

Delivery Program

PROGRESS REPORT



As at **June 2021**



NARRABRI SHIRE
DISCOVER THE POTENTIAL



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Our Strategic Directions

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

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	> 2,085 Kms	<table border="1"> <caption>Measure Status Data for SO01</caption> <thead> <tr> <th>Period</th> <th>Value (Kms)</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>2097</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Period	Value (Kms)	Dec-17	2085	Jun-18	2085	Dec-18	2085	Jun-19	2085	Dec-19	2095	Jun-20	2095	Dec-20	2095	Jun-21	2097	Dec-21	0	Jun-22	0	<p>Mt Kaputar National Park and Narrabri Shire Council designated walking and cycle tracks are continuously being upgraded. The Narrabri Creek shared cycle and walk path has been developed:</p> <p>Narrabri creek shared pathway 600m added in 2020/2021.</p> <p>Narrabri lake shared pathway 1.4 km added in 2020/2021</p>
Period	Value (Kms)																									
Dec-17	2085																									
Jun-18	2085																									
Dec-18	2085																									
Jun-19	2085																									
Dec-19	2095																									
Jun-20	2095																									
Dec-20	2095																									
Jun-21	2097																									
Dec-21	0																									
Jun-22	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>Measure Status Data for SO02</caption> <thead> <tr> <th>Period</th> <th>Value (%)</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>57</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Period	Value (%)	Dec-17	56	Jun-18	56	Dec-18	56	Jun-19	56	Dec-19	57	Jun-20	57	Dec-20	57	Jun-21	57	Dec-21	0	Jun-22	0	<p>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.</p>
Period	Value (%)																									
Dec-17	56																									
Jun-18	56																									
Dec-18	56																									
Jun-19	56																									
Dec-19	57																									
Jun-20	57																									
Dec-20	57																									
Jun-21	57																									
Dec-21	0																									
Jun-22	0																									
SO03 - Library Utilisation: Increase in Library memberships as a percentage of the population.	Council data	> 65 %	<table border="1"> <caption>Measure Status Data for SO03</caption> <thead> <tr> <th>Period</th> <th>Value (%)</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>86</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Period	Value (%)	Dec-17	60	Jun-18	79	Dec-18	90	Jun-19	83	Dec-19	82	Jun-20	84	Dec-20	85	Jun-21	86	Dec-21	0	Jun-22	0	<p>Total library membership for the shire is 11274 = 86.16%</p>
Period	Value (%)																									
Dec-17	60																									
Jun-18	79																									
Dec-18	90																									
Jun-19	83																									
Dec-19	82																									
Jun-20	84																									
Dec-20	85																									
Jun-21	86																									
Dec-21	0																									
Jun-22	0																									

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>82</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</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	82	Dec-21	0	Jun-22	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	82																									
Dec-21	0																									
Jun-22	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 Incidents</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>0</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>60</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>40</td></tr> </tbody> </table>	Period	Number of Incidents	Dec-17	0	Jun-18	45	Dec-18	0	Jun-19	41	Dec-19	41	Jun-20	65	Dec-20	22	Jun-21	60	Dec-21	0	Jun-22	40	BOCSAR NSW figures show a total of 60 drug related offences within the January 2020 to December 2020 period. These offence types are: Possession and/or use of cocaine (2) Possession and/or use of narcotics (0) Possession and/or use of cannabis (40) Possession and/or use of amphetamines (14) Possession and/or use of ecstasy (1) Possession and/or use of other drugs (3)
Period	Number of Incidents																									
Dec-17	0																									
Jun-18	45																									
Dec-18	0																									
Jun-19	41																									
Dec-19	41																									
Jun-20	65																									
Dec-20	22																									
Jun-21	60																									
Dec-21	0																									
Jun-22	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</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>1171</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</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	1171	Dec-21	0	Jun-22	740	BOCSAR NSW Figures indicate a total of 1171 offences across all crime incidents, from the period January 2020 to December 2020. Highest reported offences being Domestic Violence Related Assaults, Intimidation, Stalking and Harassment. Malicious Damage to property and Breach Bail Conditions.
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	1171																									
Dec-21	0																									
Jun-22	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>Period</th> <th>Value</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>74</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> <tr><td>Target Jun 2021</td><td>75</td></tr> </tbody> </table>	Period	Value	Dec-17	69	Jun-18	69	Dec-18	69	Jun-19	69	Dec-19	74	Jun-20	74	Dec-20	74	Jun-21	74	Dec-21	0	Jun-22	0	Target Jun 2021	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>
Period	Value																											
Dec-17	69																											
Jun-18	69																											
Dec-18	69																											
Jun-19	69																											
Dec-19	74																											
Jun-20	74																											
Dec-20	74																											
Jun-21	74																											
Dec-21	0																											
Jun-22	0																											
Target Jun 2021	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>Period</th> <th>Value</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>5</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> <tr><td>Target Jun 2021</td><td>25</td></tr> </tbody> </table>	Period	Value	Dec-17	38	Jun-18	38	Dec-18	38	Jun-19	38	Dec-19	4	Jun-20	4	Dec-20	4	Jun-21	5	Dec-21	0	Jun-22	0	Target Jun 2021	25	<p>Transport for NSW accident data is due for released 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>
Period	Value																											
Dec-17	38																											
Jun-18	38																											
Dec-18	38																											
Jun-19	38																											
Dec-19	4																											
Jun-20	4																											
Dec-20	4																											
Jun-21	5																											
Dec-21	0																											
Jun-22	0																											
Target Jun 2021	25																											

