4.2		Narrabri - Zimmerman Street - Sewer Pump Station Update	Infrastructure Delivery	Sewer Services		▲			
2.3.4.3		Shire Wide - Investigate opportunities for sewer service expansion	Infrastructure Delivery	Sewer Services		▲	▲	▲	▲
2.3.4.4		Shire Wide - Sewer Pump Station - Rehabilitation Program	Infrastructure Delivery	Sewer Services		▲	▲	▲	▲

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
	2.3.4.5	Shire Wide - Sewer Mains - Relining and Rehabilitation (including manholes and chambers)	Infrastructure Delivery	Sewer Services		▲	▲	▲	▲
	2.3.4.6	Shire Wide - Sewer Pumps - Service and replacement program	Infrastructure Delivery	Sewer Services		▲	▲	▲	▲
	2.3.4.7	Wee Waa - Sewer Mains - Replacement program	Infrastructure Delivery	Sewer Services		▲			
	2.3.4.8	Narrabri - Sewer Treatment Plant - Conduct compliance audit	Infrastructure Delivery	Sewer Services		▲			
	2.3.4.9	Narrabri - Sewer Treatment Plant - Upgrade Access Road	Infrastructure Delivery	Sewer Services		▲			
	2.3.4.10	Wee Waa - Sewer Treatment Plant - Works Augmentation	Infrastructure Delivery	Sewer Services		▲			
	2.3.4.11	Shire Wide - Sewer Mains - Replacement program	Infrastructure Delivery	Sewer Services			▲	▲	▲
	2.3.4.12	Narrabri - Sewer Treatment Plant - Upgrade	Infrastructure Delivery	Sewer Services			▲ Scope Works	▲ Design	▲ Construct
	2.3.4.13	Narrabri - Telemetry Upgrades	Infrastructure Delivery	Sewer Services			▲		
	2.3.4.14	Shire Wide - Instrumentation Works	Infrastructure Delivery	Sewer Services			▲		
	2.3.4.15	Shire Wide - Sewer Treatment Plant - Install sampling jetties	Infrastructure Delivery	Sewer Services					▲
	2.3.4.16	Shire Wide - Sewer Treatment Plant - Update security systems	Infrastructure Delivery	Sewer Services				▲	
	2.3.4.17	Boggabri - Investigate the implementation of a Container Deposit Scheme	Infrastructure Delivery	Waste Services		▲	▲		
	2.3.4.18	Deliver Waste Education Programs	Infrastructure Delivery	Waste Services		▲	▲	▲	▲
	2.3.4.19	Finalise Council's Waste Strategy	Infrastructure Delivery	Waste Services		▲			

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.3.4.20	Narrabri - Investigate opportunities for a Community Garden maintained by mulched Green waste	Infrastructure Delivery	Waste Services				▲
	2.3.4.21	Narrabri - Waste Management Facility - Advocate for soft plastics receptacle	Infrastructure Delivery	Waste Services	▲	▲	▲	▲
	2.3.4.22	Narrabri - Waste Management Facility - Investigate and implement a Buy Back Centre	Infrastructure Delivery	Waste Services	▲ Scope Works	▲ Construct		
	2.3.4.23	Narrabri - Waste Management Facility - Investigate funding opportunities to implement green waste processing locally	Infrastructure Delivery	Waste Services	▲	▲	▲	▲
	2.3.4.24	Narrabri - Waste Management Facility - New Cell No. 1 - Complete construction (year 2 of 2)	Infrastructure Delivery	Waste Services	▲			
	2.3.4.25	Narrabri - Waste Management Facility - New Cell No. 2 - Complete Construction	Infrastructure Delivery	Waste Services		▲	▲	▲
	2.3.4.26	Narrabri - Waste Management Facility - New Cell No. 2, 3, 4 - Complete Land and Environmental Assessments and Investigate appropriate design	Infrastructure Delivery	Waste Services	▲			
	2.3.4.27	Narrabri - Waste Management Facility - Push Pit - Complete Construction	Infrastructure Delivery	Waste Services	▲ Scope Works	▲ Construction		
	2.3.4.28	Shire Wide - Transfer Station Upgrades	Infrastructure Delivery	Waste Services	▲ Year 1 of 2	▲ Year 2 of 2		
	2.3.4.29	Undertake an annual Green Waste Educational Program (in cooperation with Council's Regulatory Compliance and Weeds Teams)	Infrastructure Delivery	Waste Services	▲	▲	▲	▲
	2.3.4.30	Wee Waa - Investigate the implementation of a Container Deposit Scheme	Infrastructure Delivery	Waste Services	▲	▲		
	2.3.4.31	Shire Wide - Landfill Legacy Closures	Infrastructure Delivery	Waste Services	▲ Year 1 of 13	▲ Year 2 of 13	▲ Year 3 of 13	▲ Year 4 of 13

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.3.4.32	Investigate the feasibility of an Assisted Household Waste Collection Service	Infrastructure Delivery	Waste Services	2022/2026 Disability Inclusion Action Plan			▲	
	2.3.4.33	Assess critical control points (liquid trade waste)	Infrastructure Delivery	Water Services		▲			



THEME 3

Our Economy

THEME 3: OUR ECONOMY

STRATEGIC DIRECTION 3: A STRONG, DIVERSE, AND SUSTAINABLE ECONOMY

Through extensive community engagement, the Narrabri Shire community identified several economic priority areas to be actioned over the 2022/2026 period.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

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

COMMUNITY OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following economic strategic objectives:

