

# Delivery Program

## PROGRESS REPORT



As at **December 2020**





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## Our Strategic Directions

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

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

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

Figure 1: Council's Strategic Directions

## Our Vision

A strong and vibrant regional growth centre providing a quality living environment for the entire Shire community.

## Our Strategic Direction



### Theme 1: Our Society

#### Strategic Direction 1: Safe, Inclusive and Connected Community

*A safe, supportive community where everyone feels welcomed, valued and connected.*



### Theme 2: Our Environment

#### Strategic Direction 2: Environmentally Sustainable and Productive Shire

*Maintaining a healthy balance between our natural and built environments.*



### Theme 3: Our Economy

#### Strategic Direction 3: Progressive and Diverse Economy

*A strong, diverse economy that attracts, retains and inspires business, industry and tourism growth.*



### Theme 4: Our Civic Leadership

#### Strategic Direction 4: Collaborative and Proactive Leadership

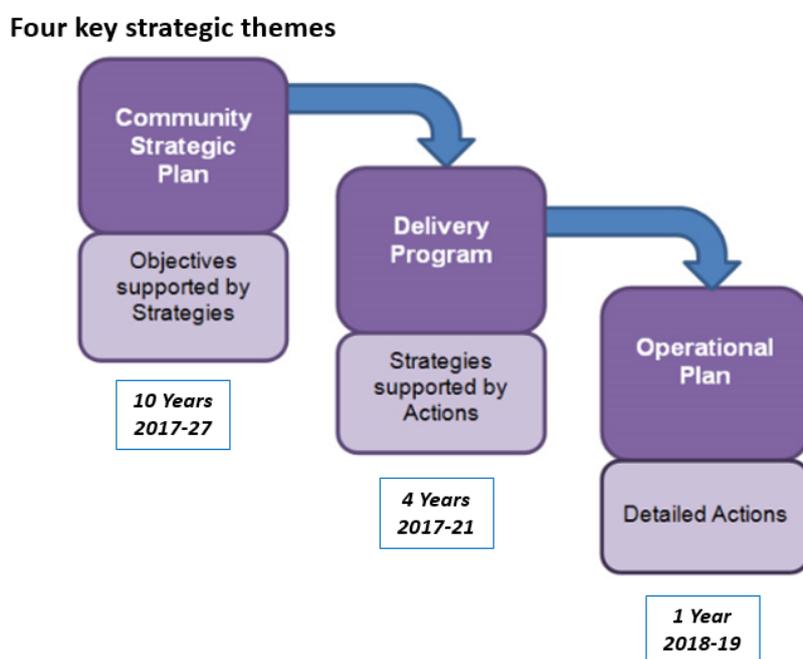
*Working pro-actively together to achieve our shared vision with strong strategic direction.*

## Our 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 the following four years. Council's Delivery Program measures the success of Council achieving its Strategies for the benefit of the community to which it serves.

Specific actions to be completed and the resources required for each financial year are explored further in Council's Operational Plan and Resourcing Strategy. The relationship between the Community Strategic Plan, Delivery Program and Operational Plan is demonstrated in the following figure.

**Figure 2: Integrated Planning and Reporting Elements**



## Measuring and Monitoring our Success

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Performance measures have been placed against the Strategies in the Delivery Program to enable the community and Council to monitor the achievement of critical success factors for each strategic priority area. Council will gather information on each performance measure and report to Council through bi-annual reviews on how Council and the community are tracking.

Whilst some performance measures can be clearly quantified, this may not necessarily mean the community is aware of, fully appreciates, or is fully satisfied with, the extent of progress. A community survey is proposed every two years to gauge community satisfaction or otherwise with progress and where priorities could or should be assigned to particular areas in the future. Alternatively, community members are encouraged to attend monthly Council meetings.

Council will continue to set measurable targets against its actions in the Operational Plan to allow Council to monitor its progress in achieving the plan.



## THEME 1: Our Society

### Strategic Direction 1: Safe, Inclusive and Connected Community

*By 2027, Safe, Inclusive and Connected Community*

#### COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire Community identified several social priority areas to be addressed over the following four years.

#### 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 OUTCOMES

In partnership with the community, government and non-government agencies, the Delivery Program will work towards achieving the following social strategic outcomes:

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

## Our Society

### Strategic Direction 1: Safe, Inclusive and Connected Community

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

##### 1.1.1 - Support and encourage health and wellbeing programs and services to improve resident lifestyles

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO01 - Dedicated walking and cycling trails: Kilometres of dedicated walking and cycling trails in the Shire.	National Parks and Wildlife Service and Council data	> 0 Kilometres	<table border="1"> <caption>SO01 - Dedicated walking and cycling trails (Kilometres)</caption> <thead> <tr> <th>Period</th> <th>Kilometres</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>2085</td></tr> <tr><td>Jun-18</td><td>2085</td></tr> <tr><td>Dec-18</td><td>2085</td></tr> <tr><td>Jun-19</td><td>2085</td></tr> <tr><td>Dec-19</td><td>2095</td></tr> <tr><td>Jun-20</td><td>2095</td></tr> <tr><td>Dec-20</td><td>2095</td></tr> <tr><td>Jun-21</td><td>0</td></tr> </tbody> </table>	Period	Kilometres	Dec-17	2085	Jun-18	2085	Dec-18	2085	Jun-19	2085	Dec-19	2095	Jun-20	2095	Dec-20	2095	Jun-21	0	Mt Kaputar National Park and Narrabri Shire Council designated walking and cycle tracks continuously being upgraded. The Narrabri Creek shared cycle and walk path has been developed with an additional 1.6km added to the pathway during 2019/2020 with additional extensions scheduled in 2020/2021. Upgrades to Narrabri Lake Pathway have been completed.
Period	Kilometres																					
Dec-17	2085																					
Jun-18	2085																					
Dec-18	2085																					
Jun-19	2085																					
Dec-19	2095																					
Jun-20	2095																					
Dec-20	2095																					
Jun-21	0																					
SO02 - Participation in Sporting and Recreational Activities: Percentage of adult population that participated in sport and recreational activities during the last 12 months.	Community survey	> 60 %	<table border="1"> <caption>SO02 - Participation in Sporting and Recreational Activities (%)</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>56</td></tr> <tr><td>Jun-18</td><td>56</td></tr> <tr><td>Dec-18</td><td>56</td></tr> <tr><td>Jun-19</td><td>56</td></tr> <tr><td>Dec-19</td><td>57</td></tr> <tr><td>Jun-20</td><td>57</td></tr> <tr><td>Dec-20</td><td>57</td></tr> <tr><td>Jun-21</td><td>60</td></tr> </tbody> </table>	Period	Percentage	Dec-17	56	Jun-18	56	Dec-18	56	Jun-19	56	Dec-19	57	Jun-20	57	Dec-20	57	Jun-21	60	Participation has been affected by the Covid 19 pandemic, which has had a greater impact on organized sport there has been an increase in oval bookings in the summer season with cricket and touch football numbers on the rise. Recreational activities have increased with the construction of the creek and lake pathways.
Period	Percentage																					
Dec-17	56																					
Jun-18	56																					
Dec-18	56																					
Jun-19	56																					
Dec-19	57																					
Jun-20	57																					
Dec-20	57																					
Jun-21	60																					
SO03 - Library Utilisation: Increase in Library memberships as a percentage of the population.	Council data	> 65 %	<table border="1"> <caption>SO03 - Library Utilization (%)</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>60</td></tr> <tr><td>Jun-18</td><td>79</td></tr> <tr><td>Dec-18</td><td>90</td></tr> <tr><td>Jun-19</td><td>83</td></tr> <tr><td>Dec-19</td><td>82</td></tr> <tr><td>Jun-20</td><td>84</td></tr> <tr><td>Dec-20</td><td>85</td></tr> <tr><td>Jun-21</td><td>65</td></tr> </tbody> </table>	Period	Percentage	Dec-17	60	Jun-18	79	Dec-18	90	Jun-19	83	Dec-19	82	Jun-20	84	Dec-20	85	Jun-21	65	Narrabri = 8,643 members x 13,084 total population of Narrabri LGA = 66.05%. Wee Waa = 1,929 members x 13,084 total pop. = 14.88%. Boggabri = 544 members x 13,084 total pop. = 4.11%
Period	Percentage																					
Dec-17	60																					
Jun-18	79																					
Dec-18	90																					
Jun-19	83																					
Dec-19	82																					
Jun-20	84																					
Dec-20	85																					
Jun-21	65																					

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO04 - Lifestyle Satisfaction: Level of satisfaction with recreation and lifestyle opportunities.	Community survey	> 75 %	<table border="1"> <caption>Lifestyle Satisfaction Data</caption> <thead> <tr> <th>Period</th> <th>Satisfaction Level</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>71</td></tr> <tr><td>Jun-18</td><td>71</td></tr> <tr><td>Dec-18</td><td>71</td></tr> <tr><td>Jun-19</td><td>71</td></tr> <tr><td>Dec-19</td><td>82</td></tr> <tr><td>Jun-20</td><td>82</td></tr> <tr><td>Dec-20</td><td>82</td></tr> <tr><td>Jun-21</td><td>75</td></tr> </tbody> </table>	Period	Satisfaction Level	Dec-17	71	Jun-18	71	Dec-18	71	Jun-19	71	Dec-19	82	Jun-20	82	Dec-20	82	Jun-21	75	Council has included several upgrades to recreational parks in the shire in the Capital works and grant funding plans. The additional assets will include shade shelters and new equipment. The recent installation new shared pathways at the Narrabri Creek and Narrabri lake has increased patronage in the two sites, the completion of a tennis court in Pilliga and a playground in Bellata will increase social participation in both towns.
Period	Satisfaction Level																					
Dec-17	71																					
Jun-18	71																					
Dec-18	71																					
Jun-19	71																					
Dec-19	82																					
Jun-20	82																					
Dec-20	82																					
Jun-21	75																					

1.1.2 - Maximise community safety through the implementation of crime prevention and risk management actions

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO05 - Illicit drug use: Decrease in the number of reported incidents of the use of illicit drugs in Narrabri Shire annually.	Bureau of Crime Statistics and Research data	< 40	<table border="1"> <caption>Illicit Drug Use Data</caption> <thead> <tr> <th>Period</th> <th>Number of Incidents</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>45</td></tr> <tr><td>Dec-18</td><td>45</td></tr> <tr><td>Jun-19</td><td>41</td></tr> <tr><td>Dec-19</td><td>41</td></tr> <tr><td>Jun-20</td><td>65</td></tr> <tr><td>Dec-20</td><td>22</td></tr> <tr><td>Jun-21</td><td>40</td></tr> </tbody> </table>	Period	Number of Incidents	Dec-17	0	Jun-18	45	Dec-18	45	Jun-19	41	Dec-19	41	Jun-20	65	Dec-20	22	Jun-21	40	BOCSAR NSW figures show a total of 22 drug offences recorded for July 2020 to September 2020 within the Narrabri LGA. Further data is not as yet available.
Period	Number of Incidents																					
Dec-17	0																					
Jun-18	45																					
Dec-18	45																					
Jun-19	41																					
Dec-19	41																					
Jun-20	65																					
Dec-20	22																					
Jun-21	40																					
SO06 - Crime Incidents: Reduction in overall crime incidents reported.	Bureau of Crime Statistics and Research data	< 740	<table border="1"> <caption>Overall Crime Incidents Data</caption> <thead> <tr> <th>Period</th> <th>Number of Incidents</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>778</td></tr> <tr><td>Jun-18</td><td>778</td></tr> <tr><td>Dec-18</td><td>778</td></tr> <tr><td>Jun-19</td><td>677</td></tr> <tr><td>Dec-19</td><td>677</td></tr> <tr><td>Jun-20</td><td>672</td></tr> <tr><td>Dec-20</td><td>250</td></tr> <tr><td>Jun-21</td><td>740</td></tr> </tbody> </table>	Period	Number of Incidents	Dec-17	778	Jun-18	778	Dec-18	778	Jun-19	677	Dec-19	677	Jun-20	672	Dec-20	250	Jun-21	740	BOCSAR NSW Figures indicate a total of 250 offences recorded across all crime types for the period July, August and September 2020 for the Narrabri LGA. Over this period there has been a decrease in assaults, both domestic violence related and non-domestic violence related. Of note, breach of bail offences continue to trend upwards.
Period	Number of Incidents																					
Dec-17	778																					
Jun-18	778																					
Dec-18	778																					
Jun-19	677																					
Dec-19	677																					
Jun-20	672																					
Dec-20	250																					
Jun-21	740																					

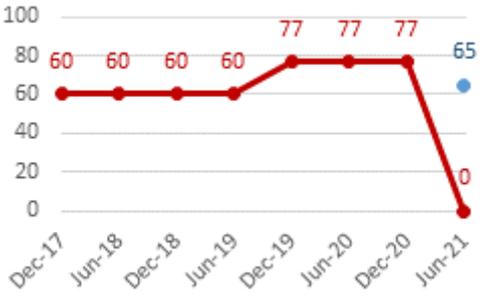
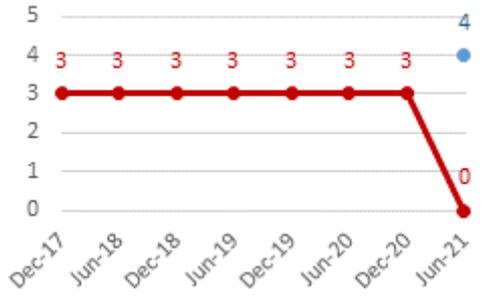
Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO07 - Safety Perception: Positive increase in resident perception of safety identified in community surveys.	Community survey	> 75 %	<table border="1"> <caption>Safety Perception Data</caption> <thead> <tr> <th>Date</th> <th>Score</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>69</td></tr> <tr><td>Jun-18</td><td>69</td></tr> <tr><td>Dec-18</td><td>69</td></tr> <tr><td>Jun-19</td><td>69</td></tr> <tr><td>Dec-19</td><td>74</td></tr> <tr><td>Jun-20</td><td>74</td></tr> <tr><td>Dec-20</td><td>74</td></tr> <tr><td>Jun-21</td><td>75</td></tr> </tbody> </table>	Date	Score	Dec-17	69	Jun-18	69	Dec-18	69	Jun-19	69	Dec-19	74	Jun-20	74	Dec-20	74	Jun-21	75	<p>Council held community survey determined that the community had a good perception of safety within their community however the satisfaction rating of 74% falls just short of the 75% benchmark. As per the survey, community safety and crime prevention is one of the highest importance ratings sitting at 91%.</p>
Date	Score																					
Dec-17	69																					
Jun-18	69																					
Dec-18	69																					
Jun-19	69																					
Dec-19	74																					
Jun-20	74																					
Dec-20	74																					
Jun-21	75																					
SO08 - Road Safety: Road safety fatalities and major injuries per 100,000 population in NSW.	Roads and Maritime Services data	< 25	<table border="1"> <caption>Road Safety Data</caption> <thead> <tr> <th>Date</th> <th>Score</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>38</td></tr> <tr><td>Jun-18</td><td>38</td></tr> <tr><td>Dec-18</td><td>38</td></tr> <tr><td>Jun-19</td><td>38</td></tr> <tr><td>Dec-19</td><td>4</td></tr> <tr><td>Jun-20</td><td>4</td></tr> <tr><td>Dec-20</td><td>4</td></tr> <tr><td>Jun-21</td><td>0</td></tr> </tbody> </table>	Date	Score	Dec-17	38	Jun-18	38	Dec-18	38	Jun-19	38	Dec-19	4	Jun-20	4	Dec-20	4	Jun-21	0	<p>Transport for NSW accident data is due for release every twelve (12) months. The number of road deaths per 100,000 population in NSW has dropped over the past five decades, from 28.9 in 1970 to 4.4 in 2019 (provisional figure), with a low of 4.1 in 2014.</p> <p>In 2019 Narrabri Shire had a total of 245 recorded motor vehicle accidents with 13 resulting in fatalities and 71 resulting in serious injuries.</p> <p>Black spots are identified and assessed on a continual basis and considered for funding by Transport for NSW during their Road Safety Program each year.</p>
Date	Score																					
Dec-17	38																					
Jun-18	38																					
Dec-18	38																					
Jun-19	38																					
Dec-19	4																					
Jun-20	4																					
Dec-20	4																					
Jun-21	0																					

### 1.1.3 - Child and aged care supply meets community needs

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO09 - Child care availability: Number of available child care spaces across the Shire increased to ensure waiting lists are less than 5% of total capacity.	Service provider data	< 5 %	<table border="1"> <caption>Child Care Availability Data</caption> <thead> <tr> <th>Date</th> <th>Availability</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>0</td> </tr> <tr> <td>Jun-18</td> <td>31</td> </tr> <tr> <td>Dec-18</td> <td>31</td> </tr> <tr> <td>Jun-19</td> <td>35</td> </tr> <tr> <td>Dec-19</td> <td>35</td> </tr> <tr> <td>Jun-20</td> <td>52</td> </tr> <tr> <td>Dec-20</td> <td>20</td> </tr> <tr> <td>Jun-21</td> <td>5</td> </tr> </tbody> </table>	Date	Availability	Dec-17	0	Jun-18	31	Dec-18	31	Jun-19	35	Dec-19	35	Jun-20	52	Dec-20	20	Jun-21	5	<p>There continue to be waiting lists across all child-care centers within the LGA however with the imminent opening of the new child-care centre in Boggabri and relaxing of COVID-19 restrictions in the industry, waiting lists have reduced significantly. There is still currently a higher demand that availability with the main issue bring a high demand for care for children under the age of 2.</p>
Date	Availability																					
Dec-17	0																					
Jun-18	31																					
Dec-18	31																					
Jun-19	35																					
Dec-19	35																					
Jun-20	52																					
Dec-20	20																					
Jun-21	5																					
SO10 - Aged care availability: Number of available aged care spaces across the Shire increased to ensure waiting lists are less than 5% of total capacity.	Service provider data	< 5 %	<table border="1"> <caption>Aged Care Availability Data</caption> <thead> <tr> <th>Date</th> <th>Availability</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>0</td> </tr> <tr> <td>Jun-18</td> <td>3</td> </tr> <tr> <td>Dec-18</td> <td>3</td> </tr> <tr> <td>Jun-19</td> <td>6</td> </tr> <tr> <td>Dec-19</td> <td>6</td> </tr> <tr> <td>Jun-20</td> <td>6</td> </tr> <tr> <td>Dec-20</td> <td>6</td> </tr> <tr> <td>Jun-21</td> <td>5</td> </tr> </tbody> </table>	Date	Availability	Dec-17	0	Jun-18	3	Dec-18	3	Jun-19	6	Dec-19	6	Jun-20	6	Dec-20	6	Jun-21	5	<p>Council is in contact with the aged care industry and engages with individual aged care providers. Council has previously written and forwarded letters to three lifestyle village operators promoting Narrabri Shire as a suitable location for them to expand their operations and develop a new facility in Narrabri. Conversations were held after letters sent with invitations extended to all parties to visit Narrabri Shire. Council has liaised with aged care providers within the Shire to ascertain waiting list numbers. When waiting lists numbers are compared with spaces available, there is a waiting list of 6%.</p>
Date	Availability																					
Dec-17	0																					
Jun-18	3																					
Dec-18	3																					
Jun-19	6																					
Dec-19	6																					
Jun-20	6																					
Dec-20	6																					
Jun-21	5																					