1.1.3 - Child and aged care supply meets community needs

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
<p>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.</p>	<p>Service provider data</p>	<p>< 5 %</p>	<table border="1"> <caption>Child Care Waiting List Data</caption> <thead> <tr> <th>Period</th> <th>Waiting List Count</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>0</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>20</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Period	Waiting List Count	Dec-17	0	Jun-18	31	Dec-18	0	Jun-19	35	Dec-19	35	Jun-20	52	Dec-20	20	Jun-21	20	Dec-21	0	Jun-22	0	<p>There continue to be significant waiting lists across all child care centers within the LGA which has been identified as a significant issue. On average (conservative) it is estimated that there are more than 20% of children on waiting lists compared to places available. Nurruby in Boggabri has recently opened up their center which has vacancies for local families. Where a provider does have vacancies they are limited with significant waiting lists for ages 0-2.</p>
Period	Waiting List Count																									
Dec-17	0																									
Jun-18	31																									
Dec-18	0																									
Jun-19	35																									
Dec-19	35																									
Jun-20	52																									
Dec-20	20																									
Jun-21	20																									
Dec-21	0																									
Jun-22	0																									
<p>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.</p>	<p>Service provider data</p>	<p>< 5 %</p>	<table border="1"> <caption>Aged Care Waiting List Data</caption> <thead> <tr> <th>Period</th> <th>Waiting List Count</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>0</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>3</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>5</td></tr> </tbody> </table>	Period	Waiting List Count	Dec-17	0	Jun-18	3	Dec-18	0	Jun-19	6	Dec-19	6	Jun-20	6	Dec-20	6	Jun-21	3	Dec-21	0	Jun-22	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 approximately 3%, with no waitlist at the major Aged Care Provider in Narrabri.</p>
Period	Waiting List Count																									
Dec-17	0																									
Jun-18	3																									
Dec-18	0																									
Jun-19	6																									
Dec-19	6																									
Jun-20	6																									
Dec-20	6																									
Jun-21	3																									
Dec-21	0																									
Jun-22	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>465</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> <tr><td>Target Jun-22</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	465	Dec-21	0	Jun-22	0	Target Jun-22	300	<p>TAFE NSW in Narrabri currently offers 17 Cert IV courses and 13 Cert III Courses (approx 450 places if each course takes in 15 students). Community College (Northern Inland) is currently advertising one Cert III Course (15 places if the course takes in 15 students).</p> <p>Further, students within the Narrabri LGA also have access to the Country Universities Centre which allows students enrolled in a University Course to access staff, center resources and assistance with their studies.</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	465																											
Dec-21	0																											
Jun-22	0																											
Target Jun-22	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"> <caption>Satisfaction Rate with Youth Support</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>77</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> <tr><td>Target Jun-22</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	77	Dec-21	0	Jun-22	0	Target Jun-22	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.</p> <p>The Youth Council has been successfully launched with its inaugural meeting to be held in August 2021.</p> <p>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	77																											
Dec-21	0																											
Jun-22	0																											
Target Jun-22	65																											
SO13 - Youth Perception: Level of satisfaction with programs and training opportunities available locally.	Community survey	> 4 Mean Score	<table border="1"> <caption>Mean Score for Satisfaction with Youth Related Program and Training Provision</caption> <thead> <tr> <th>Period</th> <th>Mean Score</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>3</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> <tr><td>Target Jun-22</td><td>4</td></tr> </tbody> </table>	Period	Mean Score	Dec-17	3	Jun-18	3	Dec-18	3	Jun-19	3	Dec-19	3	Jun-20	3	Dec-20	3	Jun-21	3	Dec-21	0	Jun-22	0	Target Jun-22	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	Mean Score																											
Dec-17	3																											
Jun-18	3																											
Dec-18	3																											
Jun-19	3																											
Dec-19	3																											
Jun-20	3																											
Dec-20	3																											
Jun-21	3																											
Dec-21	0																											
Jun-22	0																											
Target Jun-22	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>SO14 - 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>55</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> <tr><td>Target Jun 2021</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	55	Dec-21	0	Jun-22	0	Target Jun 2021	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 centers.</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	55																											
Dec-21	0																											
Jun-22	0																											
Target Jun 2021	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>SO15 - Arts and Cultural Activities Data</caption> <thead> <tr> <th>Date</th> <th>Number of Activities</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>21</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> <tr><td>Target Jun 2021</td><td>45</td></tr> </tbody> </table>	Date	Number of Activities	Dec-17	41	Jun-18	41	Dec-18	41	Jun-19	42	Dec-19	29	Jun-20	31	Dec-20	31	Jun-21	21	Dec-21	0	Jun-22	0	Target Jun 2021	45	<p>COVID is still impacting on the venue. The Crossing Theatre have held the following cultural events:</p> <ul style="list-style-type: none"> - Margaret Fulton The Musical - 30 April 2021 - theatre production - Movie screening at Namoi Christian School at Wee Waa - 8 May 2021 - 72 Hours - Film and exhibition based on Human Rights - 15 to 30 May 2021 - Colin Buchanan Concert - 5 June - Musica Viva - Saxophone performance and school workshop - 11 June 2021 - Flickerfest - short film festival - 19 June 2021