- A diverse economy
- A regionally renowned economy
- A resilient and sustainable economy

KEY STAKEHOLDERS

- Narrabri Shire Council
- Narrabri Shire Community
- Destination NSW
- Visit NSW
- NSW Department of Education and Training
- Local Chambers of Commerce
- NSW Department of Planning and Environment
- Business NSW
- NSW Regional Growth and Development Corporation
- TAFE NSW
- Community College Northern Inland
- Local Businesses
- Regional Development Australia
- Regional Universities Network NSW members
- Country Universities Centre

ACHIEVEMENT MEASURES AND INDICATORS

CSP	Measure	Source
3.1.1	Shire's unemployment rate	Australian Bureau of Statistics
3.1.1	Number of jobs within the Shire	REMPPLAN
3.1.2	Number of programs targeted at local businesses and innovators	Council Data
3.1.2	Quantity of sales through the Why Leave Town Program	Why Leave Town Data
3.1.3	Number of registered businesses in the Shire	REMPPLAN
3.1.3	Number of commercial developments completed in the Shire	Council Data
3.1.4	Formal training opportunities available for youth (16-24 years) in the Shire	Australian Bureau of Statistics and Provider Data
3.1.4	Enrolments in vocational education and training	Australian Bureau of Statistics and Provider Data
3.1.4	Percentage of Shire's population with non-school qualifications	Australian Bureau of Statistics
3.2.1	Hectares of land secured for the Northern NSW Inland Port	Council Data
3.2.1	Approved development within the Northern NSW Inland Port zone	Council Data
3.2.2	Social Media engagement	Council Data
3.2.2	Number of visitors to the Narrabri Region	Destination NSW Data
3.2.2	Population of the Shire	Australian Bureau of Statistics
3.2.3	Number of events, conferences and entertainment activities hosted in the Shire	Council Data
3.2.3	Visitation to the Narrabri Shire	Destination NSW Data
3.2.3	Average spends per visitor to the Shire	Destination NSW Data
3.2.4	Number of State Significant Developments occurring in the Shire	NSW DPE Data
3.3.1	Shire's Gross Regional Product	REMPPLAN
3.3.1	Quantity of value added by industries within the Shire	REMPPLAN
3.3.2	Successful grant applications	Council Data
3.3.1	Grant funding secured	Council Data
3.3.3	Percentage of Council expenditure within the Shire	Council Data
3.3.4	Quantity of Regional Exports	REMPPLAN

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Objective 3.1: A diverse economy								
Strategy 3.1.1: Support local employment opportunities	3.1.1.1	Conduct annual tendering and procurement information sessions for local contractors	Infrastructure Delivery	Projects and Assets		▲	▲	▲
	3.1.1.2	Promote aviation-related employment opportunities and precincts	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020	▲		
Strategy 3.1.2: Actively engage with and support capacity building opportunities for local businesses and innovators	3.1.2.1	Advocate for continued access to the Rural Financial Counselling Service (RFCS) and encourage local businesses to plan for adverse events and improve their business skills including managing cashflow and arrears	Planning, Strategy and People	Economic Development	Narrabri Shire Adverse Event Plan	▲	▲	▲
	3.1.2.2	Conduct annual Business Satisfaction Survey	Planning, Strategy and People	Economic Development		▲	▲	▲
	3.1.2.3	Conduct Shire wide activities and events for local businesses to improve networking and development	Planning, Strategy and People	Economic Development		▲	▲	▲
	3.1.2.4	Develop and facilitate activities for Small Business Month including the Small Business Summit	Planning, Strategy and People	Economic Development		▲	▲	▲
	3.1.2.5	Maintain Council Connecting Business online business directory and network platform to provide information to small business outlining opportunities and economic activity of the region	Planning, Strategy and People	Economic Development		▲	▲	▲
Strategy 3.1.3: Attract and support opportunities for investment and value-add industries within the Shire	3.1.3.1	Develop industry specific action plans to grow cotton, broadacre grains and grazing sectors and address sectors specific considerations through local plans	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020			▲
Strategy 3.1.4: Advocate for and support diverse	3.1.4.1	Investigate and implement Skills Training Programs targeted at all ages	Corporate and Community Services	Community Development		▲	▲	▲