1.1.4 - Youth of the shire are engaged and supported through the provision of adequate programs and training services to facilitate the retention of our young people

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO11 - Training Services: Increase in the number of formal training opportunities available for youth within the Shire.	Australian Bureau of Statistics data	> 300	<table border="1"> <caption>Training Opportunities Data</caption> <thead> <tr> <th>Date</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>260</td> </tr> <tr> <td>Jun-18</td> <td>260</td> </tr> <tr> <td>Dec-18</td> <td>260</td> </tr> <tr> <td>Jun-19</td> <td>260</td> </tr> <tr> <td>Dec-19</td> <td>260</td> </tr> <tr> <td>Jun-20</td> <td>305</td> </tr> <tr> <td>Dec-20</td> <td>305</td> </tr> <tr> <td>Jun-21</td> <td>300</td> </tr> </tbody> </table>	Date	Value	Dec-17	260	Jun-18	260	Dec-18	260	Jun-19	260	Dec-19	260	Jun-20	305	Dec-20	305	Jun-21	300	<p>Council was successful in attracting a Country Universities Centre to Narrabri Shire which began operations in 2019. Council has met with TAFE representatives about the possibility of providing a facility for industry specific qualifications in Wee Waa. Council is aware that Community College has been successful in delivering additional programs in Wee Waa including Computer Courses and Community Services. A new RTO has in 2019 commenced delivering Training in the Narrabri Shire for Rail Specific courses.</p>
Date	Value																					
Dec-17	260																					
Jun-18	260																					
Dec-18	260																					
Jun-19	260																					
Dec-19	260																					
Jun-20	305																					
Dec-20	305																					
Jun-21	300																					

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO12 - Voluntary Programs: Increase in youth volunteer activity across the Shire.	Community survey	> 65 %	 <table border="1" data-bbox="683 232 1174 533"> <caption>SO12 Measure Status Data</caption> <thead> <tr> <th>Period</th> <th>Satisfaction Rate (%)</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>60</td></tr> <tr><td>Jun-18</td><td>60</td></tr> <tr><td>Dec-18</td><td>60</td></tr> <tr><td>Jun-19</td><td>60</td></tr> <tr><td>Dec-19</td><td>77</td></tr> <tr><td>Jun-20</td><td>77</td></tr> <tr><td>Dec-20</td><td>77</td></tr> <tr><td>Jun-21</td><td>65</td></tr> </tbody> </table>	Period	Satisfaction Rate (%)	Dec-17	60	Jun-18	60	Dec-18	60	Jun-19	60	Dec-19	77	Jun-20	77	Dec-20	77	Jun-21	65	<p>Councils Community Survey which was undertaken by Micromex in 2019 shows a 77% satisfaction rate with Youth Support. Council facilitates a range of youth related activities throughout the year, as well as recognising the importance of volunteerism. Council is currently undertaking measures to implement a Shire Youth Council which will be undertaken by youth volunteers from across the Shire. The Lillian Hulbert Memorial Prize encourages young people to excel in a range of pursuits inclusive of charitable works and volunteering within Narrabri Shire. This year's award winner was for charitable activities across the community. Council's continued facilitation in the promotion and administration of this prize contributes to youth participation in voluntary activities. This memorial prize is awarded on an annual basis.</p>
Period	Satisfaction Rate (%)																					
Dec-17	60																					
Jun-18	60																					
Dec-18	60																					
Jun-19	60																					
Dec-19	77																					
Jun-20	77																					
Dec-20	77																					
Jun-21	65																					
SO13 - Youth Perception: Level of satisfaction with programs and training opportunities available locally.	Community survey	> 4	 <table border="1" data-bbox="683 1496 1174 1796"> <caption>SO13 Measure Status Data</caption> <thead> <tr> <th>Period</th> <th>Satisfaction Level</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>3</td></tr> <tr><td>Jun-18</td><td>3</td></tr> <tr><td>Dec-18</td><td>3</td></tr> <tr><td>Jun-19</td><td>3</td></tr> <tr><td>Dec-19</td><td>3</td></tr> <tr><td>Jun-20</td><td>3</td></tr> <tr><td>Dec-20</td><td>3</td></tr> <tr><td>Jun-21</td><td>4</td></tr> </tbody> </table>	Period	Satisfaction Level	Dec-17	3	Jun-18	3	Dec-18	3	Jun-19	3	Dec-19	3	Jun-20	3	Dec-20	3	Jun-21	4	<p>Council undertook a community survey facilitated by Micromex in 2019. This reflected a mean score of 3.11 regarding the level of satisfaction with youth related program and training provision.</p>
Period	Satisfaction Level																					
Dec-17	3																					
Jun-18	3																					
Dec-18	3																					
Jun-19	3																					
Dec-19	3																					
Jun-20	3																					
Dec-20	3																					
Jun-21	4																					

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

### 1.2.1 - Major towns have attractive and welcoming CBD areas that provide opportunities for social interaction

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO14 - CBD Satisfaction: 80% of shop customers surveyed consider the CBD attractive and welcoming.	Targeted survey	> 80 %	<table border="1"> <caption>CBD Satisfaction Data</caption> <thead> <tr> <th>Date</th> <th>Satisfaction (%)</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>72</td> </tr> <tr> <td>Jun-18</td> <td>72</td> </tr> <tr> <td>Dec-18</td> <td>72</td> </tr> <tr> <td>Jun-19</td> <td>55</td> </tr> <tr> <td>Dec-19</td> <td>55</td> </tr> <tr> <td>Jun-20</td> <td>55</td> </tr> <tr> <td>Dec-20</td> <td>55</td> </tr> <tr> <td>Jun-21</td> <td>80</td> </tr> </tbody> </table>	Date	Satisfaction (%)	Dec-17	72	Jun-18	72	Dec-18	72	Jun-19	55	Dec-19	55	Jun-20	55	Dec-20	55	Jun-21	80	<p>Council has recently opened another round of grant applications for the CBD Beautification Program. A CBD satisfaction specific community survey conducted in June 2019 that showed that 55.29% of those who completed the survey thought that their relevant CBD was attractive and welcoming. A further survey conducted by Micromex on behalf of Council in September 2019 found that 86% were satisfied with public area appearance and 76% were satisfied with enhancing town/village centres.</p>
Date	Satisfaction (%)																					
Dec-17	72																					
Jun-18	72																					
Dec-18	72																					
Jun-19	55																					
Dec-19	55																					
Jun-20	55																					
Dec-20	55																					
Jun-21	80																					

### 1.2.2 - Promote and support the development of and access to creative arts

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO15 - Opportunities to engage in Arts and Cultural Activities: Increase the quality and/or number of Arts and Cultural activities per annum.	Council and community data	> 45	<table border="1"> <caption>Opportunities to engage in Arts and Cultural Activities Data</caption> <thead> <tr> <th>Date</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>41</td> </tr> <tr> <td>Jun-18</td> <td>41</td> </tr> <tr> <td>Dec-18</td> <td>41</td> </tr> <tr> <td>Jun-19</td> <td>42</td> </tr> <tr> <td>Dec-19</td> <td>29</td> </tr> <tr> <td>Jun-20</td> <td>31</td> </tr> <tr> <td>Dec-20</td> <td>31</td> </tr> <tr> <td>Jun-21</td> <td>45</td> </tr> </tbody> </table>	Date	Value	Dec-17	41	Jun-18	41	Dec-18	41	Jun-19	42	Dec-19	29	Jun-20	31	Dec-20	31	Jun-21	45	<p>The Crossing Theatre will host two travelling exhibitions, two theatre productions and the inaugural event CREATE this financial year. There are already three productions booked for the 2021/22 financial year.</p>
Date	Value																					
Dec-17	41																					
Jun-18	41																					
Dec-18	41																					
Jun-19	42																					
Dec-19	29																					
Jun-20	31																					
Dec-20	31																					
Jun-21	45																					

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO16 - Participation in Arts and Cultural Activities: Percentage of adult population that participated in Arts and Cultural Activities during the last 12 months.	Community survey	> 40 %	<table border="1"> <caption>SO16 - Participation in Arts and Cultural Activities</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>36</td></tr> <tr><td>Jun-18</td><td>36</td></tr> <tr><td>Dec-18</td><td>36</td></tr> <tr><td>Jun-19</td><td>36</td></tr> <tr><td>Dec-19</td><td>37</td></tr> <tr><td>Jun-20</td><td>37</td></tr> <tr><td>Dec-20</td><td>37</td></tr> <tr><td>Jun-21</td><td>40</td></tr> </tbody> </table>	Period	Percentage	Dec-17	36	Jun-18	36	Dec-18	36	Jun-19	36	Dec-19	37	Jun-20	37	Dec-20	37	Jun-21	40	This calculation is based on the Narrabri Shire having 8000 adults and is for the period of 1 July till the 31 December 2020.
Period	Percentage																					
Dec-17	36																					
Jun-18	36																					
Dec-18	36																					
Jun-19	36																					
Dec-19	37																					
Jun-20	37																					
Dec-20	37																					
Jun-21	40																					

### 1.2.3 - Maximise community access to existing natural environmental assets across the Shire

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO17 - Community Access Satisfaction: Level of satisfaction with access to natural assets increased.	Community survey	> 85 %	<table border="1"> <caption>SO17 - Community Access Satisfaction</caption> <thead> <tr> <th>Period</th> <th>Satisfaction Level</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>84</td></tr> <tr><td>Jun-18</td><td>84</td></tr> <tr><td>Dec-18</td><td>84</td></tr> <tr><td>Jun-19</td><td>84</td></tr> <tr><td>Dec-19</td><td>90</td></tr> <tr><td>Jun-20</td><td>90</td></tr> <tr><td>Dec-20</td><td>90</td></tr> <tr><td>Jun-21</td><td>85</td></tr> </tbody> </table>	Period	Satisfaction Level	Dec-17	84	Jun-18	84	Dec-18	84	Jun-19	84	Dec-19	90	Jun-20	90	Dec-20	90	Jun-21	85	The satisfaction level from the Community has increased by 6 percent Council believes this is due to the construction of the Narrabri Creek shared pathway and upgrades to the Narrabri Lake pathway which has seen an increase of user groups at both sites.
Period	Satisfaction Level																					
Dec-17	84																					
Jun-18	84																					
Dec-18	84																					
Jun-19	84																					
Dec-19	90																					
Jun-20	90																					
Dec-20	90																					
Jun-21	85																					

### 1.2.4 - Promote and support Reconciliation in partnership with the aboriginal community

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO18 - Reconciliation Perception: 90% people surveyed are satisfied with reconciliation activities undertaken within the community.	Community survey	> 90 %	<table border="1"> <caption>SO18 - Reconciliation Perception</caption> <thead> <tr> <th>Period</th> <th>Satisfaction Rate</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>84</td></tr> <tr><td>Jun-18</td><td>84</td></tr> <tr><td>Dec-18</td><td>84</td></tr> <tr><td>Jun-19</td><td>84</td></tr> <tr><td>Dec-19</td><td>88</td></tr> <tr><td>Jun-20</td><td>88</td></tr> <tr><td>Dec-20</td><td>88</td></tr> <tr><td>Jun-21</td><td>90</td></tr> </tbody> </table>	Period	Satisfaction Rate	Dec-17	84	Jun-18	84	Dec-18	84	Jun-19	84	Dec-19	88	Jun-20	88	Dec-20	88	Jun-21	90	Micromex Community Survey provided an 88% satisfaction rate with reconciliation activities within the community. Council is continuously working on reconciliation activities with local Indigenous communities and have invited various Aboriginal Leaders to participate in the development of the Reconciliation Action Plan.
Period	Satisfaction Rate																					
Dec-17	84																					
Jun-18	84																					
Dec-18	84																					
Jun-19	84																					
Dec-19	88																					
Jun-20	88																					
Dec-20	88																					
Jun-21	90																					

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

**1.3.1 - Ensure adequate community transport is available to access essential health care and social needs**

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
<p>SO19 - Community Transport Perception: Percentage of community members who believe that an appropriate range of community transport options are available locally to access health care and social needs.</p>	<p>Community survey</p>	<p>&gt; 75 %</p>	<table border="1"> <caption>Measure Status Data</caption> <thead> <tr> <th>Date</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>69</td> </tr> <tr> <td>Jun-18</td> <td>69</td> </tr> <tr> <td>Dec-18</td> <td>69</td> </tr> <tr> <td>Jun-19</td> <td>69</td> </tr> <tr> <td>Dec-19</td> <td>71</td> </tr> <tr> <td>Jun-20</td> <td>71</td> </tr> <tr> <td>Dec-20</td> <td>71</td> </tr> <tr> <td>Jun-21</td> <td>75</td> </tr> </tbody> </table>	Date	Percentage	Dec-17	69	Jun-18	69	Dec-18	69	Jun-19	69	Dec-19	71	Jun-20	71	Dec-20	71	Jun-21	75	<p>Council residents have access to two major transport providers to assist them with health related transport. These include Wee Waa Community Care Service and North West Community Transport. Council regularly liaise with Wee Waa Community Transport Services to organise transportation for local residents for community events. Wee Waa Community Care Service provides transport support for older people living at home, for people who have limited or no access to private or public transport, people who have limited financial capacity, people who need a meal service, people who have functional limitations and people with disabilities. Council has recently launched a community wide survey to understand local needs in regards to disability access and services.</p>
Date	Percentage																					
Dec-17	69																					
Jun-18	69																					
Dec-18	69																					
Jun-19	69																					
Dec-19	71																					
Jun-20	71																					
Dec-20	71																					
Jun-21	75																					

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																				
SO20 - Transport Limitations: Percentage of adult population that experienced transport limitations in the last 12 months.	Community survey	< 25 %	<table border="1"> <caption>Transport Limitations Data</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>36</td></tr> <tr><td>Jun-18</td><td>36</td></tr> <tr><td>Dec-18</td><td>36</td></tr> <tr><td>Jun-19</td><td>36</td></tr> <tr><td>Dec-19</td><td>37</td></tr> <tr><td>Jun-20</td><td>37</td></tr> <tr><td>Dec-20</td><td>37</td></tr> <tr><td>Jun-21</td><td>25</td></tr> <tr><td>Jun-21</td><td>0</td></tr> </tbody> </table>	Period	Percentage	Dec-17	36	Jun-18	36	Dec-18	36	Jun-19	36	Dec-19	37	Jun-20	37	Dec-20	37	Jun-21	25	Jun-21	0	<p>Council works with community transport providers within the Shire to ensure adequate services are provided. Correspondence has been forwarded to CountryLink to reinforce their existing service and request additional train services. Air flights between Narrabri, Sydney and Brisbane provide regular and fast services to two eastern seaboard capital cities.</p>
Period	Percentage																							
Dec-17	36																							
Jun-18	36																							
Dec-18	36																							
Jun-19	36																							
Dec-19	37																							
Jun-20	37																							
Dec-20	37																							
Jun-21	25																							
Jun-21	0																							

1.3.2 - Strengthen access to services through enhanced use of technology

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																				
SO21 - Enhanced Service Provision: Increased percentage of services accessed via technology.	Australian Bureau of Statistics data	> 5 %	<table border="1"> <caption>Services Accessed via Technology Data</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>2</td></tr> <tr><td>Jun-18</td><td>2</td></tr> <tr><td>Dec-18</td><td>2</td></tr> <tr><td>Jun-19</td><td>2</td></tr> <tr><td>Dec-19</td><td>2</td></tr> <tr><td>Jun-20</td><td>2</td></tr> <tr><td>Dec-20</td><td>2</td></tr> <tr><td>Jun-21</td><td>0</td></tr> <tr><td>Jun-21</td><td>5</td></tr> </tbody> </table>	Period	Percentage	Dec-17	2	Jun-18	2	Dec-18	2	Jun-19	2	Dec-19	2	Jun-20	2	Dec-20	2	Jun-21	0	Jun-21	5	<p>After completing the implementation of the new Cloud-based Corporate Information System, we have increased access to the system via internet. Now our focus is increase accessibility via Mobile technology using Tablets/Mobile devices, especially for outdoor staff members.</p>
Period	Percentage																							
Dec-17	2																							
Jun-18	2																							
Dec-18	2																							
Jun-19	2																							
Dec-19	2																							
Jun-20	2																							
Dec-20	2																							
Jun-21	0																							
Jun-21	5																							
SO22 - Internet Connection: Percentage of residents connected to available internet sources such as NBN/ADSL	Australian Bureau of Statistics data	> 60 %	<table border="1"> <caption>Internet Connection Data</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>56</td></tr> <tr><td>Jun-18</td><td>56</td></tr> <tr><td>Dec-18</td><td>56</td></tr> <tr><td>Jun-19</td><td>56</td></tr> <tr><td>Dec-19</td><td>69</td></tr> <tr><td>Jun-20</td><td>90</td></tr> <tr><td>Dec-20</td><td>90</td></tr> <tr><td>Jun-21</td><td>60</td></tr> <tr><td>Jun-21</td><td>0</td></tr> </tbody> </table>	Period	Percentage	Dec-17	56	Jun-18	56	Dec-18	56	Jun-19	56	Dec-19	69	Jun-20	90	Dec-20	90	Jun-21	60	Jun-21	0	<p>Residents are using Mobile and wireless technologies to connect to internet other than NBN.</p>
Period	Percentage																							
Dec-17	56																							
Jun-18	56																							
Dec-18	56																							
Jun-19	56																							
Dec-19	69																							
Jun-20	90																							
Dec-20	90																							
Jun-21	60																							
Jun-21	0																							