Date	Number of Activities																											
Dec-17	41																											
Jun-18	41																											
Dec-18	41																											
Jun-19	42																											
Dec-19	29																											
Jun-20	31																											
Dec-20	31																											
Jun-21	21																											
Dec-21	0																											
Jun-22	0																											
Target Jun 2021	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>Value</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>37</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> <tr><td>Target Jun 2021</td><td>40</td></tr> </tbody> </table>	Period	Value	Dec-17	36	Jun-18	36	Dec-18	36	Jun-19	36	Dec-19	37	Jun-20	37	Dec-20	37	Jun-21	37	Dec-21	0	Jun-22	0	Target Jun 2021	40	This calculation is based on the Narrabri Shire having 8000 adults and is for the period of 1 Jan to the 30 June 2021 - including movies
Period	Value																											
Dec-17	36																											
Jun-18	36																											
Dec-18	36																											
Jun-19	36																											
Dec-19	37																											
Jun-20	37																											
Dec-20	37																											
Jun-21	37																											
Dec-21	0																											
Jun-22	0																											
Target Jun 2021	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>Value</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>90</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> <tr><td>Target Jun 2021</td><td>85</td></tr> </tbody> </table>	Period	Value	Dec-17	84	Jun-18	84	Dec-18	84	Jun-19	84	Dec-19	90	Jun-20	90	Dec-20	90	Jun-21	90	Dec-21	0	Jun-22	0	Target Jun 2021	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	Value																											
Dec-17	84																											
Jun-18	84																											
Dec-18	84																											
Jun-19	84																											
Dec-19	90																											
Jun-20	90																											
Dec-20	90																											
Jun-21	90																											
Dec-21	0																											
Jun-22	0																											
Target Jun 2021	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>Value</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>88</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> <tr><td>Target Jun 2021</td><td>90</td></tr> </tbody> </table>	Period	Value	Dec-17	84	Jun-18	84	Dec-18	84	Jun-19	84	Dec-19	88	Jun-20	88	Dec-20	88	Jun-21	88	Dec-21	0	Jun-22	0	Target Jun 2021	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. Council successfully facilitated events for both Reconciliation Week and NAIDOC Week.
Period	Value																											
Dec-17	84																											
Jun-18	84																											
Dec-18	84																											
Jun-19	84																											
Dec-19	88																											
Jun-20	88																											
Dec-20	88																											
Jun-21	88																											
Dec-21	0																											
Jun-22	0																											
Target Jun 2021	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>> 75 %</p>	<table border="1"> <caption>Community Transport Perception Data</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>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>71</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>75</td></tr> </tbody> </table>	Period	Percentage	Dec-17	69	Jun-18	69	Dec-18	69	Jun-19	69	Dec-19	71	Jun-20	71	Dec-20	71	Jun-21	71	Dec-21	0	Jun-22	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. The last community satisfaction survey undertaken by Council indicate a 71% satisfaction rate with community transport (that meet social needs).</p>
Period	Percentage																									
Dec-17	69																									
Jun-18	69																									
Dec-18	69																									
Jun-19	69																									
Dec-19	71																									
Jun-20	71																									
Dec-20	71																									
Jun-21	71																									
Dec-21	0																									
Jun-22	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>Value</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>37</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Period	Value	Dec-17	36	Jun-18	36	Dec-18	36	Jun-19	36	Dec-19	37	Jun-20	37	Dec-20	37	Jun-21	37	Dec-21	0	Jun-22	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. These have been reduced due to the impact of COVID and travel restrictions, however air travel from surrounding towns continue to be available.</p> <p>In the recent Disability Access and Inclusion Survey and Community Consult (and taking into account 2016 Census Data) indicated approximately 10% of the adult population has difficult accessing appropriate transport and therefore difficulty accessing their community.</p>
Period	Value																									
Dec-17	36																									
Jun-18	36																									
Dec-18	36																									
Jun-19	36																									
Dec-19	37																									
Jun-20	37																									
Dec-20	37																									
Jun-21	37																									
Dec-21	0																									
Jun-22	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>Value</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>2</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Period	Value	Dec-17	2	Jun-18	2	Dec-18	2	Jun-19	2	Dec-19	2	Jun-20	2	Dec-20	2	Jun-21	2	Dec-21	0	Jun-22	0	<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	Value																									
Dec-17	2																									
Jun-18	2																									
Dec-18	2																									
Jun-19	2																									
Dec-19	2																									
Jun-20	2																									
Dec-20	2																									
Jun-21	2																									
Dec-21	0																									
Jun-22	0																									