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
education and personal development opportunities to ensure available skills meet local demand	3.1.4.2	Shire Wide - Investigate and support the implementation of youth development programs	Corporate and Community Services	Community Development		▲	▲	▲	▲
	3.1.4.3	Establish library programs to support and enhance early literacy in our community	Corporate and Community Services	Library Services		▲	▲	▲	▲
	3.1.4.4	Establish library programs to support seniors, youth, disability, Indigenous and CALD (culturally and linguistically diverse) groups in our community	Corporate and Community Services	Library Services		▲	▲	▲	▲
	3.1.4.5	Facilitate Science, Technology, Engineering, Arts, and Mathematics (STEAM) programs in collaboration with community stakeholders	Corporate and Community Services	Library Services		▲	▲	▲	▲
	3.1.4.6	Increase cooperation between the Shire's Libraries and local schools	Corporate and Community Services	Library Services		▲	▲	▲	▲
	3.1.4.7	Shire Wide – Develop library programs for the community	Corporate and Community Services	Library Services		▲	▲	▲	▲
	3.1.4.8	Prepare a Precinct Plan in consultation with Federal and State Government and Regional Universities Network representatives to develop a Country Education Hub in Narrabri to service the North-West Region	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040			▲	
Objective 3.2: A regionally renowned economy									
Strategy 3.2.1: Develop a state significant manufacturing, transport, and logistics hub	3.2.1.1	Actively promote the opportunities of the Northern NSW Inland Port (N2IP)	Planning, Strategy and People	Economic Development		▲	▲	▲	▲
	3.2.1.2	Narrabri - Develop scope of works for future infrastructure demands at the Northern NSW Inland Port (N2IP) site (transport, telecommunications, water, and sewer)	Planning, Strategy and People	Economic Development		▲	▲		
	3.2.1.3	Pursue economic diversification through the development of the Northern NSW Inland Port (N2IP) and supporting the attraction of manufacturing, recycling, transport, logistics and agribusinesses	Planning, Strategy and People	Economic Development	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Strategy 3.2.2: Promote the Shire as an attractive environment to invest, visit and live	3.2.2.1	Develop a New Resident's Kit	Corporate and Community Services	Community Development		▲		
	3.2.2.2	Investigate opportunities to promote the Narrabri Shire's unique selling points (USPs)	Corporate and Community Services	Tourism		▲	▲	▲
	3.2.2.3	Update the Narrabri Region Visitor Guide	Corporate and Community Services	Tourism			▲	
	3.2.2.4	Update the Narrabri Region App	Corporate and Community Services	Tourism			▲	▲
	3.2.2.5	Integrate accessibility information into the Visit Narrabri promotional material	Corporate and Community Services	Tourism	2022/2026 Disability Inclusion Action Plan	▲		
Strategy 3.2.3: Develop and support a variety of events and tourism opportunities in the Shire	3.2.3.1	Successfully organise and run Australia Day Events	Corporate and Community Services	Community Development		▲	▲	▲
	3.2.3.2	Review and update Council's event management processes and procedures to include access and inclusion criteria and information	Corporate and Community Services	The Crossing Theatre	2022/2026 Disability Inclusion Action Plan	▲		
	3.2.3.3	Review and update Council's Events Application to include accessibility considerations within site plan	Corporate and Community Services	The Crossing Theatre	2022/2026 Disability Inclusion Action Plan	▲		
	3.2.3.4	Monitor, update and implement the Destination Management Plan	Planning, Strategy and People	Tourism	Local Strategic Planning Statement 2040	▲	▲	▲
	3.2.3.5	Develop a Narrabri Shire Tourism Advisory Committee	Corporate and Community Services	Tourism				▲
	3.2.3.6	Develop an AgriTourism Strategy for the Narrabri Shire	Corporate and Community Services	Tourism				▲
	3.2.3.7	Develop Narrabri Shire Cultural Tourism Strategy	Corporate and Community Services	Tourism		▲		

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
	3.2.3.8	Develop Narrabri Shire Seasonal Tourism Marketing Plan	Corporate and Community Services	Tourism		▲			
	3.2.3.9	Develop the Narrabri Shire Accessible Tourism Strategy	Corporate and Community Services	Tourism	2022/2026 Disability Inclusion Action Plan		▲		
	3.2.3.10	Encourage commercial, tourist and recreation activities that complement and promote a stronger agricultural sector and build the sector's adaptability	Corporate and Community Services	Tourism	Growth Management Strategy 2020	▲	▲	▲	▲
Strategy 3.2.3: Develop and support a variety of events and tourism opportunities in the Shire	3.2.3.11	Advocate for expanded nature-based adventure and cultural tourism places	Corporate and Community Services	Tourism	Local Strategic Planning Statement 2040			▲	
	3.2.3.12	Increase membership to cooperative tourism groups	Corporate and Community Services	Tourism		▲	▲	▲	▲
	3.2.3.13	Investigate funding for Tourism Marketing Campaigns	Corporate and Community Services	Tourism		▲	▲	▲	▲
	3.2.3.14	Investigate opportunities for annual events and develop a business case for the Narrabri Shire	Corporate and Community Services	Tourism		▲	▲		
	3.2.3.15	Investigate opportunities to promote the Narrabri Shire's unique Pink Slug	Corporate and Community Services	Tourism		▲	▲	▲	▲
	3.2.3.16	Prepare tourism focused strategies that: Identify culturally appropriate aboriginal tourism opportunities; Encourage tourism development in natural areas that support conservation outcomes; Strategically plan for a growing internationally tourism market, and align with the Destination Management Plan prepared by Destination NSW	Corporate and Community Services	Tourism	Growth Management Strategy 2020				▲
	3.2.3.17	Review and update the Narrabri Shire Destination Management Plan	Corporate and Community Services	Tourism					▲