### 1.3.3 - All towns and villages have access to at least one quality meeting place to facilitate social gathering

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO23 - Social Connection: 90% of surveyed community members are satisfied with the quality and availability of meeting places in their town or village.	Community survey	> 90 %	<table border="1"> <caption>Measure Status Data for SO23</caption> <thead> <tr> <th>Date</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>78</td></tr> <tr><td>Jun-18</td><td>78</td></tr> <tr><td>Dec-18</td><td>78</td></tr> <tr><td>Jun-19</td><td>78</td></tr> <tr><td>Dec-19</td><td>81</td></tr> <tr><td>Jun-20</td><td>81</td></tr> <tr><td>Dec-20</td><td>81</td></tr> <tr><td>Jun-21</td><td>90</td></tr> </tbody> </table>	Date	Value	Dec-17	78	Jun-18	78	Dec-18	78	Jun-19	78	Dec-19	81	Jun-20	81	Dec-20	81	Jun-21	90	Council has accessed funding via the Federal Government Drought Communities Program which will be utilised to upgrade community facilities supporting continued quality and availability of community meeting places. A number of community groups have taken up this opportunity with projects to be completed by the end of May 2021.
Date	Value																					
Dec-17	78																					
Jun-18	78																					
Dec-18	78																					
Jun-19	78																					
Dec-19	81																					
Jun-20	81																					
Dec-20	81																					
Jun-21	90																					

### 1.3.4 - Continually improve access to community facilities and services across the Shire

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO24 - Community Accessibility: 90% of surveyed community members are satisfied with the accessibility of community facilities and services in their town or village.	Community survey	> 90 %	<table border="1"> <caption>Measure Status Data for SO24</caption> <thead> <tr> <th>Date</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>76</td></tr> <tr><td>Jun-18</td><td>76</td></tr> <tr><td>Dec-18</td><td>76</td></tr> <tr><td>Jun-19</td><td>76</td></tr> <tr><td>Dec-19</td><td>92</td></tr> <tr><td>Jun-20</td><td>92</td></tr> <tr><td>Dec-20</td><td>92</td></tr> <tr><td>Jun-21</td><td>90</td></tr> </tbody> </table>	Date	Value	Dec-17	76	Jun-18	76	Dec-18	76	Jun-19	76	Dec-19	92	Jun-20	92	Dec-20	92	Jun-21	90	Community survey conducted with positive results.
Date	Value																					
Dec-17	76																					
Jun-18	76																					
Dec-18	76																					
Jun-19	76																					
Dec-19	92																					
Jun-20	92																					
Dec-20	92																					
Jun-21	90																					

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

**1.4.1 - Ensure our schools are provided with the resources required to deliver quality learning outcomes and retain student numbers**

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO27 - Education Services: Residents' level of satisfaction with educational services.	Community survey	> 85 %	<table border="1"> <caption>Community Survey Satisfaction Data</caption> <thead> <tr> <th>Period</th> <th>Satisfaction Level (%)</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>81</td></tr> <tr><td>Jun-18</td><td>81</td></tr> <tr><td>Dec-18</td><td>81</td></tr> <tr><td>Jun-19</td><td>81</td></tr> <tr><td>Dec-19</td><td>87</td></tr> <tr><td>Jun-20</td><td>87</td></tr> <tr><td>Dec-20</td><td>87</td></tr> <tr><td>Jun-21</td><td>85</td></tr> </tbody> </table>	Period	Satisfaction Level (%)	Dec-17	81	Jun-18	81	Dec-18	81	Jun-19	81	Dec-19	87	Jun-20	87	Dec-20	87	Jun-21	85	The Community Survey undertaken by Micromex in 2019 indicates a community satisfaction level of 87% which is 2% above target. Council continues to engage with education providers to ensure a high standard of services. The Country Universities Centre is open and attracting students, further bolstering education services for the Shire.
Period	Satisfaction Level (%)																					
Dec-17	81																					
Jun-18	81																					
Dec-18	81																					
Jun-19	81																					
Dec-19	87																					
Jun-20	87																					
Dec-20	87																					
Jun-21	85																					
SO28 - Learning Outcomes: Improved NAPLAN results across the Narrabri Shire LGA.	Australian Curriculum Assessment and Reporting Authority data	> 473	<table border="1"> <caption>NAPLAN Results Data</caption> <thead> <tr> <th>Period</th> <th>Score</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>473</td></tr> <tr><td>Jun-18</td><td>473</td></tr> <tr><td>Dec-18</td><td>473</td></tr> <tr><td>Jun-19</td><td>460</td></tr> <tr><td>Dec-19</td><td>460</td></tr> <tr><td>Jun-20</td><td>473</td></tr> <tr><td>Dec-20</td><td>473</td></tr> <tr><td>Jun-21</td><td>473</td></tr> </tbody> </table>	Period	Score	Dec-17	473	Jun-18	473	Dec-18	473	Jun-19	460	Dec-19	460	Jun-20	473	Dec-20	473	Jun-21	473	Education ministers made the decision to cancel NAPLAN in 2020 due to the ongoing COVID-19 pandemic.
Period	Score																					
Dec-17	473																					
Jun-18	473																					
Dec-18	473																					
Jun-19	460																					
Dec-19	460																					
Jun-20	473																					
Dec-20	473																					
Jun-21	473																					
SO29 - School Retention: Percentage of students from Years 7 to Year 12 still attending secondary school across the Narrabri Shire LGA.	Service provider data	> 65 %	<table border="1"> <caption>School Retention Data</caption> <thead> <tr> <th>Period</th> <th>Retention (%)</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>59</td></tr> <tr><td>Jun-18</td><td>60</td></tr> <tr><td>Dec-18</td><td>60</td></tr> <tr><td>Jun-19</td><td>41</td></tr> <tr><td>Dec-19</td><td>41</td></tr> <tr><td>Jun-20</td><td>45</td></tr> <tr><td>Dec-20</td><td>45</td></tr> <tr><td>Jun-21</td><td>65</td></tr> </tbody> </table>	Period	Retention (%)	Dec-17	59	Jun-18	60	Dec-18	60	Jun-19	41	Dec-19	41	Jun-20	45	Dec-20	45	Jun-21	65	The percentage of students who started high school in year 7 and completed their secondary education in year 12 remains static at approximately 45%.
Period	Retention (%)																					
Dec-17	59																					
Jun-18	60																					
Dec-18	60																					
Jun-19	41																					
Dec-19	41																					
Jun-20	45																					
Dec-20	45																					
Jun-21	65																					

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO30 - Early Childhood Development: Percentage of children who are developmentally on track (AEDC Domains) across the Narrabri Shire LGA.	Australian Early Development Census data	> 85 %	<table border="1"> <caption>SO30 - Early Childhood Development Data</caption> <thead> <tr> <th>Date</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>84</td></tr> <tr><td>Jun-18</td><td>84</td></tr> <tr><td>Dec-18</td><td>84</td></tr> <tr><td>Jun-19</td><td>84</td></tr> <tr><td>Dec-19</td><td>76</td></tr> <tr><td>Jun-20</td><td>76</td></tr> <tr><td>Dec-20</td><td>76</td></tr> <tr><td>Jun-21</td><td>85</td></tr> </tbody> </table>	Date	Percentage	Dec-17	84	Jun-18	84	Dec-18	84	Jun-19	84	Dec-19	76	Jun-20	76	Dec-20	76	Jun-21	85	<p>2018 AEDC data shows several areas of significant increase and decrease markers. The result is a decrease in the average percentage, from 84.2% down to 76.38%. The majority of childcare providers within Narrabri Shire provide early childhood teachers to assist with developmental growth. The decrease could be attributed to a range of factors including socio-economics, changes in staffing and movements of families to or from the Shire (2018 data is the latest data available).</p>
Date	Percentage																					
Dec-17	84																					
Jun-18	84																					
Dec-18	84																					
Jun-19	84																					
Dec-19	76																					
Jun-20	76																					
Dec-20	76																					
Jun-21	85																					

#### 1.4.2 - Improve access to learning options for mature residents

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO31 - Educational Qualifications: People >25 years old who have a non-school qualification.	Australian Bureau of Statistics data	> 2,500	<table border="1"> <caption>SO31 - Educational Qualifications Data</caption> <thead> <tr> <th>Date</th> <th>Number of People</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>2419</td></tr> <tr><td>Jun-18</td><td>2419</td></tr> <tr><td>Dec-18</td><td>2419</td></tr> <tr><td>Jun-19</td><td>2419</td></tr> <tr><td>Dec-19</td><td>2419</td></tr> <tr><td>Jun-20</td><td>2419</td></tr> <tr><td>Dec-20</td><td>2450</td></tr> <tr><td>Jun-21</td><td>2500</td></tr> </tbody> </table>	Date	Number of People	Dec-17	2419	Jun-18	2419	Dec-18	2419	Jun-19	2419	Dec-19	2419	Jun-20	2419	Dec-20	2450	Jun-21	2500	<p>The Narrabri Shire Country Universities Centre Campus began operations in Narrabri in 2019 which bolsters opportunity across the Shire for residents to undertake non-school qualification courses. Council offers traineeships and apprenticeships across the organisation. There are a range of small and large organisations across the Shire that offer several entry level opportunities and there has been an increase in Registered Training Organisations delivering training within the Narrabri Shire.</p>
Date	Number of People																					
Dec-17	2419																					
Jun-18	2419																					
Dec-18	2419																					
Jun-19	2419																					
Dec-19	2419																					
Jun-20	2419																					
Dec-20	2450																					
Jun-21	2500																					

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO32 - Vocational Education & Training Enrolments: Percentage of community members aged 15 to 64 enrolled in vocational education and training.	Training providers	> 13 %	<table border="1"> <caption>Vocational Education &amp; Training Enrolments</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>12</td></tr> <tr><td>Jun-18</td><td>12</td></tr> <tr><td>Dec-18</td><td>12</td></tr> <tr><td>Jun-19</td><td>22</td></tr> <tr><td>Dec-19</td><td>22</td></tr> <tr><td>Jun-20</td><td>15</td></tr> <tr><td>Dec-20</td><td>15</td></tr> <tr><td>Jun-21</td><td>13</td></tr> </tbody> </table>	Period	Percentage	Dec-17	12	Jun-18	12	Dec-18	12	Jun-19	22	Dec-19	22	Jun-20	15	Dec-20	15	Jun-21	13	A different data source was identified and used for this measure giving a higher percentage when compared to previous years data. Narrabri Shire residents currently participate in the University of the Third Age (U3A). Students have the opportunity to enroll in courses being delivered through various Registered Training Organisations with an increase in external organisations who no outreach to Narrabri to deliver training.
Period	Percentage																					
Dec-17	12																					
Jun-18	12																					
Dec-18	12																					
Jun-19	22																					
Dec-19	22																					
Jun-20	15																					
Dec-20	15																					
Jun-21	13																					
SO33 - Learning Needs Perception: Percentage of community members who believe a range of learning options are available to meet their needs.	Community survey	> 75 %	<table border="1"> <caption>Learning Needs Perception</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>69</td></tr> <tr><td>Jun-18</td><td>69</td></tr> <tr><td>Dec-18</td><td>69</td></tr> <tr><td>Jun-19</td><td>69</td></tr> <tr><td>Dec-19</td><td>87</td></tr> <tr><td>Jun-20</td><td>87</td></tr> <tr><td>Dec-20</td><td>87</td></tr> <tr><td>Jun-21</td><td>75</td></tr> </tbody> </table>	Period	Percentage	Dec-17	69	Jun-18	69	Dec-18	69	Jun-19	69	Dec-19	87	Jun-20	87	Dec-20	87	Jun-21	75	All education requirements are catered for in Narrabri Shire by both private enterprise and government organisations. Council supports education programmes for all age ranges in the Shire inclusive of STEM, computing, robotics, writing, art, music, drug and alcohol education. The 2019 Micromex survey reflects a satisfaction result of 87%, with a mean score of 3.58.
Period	Percentage																					
Dec-17	69																					
Jun-18	69																					
Dec-18	69																					
Jun-19	69																					
Dec-19	87																					
Jun-20	87																					
Dec-20	87																					
Jun-21	75																					

### 1.4.3 - Work with training providers and industry to focus on the delivery of local industry training requirements

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO34 - Training Placements: Increase in training placements within the Narrabri Shire LGA.	National Centre for Vocational Education and Training	> 2,300	<table border="1"> <caption>Training Placements Data</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>2231</td></tr> <tr><td>Jun-18</td><td>2231</td></tr> <tr><td>Dec-18</td><td>2231</td></tr> <tr><td>Jun-19</td><td>2231</td></tr> <tr><td>Dec-19</td><td>2231</td></tr> <tr><td>Jun-20</td><td>2500</td></tr> <tr><td>Dec-20</td><td>2500</td></tr> <tr><td>Jun-21</td><td>2300</td></tr> </tbody> </table>	Period	Value	Dec-17	2231	Jun-18	2231	Dec-18	2231	Jun-19	2231	Dec-19	2231	Jun-20	2500	Dec-20	2500	Jun-21	2300	Council has been working with the Country Universities Centre organisation and a Country Universities Centre campus has opened in Narrabri which has increased training placements significantly. Community College has commenced delivering training in Wee Waa, Rail Industry training is being delivered in Narrabri and Council is working with the community to provide traineeship placements. Council is further providing training and upskilling opportunities under the Drought Communities Program targeting skills gaps in line with current labor market trends.
Period	Value																					
Dec-17	2231																					
Jun-18	2231																					
Dec-18	2231																					
Jun-19	2231																					
Dec-19	2231																					
Jun-20	2500																					
Dec-20	2500																					
Jun-21	2300																					

### 1.4.4 - Leverage off established research facilities to grow industry training hubs

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO35 - Research Program Participation: Increased participation in STEM programs.	Council data	> 172	<table border="1"> <caption>Research Program Participation Data</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>164</td></tr> <tr><td>Jun-18</td><td>151</td></tr> <tr><td>Dec-18</td><td>288</td></tr> <tr><td>Jun-19</td><td>483</td></tr> <tr><td>Dec-19</td><td>825</td></tr> <tr><td>Jun-20</td><td>1043</td></tr> <tr><td>Dec-20</td><td>1174</td></tr> <tr><td>Jun-21</td><td>172</td></tr> </tbody> </table>	Period	Value	Dec-17	164	Jun-18	151	Dec-18	288	Jun-19	483	Dec-19	825	Jun-20	1043	Dec-20	1174	Jun-21	172	This figure is accumulative for the beginning of the delivery program in July 2017. 131 participants was added to the previous accumulative amount of 1043.
Period	Value																					
Dec-17	164																					
Jun-18	151																					
Dec-18	288																					
Jun-19	483																					
Dec-19	825																					
Jun-20	1043																					
Dec-20	1174																					
Jun-21	172																					

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO36 - Research Training Provision: Increased participation in provision of training by research facilities.	Council data	> 79	 <table border="1" data-bbox="683 228 1176 533"> <thead> <tr> <th>Date</th> <th>Participation</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>75</td> </tr> <tr> <td>Jun-18</td> <td>81</td> </tr> <tr> <td>Dec-18</td> <td>197</td> </tr> <tr> <td>Jun-19</td> <td>197</td> </tr> <tr> <td>Dec-19</td> <td>342</td> </tr> <tr> <td>Jun-20</td> <td>342</td> </tr> <tr> <td>Dec-20</td> <td>342</td> </tr> <tr> <td>Jun-21</td> <td>79</td> </tr> </tbody> </table>	Date	Participation	Dec-17	75	Jun-18	81	Dec-18	197	Jun-19	197	Dec-19	342	Jun-20	342	Dec-20	342	Jun-21	79	This figure is accumulative for the beginning of the delivery program in July 2017. 0 participants were added to the accumulative amount of 342.
Date	Participation																					
Dec-17	75																					
Jun-18	81																					
Dec-18	197																					
Jun-19	197																					
Dec-19	342																					
Jun-20	342																					
Dec-20	342																					
Jun-21	79																					



## THEME 2: Our Environment

### Strategic Direction 2: Environmentally Sustainable and Productive Shire

*By 2027, Environmentally Sustainable and Productive Shire*

#### COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire Community identified several environmental priority areas to be addressed over the following four years.