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	3.2.3.18	Shire Wide - Investigate additional Council operated tours	Corporate and Community Services	Tourism		▲	▲	▲
	3.2.3.19	Shire Wide - Investigate the implementation of sound trails	Corporate and Community Services	Tourism		▲		
Strategy 3.2.4: Capitalise on state significant development that occurs in the Shire for the benefit of the community	3.2.4.1	Adapt road strategies to manage the impact of regionally important projects such as the Inland Rail and other significant freight requirements on the future road network of the Narrabri Shire.	Infrastructure Delivery	Design and Investigation		▲	▲	▲
	3.2.4.2	Monitor Badgery's Creek Airport progress to identify additional economic opportunities for the Shire	Planning, Strategy and People	Economic Development			▲	▲
	3.2.4.3	Narrabri - Investigate the potential to undertake containerised freight transportation via the Northern NSW Inland Port (N2IP) and the Narrabri Airport	Planning, Strategy and People	Economic Development		▲		
Objective 3.3: A resilient and sustainable economy								
Strategy 3.3.1: Support the resilience, growth, and diversity of the local economy	3.3.1.1	Review and implement the Economic Development Strategy with a focus on innovative and knowledge jobs, and leveraging the agriculture and tourism sector	Planning, Strategy and People	Economic Development	Local Strategic Planning Statement 2040	▲		▲
Strategy 3.3.2: Revenue from grants and funding programs is maximised and responsibly managed	3.3.2.1	Implement and promote Council's Grants Portal	Corporate and Community Services	Grants		▲		
	3.3.2.2	Provide assistance with funding applications for Capital Works Projects	Corporate and Community Services	Grants		▲	▲	▲
	3.3.2.3	Shire Wide - Conduct annual community grants workshop	Corporate and Community Services	Grants		▲	▲	▲
	3.3.2.4	Support community groups and local businesses to applying for grants	Corporate and Community Services	Grants	Narrabri Shire Adverse Event Plan	▲	▲	▲

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
	3.3.2.5	Identify alternative funding opportunities to implement innovative Library programs	Corporate and Community Services	Library Services		▲	▲	▲	▲
Strategy 3.3.3: Achieve economic sustainability through supporting local businesses	3.3.3.1	Advocate for and support initiatives for local businesses, including business development workshops and seminars as well as available on-line resources	Planning, Strategy and People	Economic Development	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲
Strategy 3.3.4: Advocate for and invest in infrastructure to support and future-proof the local and broader economy	3.3.4.1	Develop and implement a Narrabri Shire Christmas Activation Strategy	Planning, Strategy and People	Economic Development		▲			
	3.3.4.2	Investigate and implement development incentives to increase development across the Shire	Planning, Strategy and People	Economic Development		▲	▲	▲	▲
	3.3.4.3	Narrabri - Advocate for the upgrade of the Old Gaol	Planning, Strategy and People	Economic Development		▲	▲	▲	▲
	3.3.4.4	Narrabri - Saleyards - Truck Wash Tank	Corporate and Community Services	Saleyards		▲			
	3.3.4.5	Develop proposals for new commercial centres only where irrefutably demonstrated	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020				▲



THEME 4

Our Civic Leadership

THEME 4: OUR CIVIC LEADERSHIP

STRATEGIC DIRECTION 4: COUNCIL AS STRONG LEADERS FOR THE COMMUNITY

Through extensive community engagement, the Narrabri Shire community identified several civic leadership priority areas to be actioned over the 2022/2026 period.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire 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 OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following civic leadership strategic objectives:

- A transparent and accountable Council
- A strong Council that advocates for the Community
- A resilient and sustainable Council

KEY STAKEHOLDERS

- Narrabri Shire Council
- Narrabri Shire Community
- NSW Office of Local Government
- New England Joint Organisation
- Department of Premier and Cabinet
- Department of Prime Minister and Cabinet
- State and Federal Government

ACHIEVEMENT MEASURES AND INDICATORS

CSP	Measure	Source
4.1.1	Percentage of Operational Plan Actions completed	Council Data
4.1.1	Percentage of asset Masterplan Actions completed	Council Data
4.1.2	Community satisfaction with elected representatives	Community Satisfaction Survey
4.1.2	Number of Code of Conduct breaches	Council Data
4.1.2	Number of Public Interest disclosures received	Council Data
4.1.3	Media content dedicated to raising awareness of Council's role in the community	Council Data
4.1.4	All recordings of open council meetings are publicly available on Council's website	Council Data
4.2.1	Community satisfaction rate of Council's operations	Community Satisfaction Survey
4.2.2	Number of submissions made to external parties on behalf of the community	Council Data
4.2.3	Community satisfaction rate of Council's communications and provision of information	Community Satisfaction Survey
4.2.4	Visitation to Council's website	Council Data
4.2.4	Percentage of calls completed at first contact	Council Data
4.3.1	Percentage of Policies reviewed annually	Council Data
4.3.2	Council meeting Fit for the Future Ratios	Council Data
4.3.2	Staff retention rate	Council Data
4.3.2	Asset renewal ratio	Council Data
4.3.3	Number of internal audits conducted	Council Data
4.3.3	Percentage of outstanding internal audit action items	Council Data
4.3.3	Quantity of efficiency savings	Council Data
4.3.4	Health and wellbeing programs for staff	Council Data
4.3.4	Staff satisfaction rate	Staff Satisfaction Survey
4.3.4	Lost time injuries	Council Data

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
Objective 1.1: A safe and healthy community									
Strategy 4.1.1: Ensure all operations are pre-planned and executed in the best interests of the community	4.1.1.1	Deliver the airport upgrade master plan project	Corporate and Community Services	Airport	Local Strategic Planning Statement 2040				▲
	4.1.1.2	Develop the Narrabri Shire Youth Strategy	Corporate and Community Services	Community Development		▲			
	4.1.1.3	Review and update the Narrabri Shire Youth Strategy	Corporate and Community Services	Community Development					▲
	4.1.1.4	Review the Narrabri Shire Community Strategic Plan	Planning, Strategy and People	IPR					▲
	4.1.1.5	Narrabri - Library - Develop Master Plan	Corporate and Community Services	Property Services		▲			
	4.1.1.6	Narrabri - Saleyards - Annual Business Review	Corporate and Community Services	Saleyards		▲	▲	▲	▲
	4.1.1.7	Develop Management Plans for Sewer Data, and Sewer Treatment Plants	Infrastructure Delivery	Sewer Services		▲			
	4.1.1.8	Review and update the Narrabri Shire Community Participation Plan	Planning, Strategy and People	Strategic Planning			▲		
	4.1.1.9	Review and update the Narrabri Shire Growth Management Strategy	Planning, Strategy and People	Strategic Planning				▲	
	4.1.1.10	Review and update the Narrabri Shire Local Strategic Planning Statement	Planning, Strategy and People	Strategic Planning			▲		
	4.1.1.11	Narrabri - Visitor Information Centre - Investigate Redevelopment	Corporate and Community Services	Tourism		▲			

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
	4.1.1.12	Develop Management Plans for Water Assets, Chlorine Operations, Drinking Water, Water Restriction, Water Reservoirs, and Water Reticulation Network	Infrastructure Delivery	Water Services	2022/2026 Resourcing Strategy: Asset Management Strategy	▲			
	4.1.1.13	Develop a Narrabri Shire Water Data Management Plan	Infrastructure Delivery	Water Services			▲		
	4.1.1.14	Develop a Narrabri Shire Water Restrictions Management Plan	Infrastructure Delivery	Water Services			▲		
Strategy 4.1.2: Enforce good governance, risk management, and statutory compliance	4.1.2.1	Develop Council's Service Review Strategy	Planning, Strategy and People	Governance		▲			
	4.1.2.2	Ensure Council complies with public access to information requirements pursuant to the relevant legislation	Planning, Strategy and People	Governance		▲	▲	▲	▲
	4.1.2.3	Implement an electronic Delegations Management System	Planning, Strategy and People	Governance		▲			
	4.1.2.4	Implement Council's Service Review Strategy	Planning, Strategy and People	Governance			▲	▲	▲
	4.1.2.5	Review all delegations of Council officers post-Local Government Elections in September 2024	Planning, Strategy and People	Governance				▲	
	4.1.2.6	Review all of Council's committees post-Local Government Elections in September 2024	Planning, Strategy and People	Governance				▲	
	4.1.2.7	Review all of Council's policies post-Local Government Elections in September 2024	Planning, Strategy and People	Governance				▲	
	4.1.2.8	Carryout annual inspections of urban areas to identify properties requiring repair or demolition and implement a program to require action to repair or demolish derelict buildings	Planning, Strategy and People	Regulatory Compliance		▲	▲	▲	▲

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.1.2.9	Run programs for Asbestos Awareness Month (November)	Planning, Strategy and People	Regulatory Compliance		▲	▲	▲
	4.1.2.10	Conduct annual Business Continuity Plan (BCP) exercises and update as required	Planning, Strategy and People	Risk		▲	▲	▲
	4.1.2.11	Conduct quarterly Audit Risk and Improvement Committee meetings	Planning, Strategy and People	Risk		▲	▲	▲
	4.1.2.12	Continue to implement Council's Internal Audit Program	Planning, Strategy and People	Risk		▲	▲	▲
	4.1.2.13	Deliver and maintain Council's Safety Audit System	Planning, Strategy and People	Risk		▲	▲	▲
	4.1.2.14	Develop Council's Internal Audit Strategy	Planning, Strategy and People	Risk		▲		▲
	4.1.2.15	Map the extent of naturally occurring asbestos and develop an asbestos policy to manage the associated risks	Planning, Strategy and People	Risk	Growth Management Strategy 2020		▲	
	4.1.2.16	Finalise Council's Fraud and Corruption Plan	Planning, Strategy and People	Risk		▲		
	4.1.2.17	Wee Waa - Boundary Street - Reservoir Risk Assessment	Infrastructure Delivery	Water Services		▲		
	4.1.2.18	Upgrade the Chemical Loading Station at the Narrabri Depot	Infrastructure Delivery	Weeds		▲		
Strategy 4.1.3: Increase awareness of Council's role in the community including the services and facilities provided	4.1.3.1	Raise awareness of support services available and connect people to relevant service providers in times of adverse events	Corporate and Community Services	Communications	Narrabri Shire Adverse Event Plan	▲	▲	▲
	4.1.3.2	Provide links on Council's website to relevant disability inclusion information	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	▲		

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Strategy 4.1.4: Ensures transparent and accountable decision making for our community	4.1.4.1	Review and update Council's Code of Conduct	Planning, Strategy and People	Governance		▲			▲
	4.1.4.2	Review and update Council's Code of Meeting Practice	Planning, Strategy and People	Governance		▲			▲
Objective 4.2: A strong Council that advocates for the Community									
Strategy 4.2.1: Communicate and engage with the community regarding decision-making	4.2.1.1	Grow partnerships with Aboriginal communities to improve engagement process and outcomes, including the development of Aboriginal Elders Principles for engagement, collaboration, and Aboriginal led projects	Corporate and Community Services	Community Development	Growth Management Strategy 2020	▲	▲	▲	▲
	4.2.1.2	Ensure Aboriginal communities are engaged throughout the preparation of local planning strategies and local plans	Corporate and Community Services	Community Development	Growth Management Strategy 2020	▲	▲	▲	▲
	4.2.1.3	Implement opportunities for further engagement with the younger population of the Shire via the Narrabri Shire Youth Council	Corporate and Community Services	Community Development		▲	▲	▲	▲
	4.2.1.4	Undertake the Biennial Customer Satisfaction Survey	Corporate and Community Services	Community Relations			▲		▲
	4.2.1.5	Review and update the Narrabri Shire Community Engagement Strategy (and ensure barriers to access are considered and mitigated)	Planning, Strategy and People	IPR	2022/2026 Disability Inclusion Action Plan	▲			▲
	4.2.1.6	Support and liaise with community groups and local residents regarding traffic and alcohol free-zoning requirements	Planning, Strategy and People	Regulatory Compliance	Community Safety and Crime Prevention Action Plan 2019-2023	▲	▲	▲	▲