#### 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 OUTCOMES

In partnership with the community, government and non-government agencies, the Delivery Program will work towards achieving the following environmental strategic outcomes:

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

## Our Environment

### Strategic Direction 2: Environmentally Sustainable and Productive Shire

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

##### 2.1.1 - Conserve our aboriginal heritage through improved awareness

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN01 - Aboriginal Heritage Count: Increase in the number of heritage items and areas listed in the Local Environmental Plan.	Council data	> 10	<table border="1"> <caption>Aboriginal Heritage Count Data</caption> <thead> <tr> <th>Period</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>0</td></tr> <tr><td>Dec-18</td><td>0</td></tr> <tr><td>Jun-19</td><td>0</td></tr> <tr><td>Dec-19</td><td>0</td></tr> <tr><td>Jun-20</td><td>0</td></tr> <tr><td>Dec-20</td><td>0</td></tr> <tr><td>Jun-21</td><td>10</td></tr> </tbody> </table>	Period	Count	Dec-17	0	Jun-18	0	Dec-18	0	Jun-19	0	Dec-19	0	Jun-20	0	Dec-20	0	Jun-21	10	Aboriginal Cultural Heritage Study underway. Council is currently working on a nomination for Waterloo Creek site.
Period	Count																					
Dec-17	0																					
Jun-18	0																					
Dec-18	0																					
Jun-19	0																					
Dec-19	0																					
Jun-20	0																					
Dec-20	0																					
Jun-21	10																					
EN02 - Aboriginal Heritage Satisfaction: Level of satisfaction with protection of heritage items.	Community survey	> 85 %	<table border="1"> <caption>Aboriginal Heritage Satisfaction Data</caption> <thead> <tr> <th>Period</th> <th>Satisfaction (%)</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>85</td></tr> <tr><td>Jun-18</td><td>85</td></tr> <tr><td>Dec-18</td><td>85</td></tr> <tr><td>Jun-19</td><td>85</td></tr> <tr><td>Dec-19</td><td>87</td></tr> <tr><td>Jun-20</td><td>87</td></tr> <tr><td>Dec-20</td><td>87</td></tr> <tr><td>Jun-21</td><td>0</td></tr> </tbody> </table>	Period	Satisfaction (%)	Dec-17	85	Jun-18	85	Dec-18	85	Jun-19	85	Dec-19	87	Jun-20	87	Dec-20	87	Jun-21	0	Aboriginal Heritage Study was adopted at December Council meeting and available on website.
Period	Satisfaction (%)																					
Dec-17	85																					
Jun-18	85																					
Dec-18	85																					
Jun-19	85																					
Dec-19	87																					
Jun-20	87																					
Dec-20	87																					
Jun-21	0																					
EN03 - Aboriginal Heritage Signage: Total number of Aboriginal heritage sites with information signs installed increased.	IP Australia data	> 8	<table border="1"> <caption>Aboriginal Heritage Signage Data</caption> <thead> <tr> <th>Period</th> <th>Number of Sites</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>6</td></tr> <tr><td>Jun-18</td><td>6</td></tr> <tr><td>Dec-18</td><td>6</td></tr> <tr><td>Jun-19</td><td>7</td></tr> <tr><td>Dec-19</td><td>12</td></tr> <tr><td>Jun-20</td><td>12</td></tr> <tr><td>Dec-20</td><td>12</td></tr> <tr><td>Jun-21</td><td>0</td></tr> </tbody> </table>	Period	Number of Sites	Dec-17	6	Jun-18	6	Dec-18	6	Jun-19	7	Dec-19	12	Jun-20	12	Dec-20	12	Jun-21	0	<p>The T-Qual Aboriginal Study identified significant Aboriginal areas along the Kamilaroi Highway for future development. The Kamilaroi Highway Group is developing Kamilaroi trails to educate and encourage visitation into the region.</p> <p>Total number of Kamilaroi heritage sites with information is 12 with other sites under development. Council continues to work with State Heritage to have the Waterloo Creek Massacre Site Heritage Listed.</p>
Period	Number of Sites																					
Dec-17	6																					
Jun-18	6																					
Dec-18	6																					
Jun-19	7																					
Dec-19	12																					
Jun-20	12																					
Dec-20	12																					
Jun-21	0																					

### 2.1.2 - Planning controls appropriately identify and conserve open spaces and natural environmental areas

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN04 - Planning Controls: Planning controls reviewed and updated annually.	Council data	> 4	<table border="1"> <caption>EN04 - Planning Controls Data</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>1</td></tr> <tr><td>Dec-18</td><td>0</td></tr> <tr><td>Jun-19</td><td>0</td></tr> <tr><td>Dec-19</td><td>0</td></tr> <tr><td>Jun-20</td><td>1</td></tr> <tr><td>Dec-20</td><td>1</td></tr> <tr><td>Jun-21</td><td>4</td></tr> </tbody> </table>	Period	Value	Dec-17	0	Jun-18	1	Dec-18	0	Jun-19	0	Dec-19	0	Jun-20	1	Dec-20	1	Jun-21	4	Local Strategic Planning Statement (LSPS) and Local Growth Management Strategy (LGMS) adopted in June 2020. Local Environmental Plan (LEP) "Health Check" completed as part of this process. Comprehensive review of LEP can now commence now that LSPS and LGMS are in place.
Period	Value																					
Dec-17	0																					
Jun-18	1																					
Dec-18	0																					
Jun-19	0																					
Dec-19	0																					
Jun-20	1																					
Dec-20	1																					
Jun-21	4																					

### 2.1.3 - Passive recreational open spaces are well maintained and accessible for public use

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN05 - Public Accessibility: Level of satisfaction with access to walkways and cycleways.	Community survey	> 70 %	<table border="1"> <caption>EN05 - Public Accessibility Data</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>57</td></tr> <tr><td>Jun-18</td><td>57</td></tr> <tr><td>Dec-18</td><td>57</td></tr> <tr><td>Jun-19</td><td>57</td></tr> <tr><td>Dec-19</td><td>83</td></tr> <tr><td>Jun-20</td><td>83</td></tr> <tr><td>Dec-20</td><td>83</td></tr> <tr><td>Jun-21</td><td>70</td></tr> </tbody> </table>	Period	Value	Dec-17	57	Jun-18	57	Dec-18	57	Jun-19	57	Dec-19	83	Jun-20	83	Dec-20	83	Jun-21	70	Satisfaction levels have increased by 13 percent in this area with the installation of the Narrabri Creek shared pathway and upgrades to the Narrabri Lake path. Further extensions to this pathway network will increase participation and satisfaction rates.
Period	Value																					
Dec-17	57																					
Jun-18	57																					
Dec-18	57																					
Jun-19	57																					
Dec-19	83																					
Jun-20	83																					
Dec-20	83																					
Jun-21	70																					
EN06 - Appearance of Public Spaces: Percentage of adults who express satisfaction with the accessibility and appearance of public areas.	Community survey	> 80 %	<table border="1"> <caption>EN06 - Appearance of Public Spaces Data</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>76</td></tr> <tr><td>Jun-18</td><td>76</td></tr> <tr><td>Dec-18</td><td>76</td></tr> <tr><td>Jun-19</td><td>76</td></tr> <tr><td>Dec-19</td><td>86</td></tr> <tr><td>Jun-20</td><td>86</td></tr> <tr><td>Dec-20</td><td>86</td></tr> <tr><td>Jun-21</td><td>80</td></tr> </tbody> </table>	Period	Value	Dec-17	76	Jun-18	76	Dec-18	76	Jun-19	76	Dec-19	86	Jun-20	86	Dec-20	86	Jun-21	80	Council has delivered a number of upgrades to the open spaces assets with replacement of older structures and equipment this has improved the effect of visual and usage of these Council sites.
Period	Value																					
Dec-17	76																					
Jun-18	76																					
Dec-18	76																					
Jun-19	76																					
Dec-19	86																					
Jun-20	86																					
Dec-20	86																					
Jun-21	80																					

2.1.4 - Minimise the impacts of noxious weeds and feral and domestic animals on the environment

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																				
EN07 - Animal Education: Increase in the number of educational sessions per annum conducted by Council for animal owners.	Council data	> 4	<table border="1"> <caption>EN07 - Educational Sessions</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>1</td></tr> <tr><td>Dec-18</td><td>1</td></tr> <tr><td>Jun-19</td><td>2</td></tr> <tr><td>Dec-19</td><td>0</td></tr> <tr><td>Jun-20</td><td>0</td></tr> <tr><td>Dec-20</td><td>0</td></tr> <tr><td>Jun-21</td><td>0</td></tr> <tr><td>Current (Jun-21)</td><td>4</td></tr> </tbody> </table>	Period	Value	Dec-17	0	Jun-18	1	Dec-18	1	Jun-19	2	Dec-19	0	Jun-20	0	Dec-20	0	Jun-21	0	Current (Jun-21)	4	No sessions conducted between 1 July and June 2020 due to ongoing vacant Ranger positions. Permanent appointment to role projected by September 2020.
Period	Value																							
Dec-17	0																							
Jun-18	1																							
Dec-18	1																							
Jun-19	2																							
Dec-19	0																							
Jun-20	0																							
Dec-20	0																							
Jun-21	0																							
Current (Jun-21)	4																							
EN08 - Animal Management: Reduction in reported animal attacks caused by dogs across the Narrabri Shire LGA.	Office of Local Government data	< 15	<table border="1"> <caption>EN08 - Reported Animal Attacks</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>16</td></tr> <tr><td>Jun-18</td><td>2</td></tr> <tr><td>Dec-18</td><td>9</td></tr> <tr><td>Jun-19</td><td>9</td></tr> <tr><td>Dec-19</td><td>1</td></tr> <tr><td>Jun-20</td><td>13</td></tr> <tr><td>Dec-20</td><td>13</td></tr> <tr><td>Jun-21</td><td>0</td></tr> <tr><td>Current (Jun-21)</td><td>15</td></tr> </tbody> </table>	Period	Value	Dec-17	16	Jun-18	2	Dec-18	9	Jun-19	9	Dec-19	1	Jun-20	13	Dec-20	13	Jun-21	0	Current (Jun-21)	15	Thirteen reported between 1 July and 30 June 2020.
Period	Value																							
Dec-17	16																							
Jun-18	2																							
Dec-18	9																							
Jun-19	9																							
Dec-19	1																							
Jun-20	13																							
Dec-20	13																							
Jun-21	0																							
Current (Jun-21)	15																							
EN09 - Weed Management: Area of land without a Priority Weeds Management Program reduced in the Narrabri Shire Local Government Area.	Council data	< 20 %	<table border="1"> <caption>EN09 - Area of Land Without Program</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>36</td></tr> <tr><td>Jun-18</td><td>37</td></tr> <tr><td>Dec-18</td><td>32</td></tr> <tr><td>Jun-19</td><td>37</td></tr> <tr><td>Dec-19</td><td>20</td></tr> <tr><td>Jun-20</td><td>20</td></tr> <tr><td>Dec-20</td><td>20</td></tr> <tr><td>Jun-21</td><td>0</td></tr> <tr><td>Current (Jun-21)</td><td>20</td></tr> </tbody> </table>	Period	Value	Dec-17	36	Jun-18	37	Dec-18	32	Jun-19	37	Dec-19	20	Jun-20	20	Dec-20	20	Jun-21	0	Current (Jun-21)	20	<p>Council conducts inspections to prevent, eliminate and restrict bio-security matters following the North West Regional Strategic Weed Management Plan. Data from regular inspections conducted by Council.</p> <p>Council has received two grants in combating weeds and invasive species this work has continued on from the Pilliga region into the Yarrie Lake area.</p>
Period	Value																							
Dec-17	36																							
Jun-18	37																							
Dec-18	32																							
Jun-19	37																							
Dec-19	20																							
Jun-20	20																							
Dec-20	20																							
Jun-21	0																							
Current (Jun-21)	20																							

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN10 - Biosecurity Management: Decrease in the number of priority weed types through eradication.	Council data	< 3	<table border="1"> <caption>Priority Weed Types Data</caption> <thead> <tr> <th>Date</th> <th>Number of Weed Types</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>5</td> </tr> <tr> <td>Jun-18</td> <td>5</td> </tr> <tr> <td>Dec-18</td> <td>5</td> </tr> <tr> <td>Jun-19</td> <td>5</td> </tr> <tr> <td>Dec-19</td> <td>5</td> </tr> <tr> <td>Jun-20</td> <td>3</td> </tr> <tr> <td>Dec-20</td> <td>3</td> </tr> <tr> <td>Jun-21</td> <td>0</td> </tr> </tbody> </table>	Date	Number of Weed Types	Dec-17	5	Jun-18	5	Dec-18	5	Jun-19	5	Dec-19	5	Jun-20	3	Dec-20	3	Jun-21	0	<p>Council conducts regular road and river inspections to ensure Narrabri Shire is protected from Sagittaria Platyphylla, Salvinia Molesta, Water Lettuce, Alligator weed and Hudson Pear. Council uses Facebook and the newspaper to advise the community about weed infestations and new incursions. These weeds are still a threat for the Shire. Hudson Pear and Alligator Weed are Narrabri Shire Councils biggest threat due to the proximity of our closest infestations in neighbouring shires. Surveillance/inspections are continual to ensure that these weeds do not enter our shire. New infestations of Harrisia Cactus and Boxing glove have been discovered in the past financial year and were eradicated. Parthenium weed was located in the Narrabri shire Council conducted an intensive program in location eradication and inspection to remove all the Parthenium weed identified and will concentrate future inspections on feed out areas on private property who received hay from Queensland.</p>
Date	Number of Weed Types																					
Dec-17	5																					
Jun-18	5																					
Dec-18	5																					
Jun-19	5																					
Dec-19	5																					
Jun-20	3																					
Dec-20	3																					
Jun-21	0																					

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

### 2.2.1 - Community emergency service providers are well resourced to adequately prepare and respond to natural disasters and emergencies

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN11 - Emergency Response: 100% emergency response rate to situations.	Council data	> 100 %	<table border="1"> <caption>Emergency Response Rate Data</caption> <thead> <tr> <th>Period</th> <th>Response Rate</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>0</td></tr> <tr><td>Dec-18</td><td>0</td></tr> <tr><td>Jun-19</td><td>0</td></tr> <tr><td>Dec-19</td><td>0</td></tr> <tr><td>Jun-20</td><td>0</td></tr> <tr><td>Dec-20</td><td>0</td></tr> <tr><td>Jun-21</td><td>100</td></tr> </tbody> </table>	Period	Response Rate	Dec-17	0	Jun-18	0	Dec-18	0	Jun-19	0	Dec-19	0	Jun-20	0	Dec-20	0	Jun-21	100	To date there has been zero complaints in response to emergency situations.
Period	Response Rate																					
Dec-17	0																					
Jun-18	0																					
Dec-18	0																					
Jun-19	0																					
Dec-19	0																					
Jun-20	0																					
Dec-20	0																					
Jun-21	100																					

### 2.2.2 - Protect and rehabilitate degraded and fragmented areas and enhance corridors that connect remnant bushland

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN12 - Land Care Participation: Number of active groups in land care.	Council data	> 4	<table border="1"> <caption>Land Care Participation Data</caption> <thead> <tr> <th>Period</th> <th>Number of Groups</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>2</td></tr> <tr><td>Jun-18</td><td>2</td></tr> <tr><td>Dec-18</td><td>4</td></tr> <tr><td>Jun-19</td><td>2</td></tr> <tr><td>Dec-19</td><td>2</td></tr> <tr><td>Jun-20</td><td>2</td></tr> <tr><td>Dec-20</td><td>2</td></tr> <tr><td>Jun-21</td><td>0</td></tr> </tbody> </table>	Period	Number of Groups	Dec-17	2	Jun-18	2	Dec-18	4	Jun-19	2	Dec-19	2	Jun-20	2	Dec-20	2	Jun-21	0	There are 2 groups; Merrimborough Landcare group and the Yarrie Lake Landcare group that exist in the Shire.
Period	Number of Groups																					
Dec-17	2																					
Jun-18	2																					
Dec-18	4																					
Jun-19	2																					
Dec-19	2																					
Jun-20	2																					
Dec-20	2																					
Jun-21	0																					
EN13 - Rehabilitation: Area of land where rehabilitation is completed (per annum).	Council data	> 350 %	<table border="1"> <caption>Rehabilitation Area Data</caption> <thead> <tr> <th>Period</th> <th>Area (per annum)</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>313</td></tr> <tr><td>Jun-18</td><td>313</td></tr> <tr><td>Dec-18</td><td>313</td></tr> <tr><td>Jun-19</td><td>385</td></tr> <tr><td>Dec-19</td><td>385</td></tr> <tr><td>Jun-20</td><td>578</td></tr> <tr><td>Dec-20</td><td>578</td></tr> <tr><td>Jun-21</td><td>350</td></tr> </tbody> </table>	Period	Area (per annum)	Dec-17	313	Jun-18	313	Dec-18	313	Jun-19	385	Dec-19	385	Jun-20	578	Dec-20	578	Jun-21	350	Mining rehabilitation is being completed by the responsible mine.
Period	Area (per annum)																					
Dec-17	313																					
Jun-18	313																					
Dec-18	313																					
Jun-19	385																					
Dec-19	385																					
Jun-20	578																					
Dec-20	578																					
Jun-21	350																					

### 2.2.3 - Ensure Council and government agencies have a robust compliance program to protect environmental assets

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN14 - Environmental Reporting: Annual reports are provided on environmental outcomes for all major projects.	Council data	> 100	<table border="1"> <caption>Measure Status Data for EN14</caption> <thead> <tr> <th>Date</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>100</td></tr> <tr><td>Jun-18</td><td>100</td></tr> <tr><td>Dec-18</td><td>80</td></tr> <tr><td>Jun-19</td><td>85</td></tr> <tr><td>Dec-19</td><td>85</td></tr> <tr><td>Jun-20</td><td>85</td></tr> <tr><td>Dec-20</td><td>85</td></tr> <tr><td>Jun-21</td><td>0</td></tr> </tbody> </table>	Date	Value	Dec-17	100	Jun-18	100	Dec-18	80	Jun-19	85	Dec-19	85	Jun-20	85	Dec-20	85	Jun-21	0	Council has not had sufficient resources to review the environmental licences annual returns for extractive industries.
Date	Value																					
Dec-17	100																					
Jun-18	100																					
Dec-18	80																					
Jun-19	85																					
Dec-19	85																					
Jun-20	85																					
Dec-20	85																					
Jun-21	0																					

### 2.2.4 - Decision making will be informed by the principles of Ecologically Sustainable Development and the precautionary principle

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN15 - Environmental Concern: Percentage of surveyed residents with a high degree of concern about the environment is decreased.	Community survey	< 15 %	<table border="1"> <caption>Measure Status Data for EN15</caption> <thead> <tr> <th>Date</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>21</td></tr> <tr><td>Jun-18</td><td>21</td></tr> <tr><td>Dec-18</td><td>21</td></tr> <tr><td>Jun-19</td><td>21</td></tr> <tr><td>Dec-19</td><td>26</td></tr> <tr><td>Jun-20</td><td>26</td></tr> <tr><td>Dec-20</td><td>26</td></tr> <tr><td>Jun-21</td><td>0</td></tr> </tbody> </table>	Date	Value	Dec-17	21	Jun-18	21	Dec-18	21	Jun-19	21	Dec-19	26	Jun-20	26	Dec-20	26	Jun-21	0	Council has used the principles of sustainable development in the decision-making process. Council increased community awareness of environmental issues through media advertisements, the local newspaper, Facebook and correspondence.
Date	Value																					
Dec-17	21																					
Jun-18	21																					
Dec-18	21																					
Jun-19	21																					
Dec-19	26																					
Jun-20	26																					
Dec-20	26																					
Jun-21	0																					