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
Strategy 4.2.2: Work cooperatively and appropriately with external parties to advocate for the community's best interests	4.2.2.1	Advocate for a School for Specific Purpose (SSP) to be established in Narrabri to provide specialist and dedicated support for students with moderate to high learning needs, and who meet the NSW Department of Education's Disability Criteria.	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	▲	▲	▲	▲
	4.2.2.2	Advocate for the implementation of support programs and networks for young parents across the Shire	Corporate and Community Services	Community Development		▲	▲	▲	▲
	4.2.2.3	Foster closer cooperation with Local Aboriginal Land Councils to identify the unique potential and assets of the New England and North West's communities	Corporate and Community Services	Community Development	Growth Management Strategy 2020	▲	▲	▲	▲
	4.2.2.4	Narrabri - Investigate and advocate for a PCYC that operates outreach services across the Shire	Corporate and Community Services	Community Development		▲	▲	▲	▲
	4.2.2.5	Organise and run the Seniors Festival and Awards	Corporate and Community Services	Community Development		▲	▲	▲	▲
	4.2.2.6	Successfully organise and run International Women's Day Events	Corporate and Community Services	Community Development		▲	▲	▲	▲
	4.2.2.7	Successfully organise and run International Day of People with Disabilities Events	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	▲	▲	▲	▲
	4.2.2.8	Successfully organise and run Youth Week activities	Corporate and Community Services	Community Development		▲	▲	▲	▲
	4.2.2.9	Support the development of a Disability Interagency Committee to assist in identifying and lobbying for service gaps within the disability sector	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	▲			
	4.2.2.10	Work with the Transport for NSW to ensure transport decisions promote the best outcome for Narrabri Shire communities.	Infrastructure Delivery	Design and Investigation	Local Strategic Planning Statement 2040	▲			

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
	4.2.2.11	Improve communication infrastructure by lobbying the State and Federal Governments to extend mobile telephone coverage across the Shire	Planning, Strategy and People	Economic Development	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲
	4.2.2.12	Narrabri - Airport - Advocate for more frequent regular passenger transport	Planning, Strategy and People	Economic Development			▲	▲	
	4.2.2.13	Work with the NSW Audit Office to advocate for a more efficient Internal Audit Strategy	Planning, Strategy and People	Risk		▲	▲	▲	▲
	4.2.2.14	Work with the NSW Government and Regional Growth and Development Corporation to facilitate development across the Narrabri Shire	Planning, Strategy and People	Strategic Planning		▲	▲	▲	▲
Strategy 4.2.3: Deliver clear and effective communication	4.2.3.1	Develop Style Guides for Council's External Services	Corporate and Community Services	Communications		▲			
	4.2.3.2	Develop the Council's Communications Strategy	Corporate and Community Services	Communications	▲	▲			
	4.2.3.3	Finalise Council's Internal Style Guide	Corporate and Community Services	Communications	▲				
	4.2.3.4	Investigate potential changes to Council's Rates and Water Notices to improve their readability	Corporate and Community Services	Financial Services	▲				
	4.2.3.5	Produce Annual Factsheets regarding Council's Budget and Financial Statements to improve community understanding of Council's financials	Corporate and Community Services	Financial Services	▲	▲	▲	▲	
	4.2.3.6	Develop appendices to Council's Communications Strategy for Capital Works Projects Factsheets and Media Releases	Infrastructure Delivery	Projects and Assets	▲				
	4.2.3.7	Develop Factsheets regarding State Significant Development occurring within the Shire	Planning, Strategy and People	Strategic Planning	▲	▲	▲	▲	

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
Strategy 4.2.4: Deliver high quality and informative customer service	4.2.4.1	Regularly undertake community education to raise awareness of potential adverse events and provide agency information on how businesses and households can prepare and respond	Corporate and Community Services	Communications	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲
	4.2.4.2	Ensure customer service procedures are reviewed and continuously improved, including Council's Customer Service Charter	Corporate and Community Services	Community Relations		▲	▲	▲	▲
	4.2.4.3	Investigate the upgrade of Council's Customer Relations Module	Corporate and Community Services	Community Relations		▲	▲	▲	▲
	4.2.4.4	Renew the Narrabri Administration Building's front counter and customer access	Corporate and Community Services	Property Services					▲
	4.2.4.5	Conduct biannual educational programs to improve customer experience when undertaking development within the Shire	Planning, Strategy and People	Statutory Planning		▲	▲	▲	▲
	4.2.4.6	Investigate and implement community-based organisations catering packages for meetings to be held at The Crossing Café	Corporate and Community Services	The Crossing Theatre		▲			
	4.2.4.7	Investigate opportunities to enhance the experience of patrons attending The Crossing Café	Corporate and Community Services	The Crossing Theatre		▲			
Objective 4.3: A resilient and sustainable Council									
Strategy 4.3.1: Ensure policies and procedures are effective and implemented in accordance with legislative requirements and best practice principles	4.3.1.1	Develop and implement procedures for all front-line customer service staff to improve service delivery and complaints handling for people with a disability	Corporate and Community Services	Community Relations	2022/2026 Disability Inclusion Action Plan	▲	▲		
	4.3.1.2	Review procurement process to reflect best practice.	Corporate and Community Services	Financial Services		▲	▲	▲	▲
	4.3.1.3	Undertake a review of all Council Policies and Operational Protocols	Planning, Strategy and People	Governance		▲			▲