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN16 - Ecological Sustainability Compliance: Demonstrated inclusion of Ecologically Sustainable Development and precautionary principle analysis in relevant Council Reports.	Council data	> 100	 <table border="1" data-bbox="683 232 1176 533"> <thead> <tr> <th>Date</th> <th>Measure Status</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>0</td> </tr> <tr> <td>Jun-18</td> <td>0</td> </tr> <tr> <td>Dec-18</td> <td>100</td> </tr> <tr> <td>Jun-19</td> <td>100</td> </tr> <tr> <td>Dec-19</td> <td>100</td> </tr> <tr> <td>Jun-20</td> <td>100</td> </tr> <tr> <td>Dec-20</td> <td>100</td> </tr> <tr> <td>Jun-21</td> <td>100</td> </tr> </tbody> </table>	Date	Measure Status	Dec-17	0	Jun-18	0	Dec-18	100	Jun-19	100	Dec-19	100	Jun-20	100	Dec-20	100	Jun-21	100	<p>Council submission on the Vickery Coal Mine Extension Project included a requirement that: "The NSW Government should apply the principles of ecologically sustainable development and the precautionary principle to the assessment of the Project." Council submission on the Narrabri Gas Project included a requirement that: "... the precautionary principle should be applied in this matter and indefinite monitoring of decommissioned coal seam gas wells by a public authority should be required until there is a sufficient body of evidence by way of long-term studies to conclude that the risk of contamination of water resource aquifers is negligible."</p>
Date	Measure Status																					
Dec-17	0																					
Jun-18	0																					
Dec-18	100																					
Jun-19	100																					
Dec-19	100																					
Jun-20	100																					
Dec-20	100																					
Jun-21	100																					

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

### 2.3.1 - Investigate and implement alternative energy technologies to reduce Council's carbon footprint

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN17 - Fuel Usage: Reduction in fuel usage on prior year.	Council data	> 400,000	<table border="1"> <caption>Fuel Usage Data</caption> <thead> <tr> <th>Period</th> <th>Fuel Usage</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>47,180</td> </tr> <tr> <td>Jun-18</td> <td>397,223</td> </tr> <tr> <td>Dec-18</td> <td>397,223</td> </tr> <tr> <td>Jun-19</td> <td>491,462</td> </tr> <tr> <td>Dec-19</td> <td>265,667</td> </tr> <tr> <td>Jun-20</td> <td>587,990</td> </tr> <tr> <td>Dec-20</td> <td>587,990</td> </tr> <tr> <td>Jun-21</td> <td>400,000</td> </tr> </tbody> </table>	Period	Fuel Usage	Dec-17	47,180	Jun-18	397,223	Dec-18	397,223	Jun-19	491,462	Dec-19	265,667	Jun-20	587,990	Dec-20	587,990	Jun-21	400,000	With a few fuel accounts outstanding, it is expected that 587,990 litres of fuel would have been consumed in 19-20 FY. This represents an average of 48,999 litres per month.
Period	Fuel Usage																					
Dec-17	47,180																					
Jun-18	397,223																					
Dec-18	397,223																					
Jun-19	491,462																					
Dec-19	265,667																					
Jun-20	587,990																					
Dec-20	587,990																					
Jun-21	400,000																					
EN18 - Total Energy Usage: 15% reduction in Council's total energy usage on 2016/17 levels by 2020/21.	Council data	> 15 %	<table border="1"> <caption>Total Energy Usage Reduction Data</caption> <thead> <tr> <th>Period</th> <th>Reduction (%)</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>0</td> </tr> <tr> <td>Jun-18</td> <td>5</td> </tr> <tr> <td>Dec-18</td> <td>5</td> </tr> <tr> <td>Jun-19</td> <td>5</td> </tr> <tr> <td>Dec-19</td> <td>19</td> </tr> <tr> <td>Jun-20</td> <td>22</td> </tr> <tr> <td>Dec-20</td> <td>22</td> </tr> <tr> <td>Jun-21</td> <td>15</td> </tr> </tbody> </table>	Period	Reduction (%)	Dec-17	0	Jun-18	5	Dec-18	5	Jun-19	5	Dec-19	19	Jun-20	22	Dec-20	22	Jun-21	15	Further actions deferred until 2021/2022 due to budget restrictions.
Period	Reduction (%)																					
Dec-17	0																					
Jun-18	5																					
Dec-18	5																					
Jun-19	5																					
Dec-19	19																					
Jun-20	22																					
Dec-20	22																					
Jun-21	15																					

### 2.3.2 - Implement a waste management strategy focusing on waste avoidance, reusing and recycling to minimise the proportion of waste sent to landfill and to maximise the use of our natural resources

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN19 - Household Waste Generation: Reducing average volume (kilograms) per household.	Council data	> 490 Kilograms	<table border="1"> <caption>Household Waste Generation Data</caption> <thead> <tr> <th>Period</th> <th>Volume (kg)</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>516</td> </tr> <tr> <td>Jun-18</td> <td>546</td> </tr> <tr> <td>Dec-18</td> <td>519</td> </tr> <tr> <td>Jun-19</td> <td>608</td> </tr> <tr> <td>Dec-19</td> <td>550</td> </tr> <tr> <td>Jun-20</td> <td>352</td> </tr> <tr> <td>Dec-20</td> <td>354</td> </tr> <tr> <td>Jun-21</td> <td>490</td> </tr> </tbody> </table>	Period	Volume (kg)	Dec-17	516	Jun-18	546	Dec-18	519	Jun-19	608	Dec-19	550	Jun-20	352	Dec-20	354	Jun-21	490	The waste strategy is under development and will consider work that is being delivered under the GHD contract. However, Council is focused on a waste minimisation campaign that includes promoting the use of the recycling and green bins as well as reducing the percentage of contamination.
Period	Volume (kg)																					
Dec-17	516																					
Jun-18	546																					
Dec-18	519																					
Jun-19	608																					
Dec-19	550																					
Jun-20	352																					
Dec-20	354																					
Jun-21	490																					

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN20 - Household Waste Recycling: Percentage of waste diverted from landfill (annual total waste diverted from landfill/annual municipal kerbside collection).	Council data	> 75 %	<table border="1"> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>45</td></tr> <tr><td>Jun-18</td><td>41</td></tr> <tr><td>Dec-18</td><td>38</td></tr> <tr><td>Jun-19</td><td>39</td></tr> <tr><td>Dec-19</td><td>36</td></tr> <tr><td>Jun-20</td><td>40</td></tr> <tr><td>Dec-20</td><td>53</td></tr> <tr><td>Jun-21</td><td>75</td></tr> </tbody> </table>	Period	Percentage	Dec-17	45	Jun-18	41	Dec-18	38	Jun-19	39	Dec-19	36	Jun-20	40	Dec-20	53	Jun-21	75	The waste strategy is under development and will consider work that is being delivered under the GHD contract. The percentage of waste diverted from household kerbside collection recycling and food and organics was 36% this equals to 560 tonnes of waste for the six month period. This would be approximately 1,120 tonnes for the full period.
Period	Percentage																					
Dec-17	45																					
Jun-18	41																					
Dec-18	38																					
Jun-19	39																					
Dec-19	36																					
Jun-20	40																					
Dec-20	53																					
Jun-21	75																					
EN21 - Public Recycling Facilities: Increase in the number of recycling facilities in public spaces.	Council data	> 4	<table border="1"> <thead> <tr> <th>Period</th> <th>Number of Facilities</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>2</td></tr> <tr><td>Dec-18</td><td>5</td></tr> <tr><td>Jun-19</td><td>4</td></tr> <tr><td>Dec-19</td><td>4</td></tr> <tr><td>Jun-20</td><td>0</td></tr> <tr><td>Dec-20</td><td>4</td></tr> <tr><td>Jun-21</td><td>4</td></tr> </tbody> </table>	Period	Number of Facilities	Dec-17	0	Jun-18	2	Dec-18	5	Jun-19	4	Dec-19	4	Jun-20	0	Dec-20	4	Jun-21	4	The waste strategy is under development and will consider work that is being delivered under the GHD contract.
Period	Number of Facilities																					
Dec-17	0																					
Jun-18	2																					
Dec-18	5																					
Jun-19	4																					
Dec-19	4																					
Jun-20	0																					
Dec-20	4																					
Jun-21	4																					
EN22 - Industry Waste Minimisation: Increase in number of businesses and industries involved in the waste minimisation program.	Council data	> 50	<table border="1"> <thead> <tr> <th>Period</th> <th>Number of Businesses/Industries</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>10</td></tr> <tr><td>Dec-18</td><td>10</td></tr> <tr><td>Jun-19</td><td>15</td></tr> <tr><td>Dec-19</td><td>15</td></tr> <tr><td>Jun-20</td><td>46</td></tr> <tr><td>Dec-20</td><td>20</td></tr> <tr><td>Jun-21</td><td>50</td></tr> </tbody> </table>	Period	Number of Businesses/Industries	Dec-17	0	Jun-18	10	Dec-18	10	Jun-19	15	Dec-19	15	Jun-20	46	Dec-20	20	Jun-21	50	As part of the development approval process, Council request waste management plans for all the new commercial developments in the Shire. Council has also reviewed the landfill fees, to include new charges that promote the adequate classification of waste. Council has also involved businesses in the litter reduction campaign.
Period	Number of Businesses/Industries																					
Dec-17	0																					
Jun-18	10																					
Dec-18	10																					
Jun-19	15																					
Dec-19	15																					
Jun-20	46																					
Dec-20	20																					
Jun-21	50																					

### 2.3.3 - Conserve and manage our natural water resources for environmental and agricultural sustainability

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN23 - Council Water Consumption: Percentage reduction on 2016/2017 levels in mains water consumed by Council operations.	Council data	< 15 %	<table border="1"> <caption>EN23 - Council Water Consumption Data</caption> <thead> <tr> <th>Date</th> <th>Percentage Reduction</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>40</td></tr> <tr><td>Jun-18</td><td>19</td></tr> <tr><td>Dec-18</td><td>21</td></tr> <tr><td>Jun-19</td><td>21</td></tr> <tr><td>Dec-19</td><td>24</td></tr> <tr><td>Jun-20</td><td>26</td></tr> <tr><td>Dec-20</td><td>26</td></tr> <tr><td>Jun-21</td><td>15</td></tr> </tbody> </table>	Date	Percentage Reduction	Dec-17	40	Jun-18	19	Dec-18	21	Jun-19	21	Dec-19	24	Jun-20	26	Dec-20	26	Jun-21	15	Water use across the Shire remains consistent with past years however automated meter readers and new water meters are recording greater use by residential and industrial properties due to their accuracy. This has greatly improved visibility for unaccounted water.
Date	Percentage Reduction																					
Dec-17	40																					
Jun-18	19																					
Dec-18	21																					
Jun-19	21																					
Dec-19	24																					
Jun-20	26																					
Dec-20	26																					
Jun-21	15																					
EN24 - Water Quality: Water quality improvement in the Namoi River. Measured by the positive displacement of rubbish.	Council data	> 1 Tonne	<table border="1"> <caption>EN24 - Water Quality Data</caption> <thead> <tr> <th>Date</th> <th>Positive Displacement (Tonnes)</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>0</td></tr> <tr><td>Dec-18</td><td>0</td></tr> <tr><td>Jun-19</td><td>0</td></tr> <tr><td>Dec-19</td><td>0</td></tr> <tr><td>Jun-20</td><td>0</td></tr> <tr><td>Dec-20</td><td>0</td></tr> <tr><td>Jun-21</td><td>1</td></tr> </tbody> </table>	Date	Positive Displacement (Tonnes)	Dec-17	0	Jun-18	0	Dec-18	0	Jun-19	0	Dec-19	0	Jun-20	0	Dec-20	0	Jun-21	1	No gross pollutant traps have been installed. A total of 93 potential sources of stormwater outflow to the catchment of the Namoi River within Narrabri town limits have been identified. No stormwater catchment models have been created or analysed, these estimates are based solely on existing storm water pipes and assuming they are sufficiently sized. Further work is required to scope the full extent of works.
Date	Positive Displacement (Tonnes)																					
Dec-17	0																					
Jun-18	0																					
Dec-18	0																					
Jun-19	0																					
Dec-19	0																					
Jun-20	0																					
Dec-20	0																					
Jun-21	1																					

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

### 2.4.1 - The community is informed by real time regional dust monitoring data to inform personal decisions

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN25 - Air Quality: Number of days polluting concentrations exceed National Environment Protection Measure (NEPM) guidelines.	Environmental Protection Agency data	< 0	<table border="1"> <caption>PM2.5 Exceedance Data</caption> <thead> <tr> <th>Date</th> <th>Number of Days</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>0</td></tr> <tr><td>Dec-18</td><td>23</td></tr> <tr><td>Jun-19</td><td>24</td></tr> <tr><td>Dec-19</td><td>1</td></tr> <tr><td>Jun-20</td><td>22</td></tr> <tr><td>Dec-20</td><td>22</td></tr> <tr><td>Jun-21</td><td>0</td></tr> </tbody> </table>	Date	Number of Days	Dec-17	0	Jun-18	0	Dec-18	23	Jun-19	24	Dec-19	1	Jun-20	22	Dec-20	22	Jun-21	0	PM2.5 particle levels were above standard for 22 days from 1 July 2019 to 30 June 2020. According to the NSW Annual Air Quality Statement 2019: The 20 days in 2019 were due to exceptional events (defined under Clause 18 of the AAQ NEPM as a 'fire or dust occurrence'). PM2.5 annual average levels remained below the standard at Narrabri.
Date	Number of Days																					
Dec-17	0																					
Jun-18	0																					
Dec-18	23																					
Jun-19	24																					
Dec-19	1																					
Jun-20	22																					
Dec-20	22																					
Jun-21	0																					
EN26 - Dust Monitoring: Real time regional monitoring system in place and available in easy to understand language.	Council data	> 85 %	<table border="1"> <caption>Dust Monitoring Availability Data</caption> <thead> <tr> <th>Date</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>98</td></tr> <tr><td>Dec-18</td><td>98</td></tr> <tr><td>Jun-19</td><td>99</td></tr> <tr><td>Dec-19</td><td>100</td></tr> <tr><td>Jun-20</td><td>100</td></tr> <tr><td>Dec-20</td><td>100</td></tr> <tr><td>Jun-21</td><td>85</td></tr> </tbody> </table>	Date	Percentage	Dec-17	0	Jun-18	98	Dec-18	98	Jun-19	99	Dec-19	100	Jun-20	100	Dec-20	100	Jun-21	85	Narrabri is now part of the NSW Air Quality Monitoring Network. The Narrabri air monitoring station was built in December 2017 near Narrabri Airport. Real-time Regional monitoring data has been available online since the equipment was installed.
Date	Percentage																					
Dec-17	0																					
Jun-18	98																					
Dec-18	98																					
Jun-19	99																					
Dec-19	100																					
Jun-20	100																					
Dec-20	100																					
Jun-21	85																					

### 2.4.2 - Projects are managed to minimise active disturbance areas and limit time to revegetation

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN27 - Mine Rehabilitation Compliance: Mines adhere to agreed rehabilitation schedules.	Council data	> 100 %	<table border="1"> <caption>Mine Rehabilitation Compliance Data</caption> <thead> <tr> <th>Date</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>100</td></tr> <tr><td>Jun-18</td><td>100</td></tr> <tr><td>Dec-18</td><td>100</td></tr> <tr><td>Jun-19</td><td>100</td></tr> <tr><td>Dec-19</td><td>0</td></tr> <tr><td>Jun-20</td><td>100</td></tr> <tr><td>Dec-20</td><td>100</td></tr> <tr><td>Jun-21</td><td>100</td></tr> </tbody> </table>	Date	Percentage	Dec-17	100	Jun-18	100	Dec-18	100	Jun-19	100	Dec-19	0	Jun-20	100	Dec-20	100	Jun-21	100	Council has not had sufficient resources to review Mine Rehabilitation Plans; however, the NSW Resource Regulator has conducted targeted assessments at mine sites to ensure that operators are effectively undertaking progressive rehabilitation in accordance with the obligations set out in their approved plans. Assumption made for 100% adherence.
Date	Percentage																					
Dec-17	100																					
Jun-18	100																					
Dec-18	100																					
Jun-19	100																					
Dec-19	0																					
Jun-20	100																					
Dec-20	100																					
Jun-21	100																					

**2.4.3 - Ground water extractions are maintained in an environmentally sustainable manner to ensure long term viability and quality**

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																				
EN28 - Water Resourcing: Current groundwater extractions are maintained.	Council data	< 400 Litres Per Day	<table border="1"> <caption>EN28 - Average Litres per resident per day Shire wide</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>403</td></tr> <tr><td>Jun-18</td><td>403</td></tr> <tr><td>Dec-18</td><td>403</td></tr> <tr><td>Jun-19</td><td>517</td></tr> <tr><td>Dec-19</td><td>446</td></tr> <tr><td>Jun-20</td><td>148</td></tr> <tr><td>Dec-20</td><td>148</td></tr> <tr><td>Jun-21</td><td>0</td></tr> <tr><td>Target Jun 2021</td><td>400</td></tr> </tbody> </table>	Period	Value	Dec-17	403	Jun-18	403	Dec-18	403	Jun-19	517	Dec-19	446	Jun-20	148	Dec-20	148	Jun-21	0	Target Jun 2021	400	Average Litres per resident per day Shire wide. Assumed population 10729 based on ABS 2016 data. Vol extracted from Apr to June 2020 was 0.58 GL.
Period	Value																							
Dec-17	403																							
Jun-18	403																							
Dec-18	403																							
Jun-19	517																							
Dec-19	446																							
Jun-20	148																							
Dec-20	148																							
Jun-21	0																							
Target Jun 2021	400																							
EN29 - Environmental Flow: Current bore water extractions are maintained.	Council data	> 1,000 Megalitres	<table border="1"> <caption>EN29 - Borefield extractions across the Shire during January 2020 to June 2020</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>1004</td></tr> <tr><td>Jun-18</td><td>1004</td></tr> <tr><td>Dec-18</td><td>1004</td></tr> <tr><td>Jun-19</td><td>1450</td></tr> <tr><td>Dec-19</td><td>1749</td></tr> <tr><td>Jun-20</td><td>1346</td></tr> <tr><td>Dec-20</td><td>1346</td></tr> <tr><td>Jun-21</td><td>0</td></tr> <tr><td>Target Jun 2021</td><td>1000</td></tr> </tbody> </table>	Period	Value	Dec-17	1004	Jun-18	1004	Dec-18	1004	Jun-19	1450	Dec-19	1749	Jun-20	1346	Dec-20	1346	Jun-21	0	Target Jun 2021	1000	Borefield extractions across the Shire during January 2020 to June 2020.
Period	Value																							
Dec-17	1004																							
Jun-18	1004																							
Dec-18	1004																							
Jun-19	1450																							
Dec-19	1749																							
Jun-20	1346																							
Dec-20	1346																							
Jun-21	0																							
Target Jun 2021	1000																							

**2.4.4 - Potential environmental and community impacts are minimised through thorough assessment and independent monitoring**

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																				
EN30 - Community Confidence: Community confidence in assessment and monitoring.	Community survey	> 75 %	<table border="1"> <caption>EN30 - Community confidence in assessment and monitoring</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>72</td></tr> <tr><td>Jun-18</td><td>72</td></tr> <tr><td>Dec-18</td><td>72</td></tr> <tr><td>Jun-19</td><td>72</td></tr> <tr><td>Dec-19</td><td>70</td></tr> <tr><td>Jun-20</td><td>70</td></tr> <tr><td>Dec-20</td><td>70</td></tr> <tr><td>Jun-21</td><td>0</td></tr> <tr><td>Target Jun 2021</td><td>75</td></tr> </tbody> </table>	Period	Value	Dec-17	72	Jun-18	72	Dec-18	72	Jun-19	72	Dec-19	70	Jun-20	70	Dec-20	70	Jun-21	0	Target Jun 2021	75	Council have taken a public and proactive role in advocating on the Vickery Extension Project and Narrabri Gas Project environmental requirements.
Period	Value																							
Dec-17	72																							
Jun-18	72																							
Dec-18	72																							
Jun-19	72																							
Dec-19	70																							
Jun-20	70																							
Dec-20	70																							
Jun-21	0																							
Target Jun 2021	75																							



## THEME 3: Our Economy

### Strategic Direction 3: Progressive and Diverse Economy

*By 2027, Progressive and Diverse Economy*

#### COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire Community identified several economic priority areas to be addressed over the following four years.

#### 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 OUTCOMES

In partnership with the community, government and non-government agencies, the Delivery Program will work towards achieving the following economic strategic outcomes:

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

Broadened economic base

## Our Economy

### Strategic Direction 3: Progressive and Diverse Economy

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

**3.1.1 - Identify and facilitate a diverse event, conference and entertainment program**

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EC01 - Events, Conferences & Entertainments: Percentage increase in the number of events, conferences and entertainment activities per annum.	Council data	> 10 %	<table border="1"> <caption>Data for EC01 Measure Status</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>10</td></tr> <tr><td>Dec-18</td><td>10</td></tr> <tr><td>Jun-19</td><td>8</td></tr> <tr><td>Dec-19</td><td>8</td></tr> <tr><td>Jun-20</td><td>0</td></tr> <tr><td>Dec-20</td><td>8</td></tr> <tr><td>Jun-21</td><td>10</td></tr> </tbody> </table>	Period	Value	Dec-17	0	Jun-18	10	Dec-18	10	Jun-19	8	Dec-19	8	Jun-20	0	Dec-20	8	Jun-21	10	<p>No increase due to COVID 19.</p> <p>Considering the current COVID restrictions, The Crossing Theatre has a busy program of events (Festival CREATE, 2 Travelling exhibitions, 2 theatre productions and a number of small business events. Please note, these could easily change due to Covid 19.</p>
Period	Value																					
Dec-17	0																					
Jun-18	10																					
Dec-18	10																					
Jun-19	8																					
Dec-19	8																					
Jun-20	0																					
Dec-20	8																					
Jun-21	10																					
EC02 - Events, Conferences & Entertainment Patronage: Percentage increase in patrons at The Crossing Theatre for events, conferences and entertainment per annum.	Council data	> 5 %	<table border="1"> <caption>Data for EC02 Measure Status</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>5</td></tr> <tr><td>Dec-18</td><td>5</td></tr> <tr><td>Jun-19</td><td>4</td></tr> <tr><td>Dec-19</td><td>4</td></tr> <tr><td>Jun-20</td><td>0</td></tr> <tr><td>Dec-20</td><td>4</td></tr> <tr><td>Jun-21</td><td>5</td></tr> </tbody> </table>	Period	Value	Dec-17	0	Jun-18	5	Dec-18	5	Jun-19	4	Dec-19	4	Jun-20	0	Dec-20	4	Jun-21	5	<p>No increase due to COVID 19.</p> <p>Considering the current COVID restrictions, The Crossing Theatre has a busy program of events (Festival CREATE, 2 Travelling exhibitions, 2 theatre productions and a number of small business events. Please note, these could easily change due to Covid 19.</p>
Period	Value																					
Dec-17	0																					
Jun-18	5																					
Dec-18	5																					
Jun-19	4																					
Dec-19	4																					
Jun-20	0																					
Dec-20	4																					
Jun-21	5																					

### 3.1.2 - Facilitate the provision of a quality tourism product to present to visitors

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EC03 - Tourism Visitation, Stay & Spend: Percentage increase in key visitor metrics for Narrabri Shire LGA - Number of Visitors.	Tourism Research Australia data	> 235,000 %	<table border="1"> <caption>Number of Visitors</caption> <thead> <tr> <th>Period</th> <th>Number of Visitors</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>223,000</td></tr> <tr><td>Jun-18</td><td>223,000</td></tr> <tr><td>Dec-18</td><td>223,000</td></tr> <tr><td>Jun-19</td><td>223,000</td></tr> <tr><td>Dec-19</td><td>245,000</td></tr> <tr><td>Jun-20</td><td>245,000</td></tr> <tr><td>Dec-20</td><td>245,000</td></tr> <tr><td>Jun-21</td><td>235,000</td></tr> </tbody> </table>	Period	Number of Visitors	Dec-17	223,000	Jun-18	223,000	Dec-18	223,000	Jun-19	223,000	Dec-19	245,000	Jun-20	245,000	Dec-20	245,000	Jun-21	235,000	<p>Council actively markets and promotes the Narrabri Shire through various campaigns and partnerships to attract more visitors, increase length of stay and encourage higher levels of expenditure to the region. 2018 (TRA) Total Number to the Narrabri Region 245,000. Average Spend per ON domestic \$107.00 per person. Average spend per trip domestic \$294 per person.</p>
Period	Number of Visitors																					
Dec-17	223,000																					
Jun-18	223,000																					
Dec-18	223,000																					
Jun-19	223,000																					
Dec-19	245,000																					
Jun-20	245,000																					
Dec-20	245,000																					
Jun-21	235,000																					
EC04 - Social Media Audience: Grow social media user database.	Facebook data	> 2,500	<table border="1"> <caption>Facebook Audience</caption> <thead> <tr> <th>Period</th> <th>Audience</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>1,221</td></tr> <tr><td>Jun-18</td><td>1,281</td></tr> <tr><td>Dec-18</td><td>1,351</td></tr> <tr><td>Jun-19</td><td>1,758</td></tr> <tr><td>Dec-19</td><td>2,022</td></tr> <tr><td>Jun-20</td><td>2,775</td></tr> <tr><td>Dec-20</td><td>3,275</td></tr> <tr><td>Jun-21</td><td>2,500</td></tr> </tbody> </table>	Period	Audience	Dec-17	1,221	Jun-18	1,281	Dec-18	1,351	Jun-19	1,758	Dec-19	2,022	Jun-20	2,775	Dec-20	3,275	Jun-21	2,500	<p>Council has increased their social media audience significantly which has been assisted by the development and implementation of a Social Media Strategy.</p>
Period	Audience																					
Dec-17	1,221																					
Jun-18	1,281																					
Dec-18	1,351																					
Jun-19	1,758																					
Dec-19	2,022																					
Jun-20	2,775																					
Dec-20	3,275																					
Jun-21	2,500																					
EC21 - Tourism Visitation, Stay & Spend: Percentage increase in key visitor metrics for Narrabri Shire LGA - Visitor Spend.	Tourism Research Australia data	> \$46	<table border="1"> <caption>Visitor Spend</caption> <thead> <tr> <th>Period</th> <th>Visitor Spend</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>44</td></tr> <tr><td>Jun-18</td><td>44</td></tr> <tr><td>Dec-18</td><td>44</td></tr> <tr><td>Jun-19</td><td>44</td></tr> <tr><td>Dec-19</td><td>45</td></tr> <tr><td>Jun-20</td><td>107</td></tr> <tr><td>Dec-20</td><td>107</td></tr> <tr><td>Jun-21</td><td>46</td></tr> </tbody> </table>	Period	Visitor Spend	Dec-17	44	Jun-18	44	Dec-18	44	Jun-19	44	Dec-19	45	Jun-20	107	Dec-20	107	Jun-21	46	<p>Council actively promotes a diverse range of local and regional products, gourmet produce, regional souvenirs, information and maps. 2018 (TRA) Total Number to the Narrabri Region 245,000. Average Spend per ON domestic \$107.00 per person. Average spend per trip domestic \$294 per person. Average spend per ON International \$50 per person. Average spend per trip International \$806 per person (figures used from 2018 as data is only collected every 2 years and new data has not been released yet).</p>
Period	Visitor Spend																					
Dec-17	44																					
Jun-18	44																					
Dec-18	44																					
Jun-19	44																					
Dec-19	45																					
Jun-20	107																					
Dec-20	107																					
Jun-21	46																					

### 3.1.3 - Implement the Narrabri CBD Master Plan to capture a greater proportion of highway traffic opportunities and improve shopping experience

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EC05 - CBD Customer Satisfaction: Increased satisfaction with CBD experience reflected in customer surveys.	Community survey	> 75 %	<table border="1"> <caption>EC05 - CBD Customer Satisfaction Data</caption> <thead> <tr> <th>Period</th> <th>Satisfaction Rate (%)</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>70</td></tr> <tr><td>Jun-18</td><td>70</td></tr> <tr><td>Dec-18</td><td>70</td></tr> <tr><td>Jun-19</td><td>70</td></tr> <tr><td>Dec-19</td><td>76</td></tr> <tr><td>Jun-20</td><td>76</td></tr> <tr><td>Dec-20</td><td>76</td></tr> <tr><td>Jun-21</td><td>75</td></tr> </tbody> </table>	Period	Satisfaction Rate (%)	Dec-17	70	Jun-18	70	Dec-18	70	Jun-19	70	Dec-19	76	Jun-20	76	Dec-20	76	Jun-21	75	The 2019 Micromex survey undertaken on behalf of Council shows a satisfaction rate of 76% with an increase of mean score when compared to the 2017 survey.
Period	Satisfaction Rate (%)																					
Dec-17	70																					
Jun-18	70																					
Dec-18	70																					
Jun-19	70																					
Dec-19	76																					
Jun-20	76																					
Dec-20	76																					
Jun-21	75																					
EC06 - CBD Shop Usage: Number of vacant shops decreased from June 2017 level. Shops facing Maitland Street, Narrabri.	Council data	< 9	<table border="1"> <caption>EC06 - CBD Shop Usage Data</caption> <thead> <tr> <th>Period</th> <th>Number of Vacant Shops</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>13</td></tr> <tr><td>Jun-18</td><td>12</td></tr> <tr><td>Dec-18</td><td>13</td></tr> <tr><td>Jun-19</td><td>11</td></tr> <tr><td>Dec-19</td><td>17</td></tr> <tr><td>Jun-20</td><td>11</td></tr> <tr><td>Dec-20</td><td>9</td></tr> <tr><td>Jun-21</td><td>9</td></tr> </tbody> </table>	Period	Number of Vacant Shops	Dec-17	13	Jun-18	12	Dec-18	13	Jun-19	11	Dec-19	17	Jun-20	11	Dec-20	9	Jun-21	9	There are currently 9 vacant shops facing Maitland Street in Narrabri which is a decrease from 11 during the last reporting period.
Period	Number of Vacant Shops																					
Dec-17	13																					
Jun-18	12																					
Dec-18	13																					
Jun-19	11																					
Dec-19	17																					
Jun-20	11																					
Dec-20	9																					
Jun-21	9																					

### 3.1.4 - Airport facilities and services provide connectivity to capital city markets

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EC07 - Airport Usage: Increased RPT numbers by 3% per annum.	Avdata Australia	> 6,500	<table border="1"> <caption>EC07 - Airport Usage Data</caption> <thead> <tr> <th>Period</th> <th>RPT Numbers</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>6500</td></tr> <tr><td>Jun-18</td><td>8341</td></tr> <tr><td>Dec-18</td><td>4477</td></tr> <tr><td>Jun-19</td><td>8250</td></tr> <tr><td>Dec-19</td><td>3902</td></tr> <tr><td>Jun-20</td><td>5097</td></tr> <tr><td>Dec-20</td><td>887</td></tr> <tr><td>Jun-21</td><td>0</td></tr> </tbody> </table>	Period	RPT Numbers	Dec-17	6500	Jun-18	8341	Dec-18	4477	Jun-19	8250	Dec-19	3902	Jun-20	5097	Dec-20	887	Jun-21	0	Reduced numbers due to COVID 19.
Period	RPT Numbers																					
Dec-17	6500																					
Jun-18	8341																					
Dec-18	4477																					
Jun-19	8250																					
Dec-19	3902																					
Jun-20	5097																					
Dec-20	887																					
Jun-21	0																					
EC08 - Airport Satisfaction: Positive rating of airport by users.	Targeted survey	> 80 %	<table border="1"> <caption>EC08 - Airport Satisfaction Data</caption> <thead> <tr> <th>Period</th> <th>Positive Rating (%)</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>70</td></tr> <tr><td>Dec-18</td><td>80</td></tr> <tr><td>Jun-19</td><td>80</td></tr> <tr><td>Dec-19</td><td>80</td></tr> <tr><td>Jun-20</td><td>80</td></tr> <tr><td>Dec-20</td><td>80</td></tr> <tr><td>Jun-21</td><td>80</td></tr> </tbody> </table>	Period	Positive Rating (%)	Dec-17	0	Jun-18	70	Dec-18	80	Jun-19	80	Dec-19	80	Jun-20	80	Dec-20	80	Jun-21	80	Positive responses to Airport Management.
Period	Positive Rating (%)																					
Dec-17	0																					
Jun-18	70																					
Dec-18	80																					
Jun-19	80																					
Dec-19	80																					
Jun-20	80																					
Dec-20	80																					
Jun-21	80																					

### Objective 3.2 - We will become a logistics hub for the northern inland region

#### 3.2.1 - Promote Narrabri Shire as a national and state significant Manufacturing and Logistics Hub.

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC09 - Logistical Operations: New or expanding logistics operations commenced.	Council data	> 2		Council has finalised a Strategic Business Case and Master Plan study of what is now known as the Northern NSW Inland Port (N2IP); 1x new logistics operation. Council has purchased 240ha of land and exercised options on an additional two blocks amounting to 134 hectares making the N2IP site approximately 370 hectares in size. Council is currently working with EY on optimising the connectivity of N2IP with Inland Rail. Council has received Growing Local Economies funds of \$16.8 million and Commonwealth Budget funds of \$7.8 million for infrastructure works at the N2IP development.

#### 3.2.2 - Develop at least one flood free intermodal site that has access to quality infrastructure and the proposed inland rail network

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC10 - Intermodal Site: Additional intermodal site established.	Council data	> 4		Narrabri Shire has three (3) operational intermodal sites. The Northern NSW Inland Port (N2IP) development includes the capability of providing further intermodal capabilities with direct connectivity to Inland Rail infrastructure. Council has purchased 240ha for N2IP and exercised options on an additional 134ha, giving a total footprint of 374 hectares.

### 3.2.3 - Explore opportunities for increasing the efficiency of freight movements

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EC11 - Freight Movement: Increased percentage of road network available for longer freight vehicles.	Council data	> 100 %	<table border="1"> <caption>Measure Status Data</caption> <thead> <tr> <th>Date</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>93</td> </tr> <tr> <td>Jun-18</td> <td>93</td> </tr> <tr> <td>Dec-18</td> <td>93</td> </tr> <tr> <td>Jun-19</td> <td>100</td> </tr> <tr> <td>Dec-19</td> <td>95</td> </tr> <tr> <td>Jun-20</td> <td>100</td> </tr> <tr> <td>Dec-20</td> <td>100</td> </tr> <tr> <td>Jun-21</td> <td>100</td> </tr> </tbody> </table>	Date	Percentage	Dec-17	93	Jun-18	93	Dec-18	93	Jun-19	100	Dec-19	95	Jun-20	100	Dec-20	100	Jun-21	100	Heavy vehicle permits are assessed based on the National Heavy Vehicle Regulator (NHVR) requirements. Routes are generally approved with the exception of routes that impact Councils infrastructure (e.g. load limited bridges), or the local community (e.g. within the town residential areas and school zones).
Date	Percentage																					
Dec-17	93																					
Jun-18	93																					
Dec-18	93																					
Jun-19	100																					
Dec-19	95																					
Jun-20	100																					
Dec-20	100																					
Jun-21	100																					

### Objective 3.3 - Value adding and industry innovation will drive employment

#### 3.3.1 - Value adding opportunities will be researched and pursued

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EC12 - Value Adding: Number of value adding opportunities assessed through the development application process and/or State Significant developments.	Council data	> 8	<table border="1"> <caption>Measure Status Data</caption> <thead> <tr> <th>Date</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>1</td> </tr> <tr> <td>Jun-18</td> <td>2</td> </tr> <tr> <td>Dec-18</td> <td>2</td> </tr> <tr> <td>Jun-19</td> <td>4</td> </tr> <tr> <td>Dec-19</td> <td>4</td> </tr> <tr> <td>Jun-20</td> <td>5</td> </tr> <tr> <td>Dec-20</td> <td>8</td> </tr> <tr> <td>Jun-21</td> <td>0</td> </tr> </tbody> </table>	Date	Value	Dec-17	1	Jun-18	2	Dec-18	2	Jun-19	4	Dec-19	4	Jun-20	5	Dec-20	8	Jun-21	0	<p>As potential opportunities arise, Council staff provide new businesses with contacts for existing local operators that will jointly benefit both parties. Council organised and ran an Inland Rail Industry Stakeholder Round Table to encourage business networking opportunities and a Small Business Summit in July of 2019. Council has successfully underwritten a local gift card programme which has had good uptake and usage keeping spending local. An online business directory has been established allowing local businesses to connect to each other. In October 2020, Council organised a small business networking event and 18 workshops over Small Business Month.</p>
Date	Value																					
Dec-17	1																					
Jun-18	2																					
Dec-18	2																					
Jun-19	4																					
Dec-19	4																					
Jun-20	5																					
Dec-20	8																					
Jun-21	0																					

3.3.2 - Industry innovation trends will be determined, monitored and referenced to identify opportunities

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EC13 - Industry Trends: Annual production of documents identifying industry trends.	Council data	> 4	 <table border="1" data-bbox="687 286 1169 584"> <caption>Annual production of documents identifying industry trends</caption> <thead> <tr> <th>Period</th> <th>Production</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>0</td> </tr> <tr> <td>Jun-18</td> <td>0</td> </tr> <tr> <td>Dec-18</td> <td>0</td> </tr> <tr> <td>Jun-19</td> <td>1</td> </tr> <tr> <td>Dec-19</td> <td>1</td> </tr> <tr> <td>Jun-20</td> <td>2</td> </tr> <tr> <td>Dec-20</td> <td>4</td> </tr> <tr> <td>Jun-21</td> <td>4</td> </tr> </tbody> </table>	Period	Production	Dec-17	0	Jun-18	0	Dec-18	0	Jun-19	1	Dec-19	1	Jun-20	2	Dec-20	4	Jun-21	4	<p>A Strategic Business Case in relation to the Industrial and Logistics Hub has been undertaken. Within this document is a list and review of industry trends pertaining to organisations that would benefit from establishing in the Industrial and Logistics Hub. Council is currently working with EY on a report looking at optimising the connectivity of N2IP to Inland Rail. Narrabri Shire was endorsed by the NSW State Government as a Strategic Activation Precinct investigation area in late 2020. A part of the investigation will look at business and industry able to be attracted to Narrabri Shire. Council now has access to localised economic data through a REMPLAN subscription.</p>
Period	Production																					
Dec-17	0																					
Jun-18	0																					
Dec-18	0																					
Jun-19	1																					
Dec-19	1																					
Jun-20	2																					
Dec-20	4																					
Jun-21	4																					

### 3.3.3 - Local industry leaders will be regularly consulted to determine emerging competitive advantages

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC14 - Industry Innovation and Collaboration: Annual 'Think Tank' industry leader forum held and documented.	Council data	> 4		Council has recently employed a Small Business Liaison Officer who is actively working with Business and Industry across the Shire and holds monthly business meetings. Council ran numerous successful workshops throughout October 2020 which is Small Business Month, finishing with a well attended Business Networking Evening where the Online B2B Localised Platform was officially launched. Council continues to attend all Chamber of Commerce Meetings in Narrabri, Boggabri and Wee Waa.