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
	4.3.1.4	Develop strategies and policies for the management of Council's real property and associated assets	Corporate and Community Services	Property Services	2022/2026 Resourcing Strategy: Asset Management Strategy	▲			
	4.3.1.5	Shire Wide - Depots - Develop Management Master Plan and Operational Protocols	Infrastructure Delivery	Property Services			▲		
	4.3.1.6	Develop an Operational Protocol for the Maintenance and Operation of Sewer Testing Kits and Sampling	Infrastructure Delivery	Sewer Services		▲			
	4.3.1.7	Develop an Operational Protocol for the Maintenance and Operation of Water Testing Kits and Sampling	Infrastructure Delivery	Water Services		▲			
	4.3.1.8	Develop Council's Water Leak Policy	Infrastructure Delivery	Water Services		▲			
Strategy 4.3.2: Sustainably manage Council's finances, assets, and workforce	4.3.2.1	Annually review Council's Rating Structure to ensure equity and fairness in rating distribution.	Corporate and Community Services	Financial Services	Fit For The Future Improvement Plan	▲	▲	▲	▲
	4.3.2.2	Review and monitor Council's financial risk profile across the organisation.	Corporate and Community Services	Financial Services		▲	▲	▲	▲
	4.3.2.3	Shire Wide - Sewer and Water Assets - Revaluation	Corporate and Community Services	Financial Services	2022/2026 Resourcing Strategy: Asset Management Strategy				▲
	4.3.2.4	Develop Council's Long-Term Financial Plan	Planning, Strategy and People	Financial Services				▲	▲
	4.3.2.5	Develop Council's Workshop Upgrade Plan	Infrastructure Delivery	Fleet		▲			
	4.3.2.6	Develop, review, and prioritise relevant fleet replacement programs	Infrastructure Delivery	Fleet		▲	▲	▲	▲
	4.3.2.7	Investigate appropriate structures to provide undercover protection of Council's Plant	Infrastructure Delivery	Fleet			▲		

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.3.2.8	Develop Council's Entry Level Employment Strategy	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	▲			
	4.3.2.9	Develop Council's Work Force Management Plan	Planning, Strategy and People	Human Resources				▲	▲
	4.3.2.10	Investigate and implement a data capture system to help inform Council operations and Workforce Management	Planning, Strategy and People	Human Resources		▲			
	4.3.2.11	Investigate non-salary-based incentives for Council Staff	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	▲			
	4.3.2.12	Investigate opportunities to support a culturally diverse workforce	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	▲			
	4.3.2.13	Update Council's Equal Employment Opportunity (EEO) Management Plan	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	▲			
	4.3.2.14	Continue to implement Council's Mature Aged Workforce Strategy	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	▲	▲	▲	▲

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.3.2.15	Develop Council's Workforce Knowledge Retention Strategy	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan		▲	▲	
	4.3.2.16	Develop Council's Recruitment Strategy	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan		▲	▲	
	4.3.2.17	Develop and conduct Recruitment Workshops for people of all abilities to increase understanding the local government recruitment process	Planning, Strategy and People	Human Resources	2022/2026 Disability Inclusion Action Plan	▲			
	4.3.2.18	Develop an Easy Read fact sheet for people considering applying for a job with local government	Planning, Strategy and People	Human Resources	2022/2026 Disability Inclusion Action Plan	▲			
	4.3.2.19	Council Technological Upgrades - Laptops and Desktops	Corporate and Community Services	Information Services		▲	▲	▲	▲
	4.3.2.20	Council Technological Upgrades - Mobility Devices (Mobiles)	Corporate and Community Services	Information Services		▲	▲	▲	▲
	4.3.2.21	Council Technological Upgrades - Mobility Devices (Tablets)	Corporate and Community Services	Information Services		▲	▲	▲	▲
	4.3.2.22	Council Technological Upgrades - Monitors	Corporate and Community Services	Information Services		▲	▲	▲	▲
	4.3.2.23	Develop an Information Services Asset Renewal Program	Corporate and Community Services	Information Services	2022/2026 Resourcing Strategy: Asset Management Strategy	▲		▲	

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.3.2.24	Review and Update Council's Asset Management Plans, Strategy and Policy	Planning, Strategy and People	Projects and Assets		▲	▲	
	4.3.2.25	Develop Council's Asset Management Guidelines and Contract Management Framework	Infrastructure Delivery	Projects and Assets	2022/2026 Resourcing Strategy: Asset Management Strategy	▲		
	4.3.2.26	Develop internal Condition Assessment Program for all Asset Classes	Infrastructure Delivery	Projects and Assets	2022/2026 Resourcing Strategy: Asset Management Strategy			▲
	4.3.2.27	Finalise Council's Project Management Framework	Infrastructure Delivery	Projects and Assets			▲	
	4.3.2.28	Review and update Council's Capital Project Checklist	Infrastructure Delivery	Projects and Assets		▲		▲
	4.3.2.29	Run annual Project Management workshops with Managers	Infrastructure Delivery	Projects and Assets		▲	▲	▲
	4.3.2.30	Develop Council's Facilities Management Policy and Operational Protocol	Corporate and Community Services	Property Services		▲	▲	
	4.3.2.31	Finalise Facilities Management Plans for all of Council's real property	Corporate and Community Services	Property Services			▲	▲
	4.3.2.32	Narrabri - Council Admin Building - External upgrade and repairs	Corporate and Community Services	Property Services				▲
	4.3.2.33	Narrabri - Council Admin Building - Refurbishment	Corporate and Community Services	Property Services				▲
	4.3.2.34	Perform initial audit of all Council managed and publicly accessible assets	Corporate and Community Services	Property Services	2022/2026 Disability Inclusion Action Plan			▲