### 3.3.4 - Promote opportunities created through abundant supply of energy and easy access to transport logistics

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC15 - Business Growth: Number of registered businesses in Narrabri Shire LGA.	Australian Bureau of Statistics data	> 1,700		The number of businesses currently registered within the Narrabri LGA is 1751. Council is currently developing an updated Investment Prospectus to provide to potential investors.

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

#### 3.4.1 - Available residential land is adequate to meet demand in the local market

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EC16 - Median Sales Price: Median sales prices are in line with comparable areas.	Real Estate data	10 %	<table border="1"> <caption>Median Sales Price Data</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>2</td></tr> <tr><td>Jun-18</td><td>12</td></tr> <tr><td>Dec-18</td><td>12</td></tr> <tr><td>Jun-19</td><td>2</td></tr> <tr><td>Dec-19</td><td>2</td></tr> <tr><td>Jun-20</td><td>10</td></tr> <tr><td>Dec-20</td><td>10</td></tr> <tr><td>Jun-21</td><td>10</td></tr> </tbody> </table>	Period	Value	Dec-17	2	Jun-18	12	Dec-18	12	Jun-19	2	Dec-19	2	Jun-20	10	Dec-20	10	Jun-21	10	<p>As of December 2020:                      Narrabri median house price is \$330,000.00 (stable)                      Gunnedah median house price is \$330,000.00 (stable)                      Moree median house price is \$208,000 (increase from \$184K)                      Inverell median house price is \$265,000.00 (decrease from \$265k).</p>
Period	Value																					
Dec-17	2																					
Jun-18	12																					
Dec-18	12																					
Jun-19	2																					
Dec-19	2																					
Jun-20	10																					
Dec-20	10																					
Jun-21	10																					

#### 3.4.2 - Public housing stock is adequate to meet current and projected demand across all demographics

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EC17 - Housing Affordability: Affordability of housing in the Narrabri Shire calculated by median weekly rent divided by median weekly household income.	Council data	> 15 %	<table border="1"> <caption>Housing Affordability Data</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>16</td></tr> <tr><td>Jun-18</td><td>16</td></tr> <tr><td>Dec-18</td><td>36</td></tr> <tr><td>Jun-19</td><td>36</td></tr> <tr><td>Dec-19</td><td>36</td></tr> <tr><td>Jun-20</td><td>29</td></tr> <tr><td>Dec-20</td><td>29</td></tr> <tr><td>Jun-21</td><td>15</td></tr> </tbody> </table>	Period	Value	Dec-17	16	Jun-18	16	Dec-18	36	Jun-19	36	Dec-19	36	Jun-20	29	Dec-20	29	Jun-21	15	<p>Data sourced (realestate.com) that is current to July 2020 shows a figure of 29.78% of household income spent on rent in Narrabri. This figure remains less than Gunnedah which is has decreased from 37.31% yo 30.6%.</p>
Period	Value																					
Dec-17	16																					
Jun-18	16																					
Dec-18	36																					
Jun-19	36																					
Dec-19	36																					
Jun-20	29																					
Dec-20	29																					
Jun-21	15																					

#### 3.4.3 - Housing stock will reflect the changing demographic trend of smaller low maintenance properties

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EC18 - Housing Stock: New approvals for housing reflect increased percentage of unit/villa stock.	Council data	> 5 %	<table border="1"> <caption>Housing Stock Data</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>0</td></tr> <tr><td>Dec-18</td><td>0</td></tr> <tr><td>Jun-19</td><td>0</td></tr> <tr><td>Dec-19</td><td>0</td></tr> <tr><td>Jun-20</td><td>0</td></tr> <tr><td>Dec-20</td><td>0</td></tr> <tr><td>Jun-21</td><td>5</td></tr> </tbody> </table>	Period	Value	Dec-17	0	Jun-18	0	Dec-18	0	Jun-19	0	Dec-19	0	Jun-20	0	Dec-20	0	Jun-21	5	<p>No unit developments received or approved.</p>
Period	Value																					
Dec-17	0																					
Jun-18	0																					
Dec-18	0																					
Jun-19	0																					
Dec-19	0																					
Jun-20	0																					
Dec-20	0																					
Jun-21	5																					

### 3.4.4 - Housing stocks will be maintained to a suitable standard

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																				
EC19 - Residential Development: Increase in residential investment per year. Measured by number of new dwelling applications.	Council data	> 15	<table border="1"> <caption>EC19 - Residential Development Data</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>12</td> </tr> <tr> <td>Jun-18</td> <td>5</td> </tr> <tr> <td>Dec-18</td> <td>11</td> </tr> <tr> <td>Jun-19</td> <td>11</td> </tr> <tr> <td>Dec-19</td> <td>5</td> </tr> <tr> <td>Jun-20</td> <td>10</td> </tr> <tr> <td>Dec-20</td> <td>10</td> </tr> <tr> <td>Jun-21</td> <td>0</td> </tr> <tr> <td>Target Jun 2021</td> <td>15</td> </tr> </tbody> </table>	Period	Value	Dec-17	12	Jun-18	5	Dec-18	11	Jun-19	11	Dec-19	5	Jun-20	10	Dec-20	10	Jun-21	0	Target Jun 2021	15	In FY 2019-2020 there were 6 new dwellings in Narrabri, 3 new dwellings in Boggabri and 1 new dwelling in Wee Waa, indicating consistent residential investment.
Period	Value																							
Dec-17	12																							
Jun-18	5																							
Dec-18	11																							
Jun-19	11																							
Dec-19	5																							
Jun-20	10																							
Dec-20	10																							
Jun-21	0																							
Target Jun 2021	15																							
EC20 - Public Complaints: Decreasing trend of public complaints about buildings.	Council data	< 5	<table border="1"> <caption>EC20 - Public Complaints Data</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>6</td> </tr> <tr> <td>Jun-18</td> <td>4</td> </tr> <tr> <td>Dec-18</td> <td>6</td> </tr> <tr> <td>Jun-19</td> <td>6</td> </tr> <tr> <td>Dec-19</td> <td>2</td> </tr> <tr> <td>Jun-20</td> <td>3</td> </tr> <tr> <td>Dec-20</td> <td>3</td> </tr> <tr> <td>Jun-21</td> <td>0</td> </tr> <tr> <td>Target Jun 2021</td> <td>5</td> </tr> </tbody> </table>	Period	Value	Dec-17	6	Jun-18	4	Dec-18	6	Jun-19	6	Dec-19	2	Jun-20	3	Dec-20	3	Jun-21	0	Target Jun 2021	5	Planning and Environment managing complaints as lodged.
Period	Value																							
Dec-17	6																							
Jun-18	4																							
Dec-18	6																							
Jun-19	6																							
Dec-19	2																							
Jun-20	3																							
Dec-20	3																							
Jun-21	0																							
Target Jun 2021	5																							



## THEME 4: Our Civic Leadership

### Strategic Direction 4: Collaborative and Proactive Leadership

*By 2027, Collaborative and Proactive Leadership*

#### COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire community identified several civic leadership priority areas to be addressed over the following four years.

#### 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 OUTCOMES

In partnership with the community, government and non-government agencies, the Delivery Program will work towards achieving the following civic leadership strategic outcomes:

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

## Our Civic Leadership

### Strategic Direction 4: Collaborative and Proactive Leadership

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

**4.1.1 - Provide customer service excellence that is responsive to community needs**

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
CL02 - Community Satisfaction: Community satisfaction with operations of Council.	Community survey	> 75 %	<table border="1"> <caption>Community Satisfaction Data</caption> <thead> <tr> <th>Date</th> <th>Score</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>61</td></tr> <tr><td>Jun-18</td><td>61</td></tr> <tr><td>Dec-18</td><td>61</td></tr> <tr><td>Jun-19</td><td>61</td></tr> <tr><td>Dec-19</td><td>65</td></tr> <tr><td>Jun-20</td><td>65</td></tr> <tr><td>Dec-20</td><td>65</td></tr> <tr><td>Jun-21</td><td>75</td></tr> </tbody> </table>	Date	Score	Dec-17	61	Jun-18	61	Dec-18	61	Jun-19	61	Dec-19	65	Jun-20	65	Dec-20	65	Jun-21	75	<p>Responsiveness can be increased and monitored with the implementation of the new Corporate Information System. Follow-up action has to be taken to ensure requests are closed out in the system once completed. Customer response workflows are continuing to be built in CRM and reporting of this data is being tested to ensure accuracy.</p>
Date	Score																					
Dec-17	61																					
Jun-18	61																					
Dec-18	61																					
Jun-19	61																					
Dec-19	65																					
Jun-20	65																					
Dec-20	65																					
Jun-21	75																					
CL01 - Customer Response: Percentage of customer requests attended to within adopted customer service level standards.	Council data	> 85 %	<table border="1"> <caption>Customer Response Data</caption> <thead> <tr> <th>Date</th> <th>Score</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>52</td></tr> <tr><td>Jun-18</td><td>52</td></tr> <tr><td>Dec-18</td><td>52</td></tr> <tr><td>Jun-19</td><td>57</td></tr> <tr><td>Dec-19</td><td>57</td></tr> <tr><td>Jun-20</td><td>90</td></tr> <tr><td>Dec-20</td><td>65</td></tr> <tr><td>Jun-21</td><td>85</td></tr> </tbody> </table>	Date	Score	Dec-17	52	Jun-18	52	Dec-18	52	Jun-19	57	Dec-19	57	Jun-20	90	Dec-20	65	Jun-21	85	<p>The Community Survey was undertaken in September 2019. 84% of residents are at least somewhat satisfied with the overall performance of Council over the past 12 months. This is a 2% increase from the previous survey conducted in 2017. Residents are at least satisfied with 35 out of 45 Council services/facilities. 85% of residents rate their overall quality of life good to excellent.</p>
Date	Score																					
Dec-17	52																					
Jun-18	52																					
Dec-18	52																					
Jun-19	57																					
Dec-19	57																					
Jun-20	90																					
Dec-20	65																					
Jun-21	85																					

4.1.2 - Ensure the community is informed and involved in Council activities through implementing quality consultation

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
CL03 - Community Satisfaction: Level of satisfaction with Council's provision of information to residents about activities, services and community services.	Community survey	> 75 %	<table border="1"> <caption>Community Satisfaction Data</caption> <thead> <tr> <th>Period</th> <th>Satisfaction Level</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>67</td></tr> <tr><td>Jun-18</td><td>67</td></tr> <tr><td>Dec-18</td><td>67</td></tr> <tr><td>Jun-19</td><td>67</td></tr> <tr><td>Dec-19</td><td>65</td></tr> <tr><td>Jun-20</td><td>65</td></tr> <tr><td>Dec-20</td><td>65</td></tr> <tr><td>Jun-21</td><td>75</td></tr> </tbody> </table>	Period	Satisfaction Level	Dec-17	67	Jun-18	67	Dec-18	67	Jun-19	67	Dec-19	65	Jun-20	65	Dec-20	65	Jun-21	75	Council continues to distribute information on Council-specific activities through Your Council, media releases, the Council website, fact sheets, social media and community radio sponsored announcements. In August 2018 Council commenced a radio segment fortnightly with local community radio station 2maxFM where the GM provides an update on Council related activities.
Period	Satisfaction Level																					
Dec-17	67																					
Jun-18	67																					
Dec-18	67																					
Jun-19	67																					
Dec-19	65																					
Jun-20	65																					
Dec-20	65																					
Jun-21	75																					
CL04 - Website Usage: Increasing trend of visits to the Narrabri Shire Council website homepage.	Google analytics	> 0	<table border="1"> <caption>Website Usage Data</caption> <thead> <tr> <th>Period</th> <th>Visits</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>6226</td></tr> <tr><td>Dec-18</td><td>16854</td></tr> <tr><td>Jun-19</td><td>35000</td></tr> <tr><td>Dec-19</td><td>46799</td></tr> <tr><td>Jun-20</td><td>58487</td></tr> <tr><td>Dec-20</td><td>12750</td></tr> <tr><td>Jun-21</td><td>0</td></tr> </tbody> </table>	Period	Visits	Dec-17	0	Jun-18	6226	Dec-18	16854	Jun-19	35000	Dec-19	46799	Jun-20	58487	Dec-20	12750	Jun-21	0	Google Analytics was applied to the Narrabri Shire Council website from July 1 2020 to December 31 2020. This has provided accurate data on users accessing the Narrabri Shire Council homepage for the reporting period.
Period	Visits																					
Dec-17	0																					
Jun-18	6226																					
Dec-18	16854																					
Jun-19	35000																					
Dec-19	46799																					
Jun-20	58487																					
Dec-20	12750																					
Jun-21	0																					
CL05 - Social Media Usage: Number of people following the Narrabri Shire Council Facebook page and other platforms.	Council data	> 0	<table border="1"> <caption>Social Media Usage Data</caption> <thead> <tr> <th>Period</th> <th>Followers</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>3376</td></tr> <tr><td>Jun-18</td><td>3576</td></tr> <tr><td>Dec-18</td><td>3784</td></tr> <tr><td>Jun-19</td><td>4115</td></tr> <tr><td>Dec-19</td><td>4274</td></tr> <tr><td>Jun-20</td><td>4788</td></tr> <tr><td>Dec-20</td><td>5042</td></tr> <tr><td>Jun-21</td><td>0</td></tr> </tbody> </table>	Period	Followers	Dec-17	3376	Jun-18	3576	Dec-18	3784	Jun-19	4115	Dec-19	4274	Jun-20	4788	Dec-20	5042	Jun-21	0	Council continues to provide regular updates on its social media platforms of interesting and relevant information. Council provides posts that inform the community on upcoming events, career opportunities, project updates, emergencies and other matters of interest.
Period	Followers																					
Dec-17	3376																					
Jun-18	3576																					
Dec-18	3784																					
Jun-19	4115																					
Dec-19	4274																					
Jun-20	4788																					
Dec-20	5042																					
Jun-21	0																					

#### 4.1.3 - Develop and build strong, productive partnerships with State and Federal Governments

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
CL06 - Grant Funding: Grant funding levels maintained (per annum).	Council data	> \$6	<table border="1"> <caption>Grant Funding Levels (per annum)</caption> <thead> <tr> <th>Date</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>6</td> </tr> <tr> <td>Jun-18</td> <td>6</td> </tr> <tr> <td>Dec-18</td> <td>2</td> </tr> <tr> <td>Jun-19</td> <td>10</td> </tr> <tr> <td>Dec-19</td> <td>2</td> </tr> <tr> <td>Jun-20</td> <td>6.5</td> </tr> <tr> <td>Dec-20</td> <td>13</td> </tr> <tr> <td>Jun-21</td> <td>6</td> </tr> </tbody> </table>	Date	Value	Dec-17	6	Jun-18	6	Dec-18	2	Jun-19	10	Dec-19	2	Jun-20	6.5	Dec-20	13	Jun-21	6	In the period of 1 October 2020 to 31 December 2020 Council lodged 13 grant applications. Council is proactive in researching grant opportunities and lodging grant applications. There is ongoing review of available grant opportunities for all sections of Council. Council continues to match funding opportunities with capital works and specific projects.
Date	Value																					
Dec-17	6																					
Jun-18	6																					
Dec-18	2																					
Jun-19	10																					
Dec-19	2																					
Jun-20	6.5																					
Dec-20	13																					
Jun-21	6																					

#### 4.1.4 - Grow volunteer capacity to achieve community outcomes

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
CL07 - Volunteering: Percentage of adult population who volunteer.	Community survey	> 70 %	<table border="1"> <caption>Percentage of adult population who volunteer</caption> <thead> <tr> <th>Date</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>67</td> </tr> <tr> <td>Jun-18</td> <td>67</td> </tr> <tr> <td>Dec-18</td> <td>67</td> </tr> <tr> <td>Jun-19</td> <td>67</td> </tr> <tr> <td>Dec-19</td> <td>65</td> </tr> <tr> <td>Jun-20</td> <td>65</td> </tr> <tr> <td>Dec-20</td> <td>65</td> </tr> <tr> <td>Jun-21</td> <td>70</td> </tr> </tbody> </table>	Date	Value	Dec-17	67	Jun-18	67	Dec-18	67	Jun-19	67	Dec-19	65	Jun-20	65	Dec-20	65	Jun-21	70	Data obtained from Micromex Research Community Survey, held October 2019. 65% of residents stated they had volunteered in their local community in the last 12 months. Those living in towns were significantly more likely to have participated in local sport/recreational activities than those living in villages. Experience with local transport limitations decreased with age. Participation in arts and cultural activities was significantly higher among females compared to males.
Date	Value																					
Dec-17	67																					
Jun-18	67																					
Dec-18	67																					
Jun-19	67																					
Dec-19	65																					
Jun-20	65																					
Dec-20	65																					
Jun-21	70																					

## Objective 4.2 - Decision making will ensure Council remains financially sustainable

### 4.2.1 - Maintain and improve Council's financial sustainability with a focus on core business

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
CL08 - Council Fitness: Council meeting Fit For The Future (FFTF) Ratios.	Council data	> 100 %	<p>The chart displays the Council's meeting fit ratios over time. It starts at 100% in Dec-17 and remains stable until Dec-19. From Jun-20, there is a sharp decline to 83% in Jun-20, 50% in Dec-20, and 0% in Jun-21. A target of 100% is indicated by a blue dot at Jun-21.</p>	Council is currently meeting only three of the six benchmark indicators for Performance Measures reported in note 26 of the 2020 audited Financial Statements. Covid-19 restrictions and the affects of the prolonged drought have had a significant impact, particularly for Council's operating performance ratio and the outstanding rates and charges percentage.