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
	4.3.2.35	Shire Wide - Buildings and Other Structures - Assets revaluations and condition assessments	Corporate and Community Services	Property Services	2022/2026 Resourcing Strategy: Asset Management Strategy		▲		
	4.3.2.36	Narrabri - Sewer Mains - Replacement program	Infrastructure Delivery	Sewer Services		▲			
	4.3.2.37	Develop Maintenance Plans for Sewer Assets	Infrastructure Delivery	Sewer Services	2022/2026 Resourcing Strategy: Asset Management Strategy	▲			
	4.3.2.38	Narrabri - Sewer Treatment Plant - Options Study	Infrastructure Delivery	Sewer Services		▲			
	4.3.2.39	Shire Wide - Conduct a critical spares assessment and procure critical spares	Infrastructure Delivery	Sewer Services		▲			
	4.3.2.40	Shire Wide - Sewer Assets - Condition Assessments	Infrastructure Delivery	Sewer Services	2022/2026 Resourcing Strategy: Asset Management Strategy	▲			
	4.3.2.42	Shire Wide - Conduct a critical spares assessment and procure critical spares	Infrastructure Delivery	Water Services		▲			
	4.3.2.43	Shire Wide - Water Assets - Condition Assessments	Infrastructure Delivery	Water Services	2022/2026 Resourcing Strategy: Asset Management Strategy	▲			
Strategy 4.3.3: Deliver reliable and quality services through innovation and continuous improvement	4.3.3.1	Investigate the implementation of an online accessibility map (existing or developed) that enables people of all abilities to navigate communities with greater confidence, independence, and dignity	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan		▲		
	4.3.3.2	Review and update Council's Website to modernise and incorporate 'self-service' opportunities increasing accessibility for community members	Corporate and Community Services	Community Relations		▲	▲		

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.3.3.3	Implement disability awareness training for all Councillors and staff and include in Council's onboarding process	Planning, Strategy and People	Human Resources	2022/2026 Disability Inclusion Action Plan	▲		
	4.3.3.4	Develop and Implement Council's Software Management Strategy	Corporate and Community Services	Information Services			▲	▲
	4.3.3.5	Investigate and implement a system to contact all staff simultaneously in case of an emergency	Corporate and Community Services	Information Services			▲	
	4.3.3.6	Centralise and simplify Council's key system	Corporate and Community Services	Property Services			▲	
	4.3.3.7	Shire Wide - SCADA Upgrade	Infrastructure Delivery	Sewer Services		▲	▲	▲
	4.3.3.8	Shire Wide - SCADA Upgrade	Infrastructure Delivery	Water Services		▲	▲	▲
	4.3.3.9	Conduct communications program to encourage uptake of Council Smart Water Metre App	Infrastructure Delivery	Water Services		▲		
Strategy 4.3.4: Provide a safe and healthy working environment	4.3.4.1	Conduct annual Staff Recognition Program	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	▲	▲	▲
	4.3.4.2	Ensure all staff are appropriately inducted into Council's premises, systems, policies, and processes	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	▲	▲	▲

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.3.4.3	Develop and implement Council's Aboriginal Employment Strategy	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan		▲	▲	
	4.3.4.4	Narrabri - Depot - Stores Office Construction (Carryover 2020/2021)	Corporate and Community Services	Property Services		▲			
	4.3.4.5	Narrabri - Library - Investigate and implement safety improvements	Corporate and Community Services	Property Services			▲		
	4.3.4.6	Wee Waa - Depot - Amenities Upgrade	Corporate and Community Services	Property Services		▲			
	4.3.4.7	Boggabri - Depot - Relocation to 82 Walton Street	Corporate and Community Services	Property Services		▲			
	4.3.4.8	Organise and execute Council's Safety Awards annually	Planning, Strategy and People	Risk		▲	▲	▲	▲
	4.3.4.9	Review and implement Council's Risk Management Framework	Planning, Strategy and People	Risk		▲	▲	▲	▲
	4.3.4.10	Conduct quarterly Health and Safety Committee meetings	Planning, Strategy and People	Risk		▲	▲	▲	▲
	4.3.4.11	Ensure the delivery of compliance and awareness training to required staff	Planning, Strategy and People	Risk		▲	▲	▲	▲
	4.3.4.12	Implement an annual Health and Wellness Day for Council's employees	Planning, Strategy and People	Risk	2022/2026 Resourcing Strategy: Workforce Management Plan	▲	▲	▲	▲

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.3.4.13	Implement Council's Integrated Management System (WHS, Environment and Quality)	Planning, Strategy and People	Risk		▲			
	4.3.4.14	Investigate and implement opportunities to improve employees' health and wellbeing	Planning, Strategy and People	Risk	2022/2026 Resourcing Strategy: Workforce Management Plan	▲	▲	▲	▲

Contact Us

If you have any questions regarding this Plan or the Integrated Planning and Reporting Framework, please visit the Integrated Planning and Reporting page on our website (www.narrabri.nsw.gov.au) or contact us via:



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