### 4.2.2 - Proposed expansions in Council services are evaluated after consideration of asset renewal and operational costs

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
CL09 - Service Expansions: No service expansion occurs without full lifecycle costing considerations.	Council data	< 0	<p>The chart shows that no service expansions occurred during the period from Dec-17 to Jun-21, with all data points remaining at 0.</p>	Council has considered one (1) business case assessment during the Delivery Program period (2017-2021) and agreed not to proceed due to the poor business case.

#### 4.2.3 - Modernise Council's service delivery, governance and management

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
CL21 - Council Performance: Increased Community satisfaction with Council performance.	Community survey	> 80 %	<table border="1"> <caption>Community Satisfaction with Council Performance</caption> <thead> <tr> <th>Date</th> <th>Satisfaction (%)</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>82</td></tr> <tr><td>Jun-18</td><td>82</td></tr> <tr><td>Dec-18</td><td>82</td></tr> <tr><td>Jun-19</td><td>82</td></tr> <tr><td>Dec-19</td><td>84</td></tr> <tr><td>Jun-20</td><td>84</td></tr> <tr><td>Dec-20</td><td>84</td></tr> <tr><td>Jun-21</td><td>80</td></tr> </tbody> </table>	Date	Satisfaction (%)	Dec-17	82	Jun-18	82	Dec-18	82	Jun-19	82	Dec-19	84	Jun-20	84	Dec-20	84	Jun-21	80	The Community Survey was undertaken in September 2019. 84% of residents are at least somewhat satisfied with the overall performance of Council over the past 12 months. This is a 2% increase from the previous survey conducted in 2017. Residents are at least satisfied with 35 out of 45 Council services/facilities. 85% of residents rate their overall quality of life good to excellent. The next Community Satisfaction survey is scheduled to be undertaken late 2021.
Date	Satisfaction (%)																					
Dec-17	82																					
Jun-18	82																					
Dec-18	82																					
Jun-19	82																					
Dec-19	84																					
Jun-20	84																					
Dec-20	84																					
Jun-21	80																					
CL11 - Councillor Satisfaction: Percentage of Community satisfaction with elected representatives.	Community survey	> 75 %	<table border="1"> <caption>Percentage of Community Satisfaction with Elected Representatives</caption> <thead> <tr> <th>Date</th> <th>Satisfaction (%)</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>68</td></tr> <tr><td>Jun-18</td><td>68</td></tr> <tr><td>Dec-18</td><td>68</td></tr> <tr><td>Jun-19</td><td>68</td></tr> <tr><td>Dec-19</td><td>65</td></tr> <tr><td>Jun-20</td><td>65</td></tr> <tr><td>Dec-20</td><td>65</td></tr> <tr><td>Jun-21</td><td>75</td></tr> </tbody> </table>	Date	Satisfaction (%)	Dec-17	68	Jun-18	68	Dec-18	68	Jun-19	68	Dec-19	65	Jun-20	65	Dec-20	65	Jun-21	75	The Community Survey undertaken in September 2019 reported that satisfaction is currently higher among 65+ year olds and lower among 50-64 year olds.
Date	Satisfaction (%)																					
Dec-17	68																					
Jun-18	68																					
Dec-18	68																					
Jun-19	68																					
Dec-19	65																					
Jun-20	65																					
Dec-20	65																					
Jun-21	75																					
CL13 - Organisational Review: Organisational structure reviewed according to Service Review schedule.	Council data	> 100 %	<table border="1"> <caption>Organisational Structure Reviewed</caption> <thead> <tr> <th>Date</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>19</td></tr> <tr><td>Jun-18</td><td>20</td></tr> <tr><td>Dec-18</td><td>30</td></tr> <tr><td>Jun-19</td><td>30</td></tr> <tr><td>Dec-19</td><td>75</td></tr> <tr><td>Jun-20</td><td>100</td></tr> <tr><td>Dec-20</td><td>100</td></tr> <tr><td>Jun-21</td><td>100</td></tr> </tbody> </table>	Date	Percentage (%)	Dec-17	19	Jun-18	20	Dec-18	30	Jun-19	30	Dec-19	75	Jun-20	100	Dec-20	100	Jun-21	100	Organisational restructure implemented effective from November 2019 giving consideration to 8 previous service reviews. Extensive recruitment processes undertaken between implementation date to fill vacancies within the determines structure. Informal service reviews have continued to occur to monitor the effectiveness of new organisational structure, with minor amendments required particularly in consideration of labour market factors.
Date	Percentage (%)																					
Dec-17	19																					
Jun-18	20																					
Dec-18	30																					
Jun-19	30																					
Dec-19	75																					
Jun-20	100																					
Dec-20	100																					
Jun-21	100																					

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																				
CL12 - Service Review: Service Review Program undertaken.	Council data	> 12	<table border="1"> <caption>Service Review Data</caption> <thead> <tr> <th>Date</th> <th>Number of Reviews</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>1</td> </tr> <tr> <td>Jun-18</td> <td>2</td> </tr> <tr> <td>Dec-18</td> <td>8</td> </tr> <tr> <td>Jun-19</td> <td>8</td> </tr> <tr> <td>Dec-19</td> <td>8</td> </tr> <tr> <td>Jun-20</td> <td>8</td> </tr> <tr> <td>Dec-20</td> <td>8</td> </tr> <tr> <td>Jun-21</td> <td>0</td> </tr> <tr> <td>Jun-21 (Target)</td> <td>12</td> </tr> </tbody> </table>	Date	Number of Reviews	Dec-17	1	Jun-18	2	Dec-18	8	Jun-19	8	Dec-19	8	Jun-20	8	Dec-20	8	Jun-21	0	Jun-21 (Target)	12	<p>Service reviews completed for The Crossing Theatre, Tourism Services, Swimming Pools, Fleet Management, Road Services, Fleet, Project Management and Parks and Open Spaces. Full organisational restructure undertaken in 2019 considering the completed service review and other organisational feedback. Informal service reviews have continued to occur to monitor the effectiveness of new organisational structure, with minor amendments required particularly in consideration of labour market factors.</p>
Date	Number of Reviews																							
Dec-17	1																							
Jun-18	2																							
Dec-18	8																							
Jun-19	8																							
Dec-19	8																							
Jun-20	8																							
Dec-20	8																							
Jun-21	0																							
Jun-21 (Target)	12																							

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

### 4.3.1 - Develop and integrate a methodology that measures and reports to communities on equitable distribution of Council funding

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																				
CL14 - Spending Distribution: Increased community understanding of Council's spending distribution throughout the Shire.	Community survey	> 75 %	<table border="1"> <caption>Spending Distribution Data</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>61</td></tr> <tr><td>Jun-18</td><td>61</td></tr> <tr><td>Dec-18</td><td>61</td></tr> <tr><td>Jun-19</td><td>61</td></tr> <tr><td>Dec-19</td><td>55</td></tr> <tr><td>Jun-20</td><td>55</td></tr> <tr><td>Dec-20</td><td>55</td></tr> <tr><td>Jun-21</td><td>75</td></tr> <tr><td>Jun-21</td><td>0</td></tr> </tbody> </table>	Period	Percentage	Dec-17	61	Jun-18	61	Dec-18	61	Jun-19	61	Dec-19	55	Jun-20	55	Dec-20	55	Jun-21	75	Jun-21	0	Council has introduced service-based costings as part of its budget. budget review and year end reporting processes. This will be further enhanced with further development of Council's new Corporate Information system.
Period	Percentage																							
Dec-17	61																							
Jun-18	61																							
Dec-18	61																							
Jun-19	61																							
Dec-19	55																							
Jun-20	55																							
Dec-20	55																							
Jun-21	75																							
Jun-21	0																							

### 4.3.2 - Service outcomes are maintained by regular market testing of delivery methods and regional inter-Council cooperation

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
CL15 - Council Efficiency: Efficiency gains are identified and quantified.	Council data	> \$0	<table border="1"> <caption>Council Efficiency Savings Data</caption> <thead> <tr> <th>Period</th> <th>Savings (\$)</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>163000</td></tr> <tr><td>Jun-18</td><td>382700</td></tr> <tr><td>Dec-18</td><td>696700</td></tr> <tr><td>Jun-19</td><td>416700</td></tr> <tr><td>Dec-19</td><td>487800</td></tr> <tr><td>Jun-20</td><td>754058</td></tr> <tr><td>Dec-20</td><td>754058</td></tr> <tr><td>Jun-21</td><td>0</td></tr> </tbody> </table>	Period	Savings (\$)	Dec-17	163000	Jun-18	382700	Dec-18	696700	Jun-19	416700	Dec-19	487800	Jun-20	754058	Dec-20	754058	Jun-21	0	Council has reached it's goal of \$600,000 efficiency savings, noting that Council sold a building asset for an amount significantly under the carrying book value. This sale resulted in the reduction of Council's efficiency savings by \$280,000.
Period	Savings (\$)																					
Dec-17	163000																					
Jun-18	382700																					
Dec-18	696700																					
Jun-19	416700																					
Dec-19	487800																					
Jun-20	754058																					
Dec-20	754058																					
Jun-21	0																					

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
CL16 - Market Testing: Annual market testing of services.	Council data	> 4	 <table border="1" data-bbox="683 232 1174 533"> <caption>Market Testing Scores</caption> <thead> <tr> <th>Date</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Dec-17</td> <td>0</td> </tr> <tr> <td>Jun-18</td> <td>1</td> </tr> <tr> <td>Dec-18</td> <td>1</td> </tr> <tr> <td>Jun-19</td> <td>1</td> </tr> <tr> <td>Dec-19</td> <td>3</td> </tr> <tr> <td>Jun-20</td> <td>3</td> </tr> <tr> <td>Dec-20</td> <td>3</td> </tr> <tr> <td>Jun-21</td> <td>4</td> </tr> </tbody> </table>	Date	Score	Dec-17	0	Jun-18	1	Dec-18	1	Jun-19	1	Dec-19	3	Jun-20	3	Dec-20	3	Jun-21	4	<p>Council is in receipt of the FY2019 Local Government Performance Excellence Program report. The report provides appropriate comparisons between Narrabri Shire and a benchmark set of councils, in terms of location, size and revenue. Areas of analysis included workforce, finance, service delivery and corporate leadership. The report summarised performance year-on-year and against the benchmark set. Council has also recently decided to participate in Council Comparison Windows, based on Council's OLG Grouping and mining affected councils.</p>
Date	Score																					
Dec-17	0																					
Jun-18	1																					
Dec-18	1																					
Jun-19	1																					
Dec-19	3																					
Jun-20	3																					
Dec-20	3																					
Jun-21	4																					

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

### 4.4.1 - Engage with the community to determine affordable and acceptable levels of service

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
CL10 - Community Satisfaction: Community satisfaction with overall Council service delivery.	Community survey	> 80 %	<table border="1"> <caption>Community Satisfaction Data</caption> <thead> <tr> <th>Date</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>82</td></tr> <tr><td>Jun-18</td><td>82</td></tr> <tr><td>Dec-18</td><td>82</td></tr> <tr><td>Jun-19</td><td>82</td></tr> <tr><td>Dec-19</td><td>84</td></tr> <tr><td>Jun-20</td><td>84</td></tr> <tr><td>Dec-20</td><td>84</td></tr> <tr><td>Jun-21</td><td>80</td></tr> </tbody> </table>	Date	Percentage	Dec-17	82	Jun-18	82	Dec-18	82	Jun-19	82	Dec-19	84	Jun-20	84	Dec-20	84	Jun-21	80	<p>The Community Survey was undertaken in September 2019. 84% of residents are at least somewhat satisfied with the overall performance of Council over the past 12 months. This is a 2% increase from the previous survey conducted in 2017. Residents are at least satisfied with 35 out of 45 Council services/facilities. Council have commenced a program of Service Reviews to review areas for efficiency, effectiveness and relevance. A priority list to schedule service areas for review up until 2023 has been endorsed by Management.</p>
Date	Percentage																					
Dec-17	82																					
Jun-18	82																					
Dec-18	82																					
Jun-19	82																					
Dec-19	84																					
Jun-20	84																					
Dec-20	84																					
Jun-21	80																					

### 4.4.2 - Ensure effective and sound local governance practice

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
CL17 - Local Governance: No breaches of Code of Conduct identified in compliance with the requirements of the Local Government Act 1993.	Council data	< 0	<table border="1"> <caption>Local Governance Breaches Data</caption> <thead> <tr> <th>Date</th> <th>Number of Breaches</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>1</td></tr> <tr><td>Jun-18</td><td>1</td></tr> <tr><td>Dec-18</td><td>1</td></tr> <tr><td>Jun-19</td><td>1</td></tr> <tr><td>Dec-19</td><td>1</td></tr> <tr><td>Jun-20</td><td>1</td></tr> <tr><td>Dec-20</td><td>1</td></tr> <tr><td>Jun-21</td><td>0</td></tr> </tbody> </table>	Date	Number of Breaches	Dec-17	1	Jun-18	1	Dec-18	1	Jun-19	1	Dec-19	1	Jun-20	1	Dec-20	1	Jun-21	0	<p>Code of Conduct training was provided to Councillors/Staff in 2020.</p>
Date	Number of Breaches																					
Dec-17	1																					
Jun-18	1																					
Dec-18	1																					
Jun-19	1																					
Dec-19	1																					
Jun-20	1																					
Dec-20	1																					
Jun-21	0																					

#### 4.4.3 - Report in a clear, concise manner that is easily understood

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
CL18 - Council Reporting: Survey of Councillors indicates reporting is easy to understand.	Council data	> 80 %	<table border="1"> <caption>CL18 - Council Reporting: Survey of Councillors</caption> <thead> <tr> <th>Date</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>0</td></tr> <tr><td>Dec-18</td><td>0</td></tr> <tr><td>Jun-19</td><td>0</td></tr> <tr><td>Dec-19</td><td>0</td></tr> <tr><td>Jun-20</td><td>0</td></tr> <tr><td>Dec-20</td><td>0</td></tr> <tr><td>Jun-21</td><td>80</td></tr> </tbody> </table>	Date	Value	Dec-17	0	Jun-18	0	Dec-18	0	Jun-19	0	Dec-19	0	Jun-20	0	Dec-20	0	Jun-21	80	Survey of Councillors not undertaken during 2019/2020.
Date	Value																					
Dec-17	0																					
Jun-18	0																					
Dec-18	0																					
Jun-19	0																					
Dec-19	0																					
Jun-20	0																					
Dec-20	0																					
Jun-21	80																					

#### 4.4.4 - Implement Strategic Asset Management Plans focusing on renewal of assets

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
CL19 - Council Infrastructure Satisfaction: Percentage of adult population who are satisfied with core infrastructure including roads and footpaths.	Community survey	> 75 %	<table border="1"> <caption>CL19 - Council Infrastructure Satisfaction</caption> <thead> <tr> <th>Date</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>67</td></tr> <tr><td>Jun-18</td><td>67</td></tr> <tr><td>Dec-18</td><td>67</td></tr> <tr><td>Jun-19</td><td>67</td></tr> <tr><td>Dec-19</td><td>67</td></tr> <tr><td>Jun-20</td><td>67</td></tr> <tr><td>Dec-20</td><td>67</td></tr> <tr><td>Jun-21</td><td>75</td></tr> </tbody> </table>	Date	Value	Dec-17	67	Jun-18	67	Dec-18	67	Jun-19	67	Dec-19	67	Jun-20	67	Dec-20	67	Jun-21	75	Asset Management Plans are under continued review. A Condition Assessment of Shire Roads was commissioned in late 2017 and completed in June 2018. The data is currently being analysed before engagement with the public to determine future service levels. Flood Damage has hurt the standard of roads, which may cause a dip in road satisfaction particularly on unsealed roads. This unfortunately is out of NSC control as it stands.
Date	Value																					
Dec-17	67																					
Jun-18	67																					
Dec-18	67																					
Jun-19	67																					
Dec-19	67																					
Jun-20	67																					
Dec-20	67																					
Jun-21	75																					
CL20 - Asset Renewal Ratio: Infrastructure Renewal Ratio exceeds 100%.	Council data	> 100 %	<table border="1"> <caption>CL20 - Asset Renewal Ratio</caption> <thead> <tr> <th>Date</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>137</td></tr> <tr><td>Jun-18</td><td>137</td></tr> <tr><td>Dec-18</td><td>100</td></tr> <tr><td>Jun-19</td><td>100</td></tr> <tr><td>Dec-19</td><td>100</td></tr> <tr><td>Jun-20</td><td>100</td></tr> <tr><td>Dec-20</td><td>100</td></tr> <tr><td>Jun-21</td><td>100</td></tr> </tbody> </table>	Date	Value	Dec-17	137	Jun-18	137	Dec-18	100	Jun-19	100	Dec-19	100	Jun-20	100	Dec-20	100	Jun-21	100	Council's capital works renewal budget for 2020/2021 exceeds the depreciation expense for infrastructure assets. Council has been very successful in grant applications, further boosting renewals.
Date	Value																					
Dec-17	137																					
Jun-18	137																					
Dec-18	100																					
Jun-19	100																					
Dec-19	100																					
Jun-20	100																					
Dec-20	100																					
Jun-21	100																					

www.  
**narrabri.**  
nsw.gov.au

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**NARRABRI SHIRE**

DISCOVER THE POTENTIAL