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
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>90</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</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	90	Dec-21	0	Jun-22	0	Desktop or laptop computers are used by 91% of connected households. Similarly, mobile or smart phones are also used by 91% of connected households.
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	90																									
Dec-21	0																									
Jun-22	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>Social Connection Data</caption> <thead> <tr> <th>Period</th> <th>Percentage</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>81</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Period	Percentage	Dec-17	78	Jun-18	78	Dec-18	78	Jun-19	78	Dec-19	81	Jun-20	81	Dec-20	81	Jun-21	81	Dec-21	0	Jun-22	0	In the last Community Satisfaction survey undertaken by Council, 81% of people were satisfied with the quality and availability of meeting places in their town or village.
Period	Percentage																									
Dec-17	78																									
Jun-18	78																									
Dec-18	78																									
Jun-19	78																									
Dec-19	81																									
Jun-20	81																									
Dec-20	81																									
Jun-21	81																									
Dec-21	0																									
Jun-22	0																									

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>Community Accessibility Data</caption> <thead> <tr> <th>Period</th> <th>Percentage</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>92</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Period	Percentage	Dec-17	76	Jun-18	76	Dec-18	76	Jun-19	76	Dec-19	92	Jun-20	92	Dec-20	92	Jun-21	92	Dec-21	0	Jun-22	0	Community survey conducted with positive results.
Period	Percentage																									
Dec-17	76																									
Jun-18	76																									
Dec-18	76																									
Jun-19	76																									
Dec-19	92																									
Jun-20	92																									
Dec-20	92																									
Jun-21	92																									
Dec-21	0																									
Jun-22	0																									

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 Data</caption> <thead> <tr> <th>Period</th> <th>Value</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>87</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>85</td></tr> </tbody> </table>	Period	Value	Dec-17	81	Jun-18	81	Dec-18	81	Jun-19	81	Dec-19	87	Jun-20	87	Dec-20	87	Jun-21	87	Dec-21	0	Jun-22	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	Value																									
Dec-17	81																									
Jun-18	81																									
Dec-18	81																									
Jun-19	81																									
Dec-19	87																									
Jun-20	87																									
Dec-20	87																									
Jun-21	87																									
Dec-21	0																									
Jun-22	85																									
SO28 - Learning Outcomes: Improved NAPLAN results across the Narrabri Shire LGA.	Australian Curriculum Assessment and Reporting Authority data	> 473 Average	<table border="1"> <caption>NAPLAN Results Data</caption> <thead> <tr> <th>Period</th> <th>Value</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>447</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>473</td></tr> </tbody> </table>	Period	Value	Dec-17	473	Jun-18	473	Dec-18	473	Jun-19	460	Dec-19	460	Jun-20	473	Dec-20	473	Jun-21	447	Dec-21	0	Jun-22	473	Education ministers made the decision to cancel NAPLAN in 2020 due to the ongoing COVID-19 pandemic. 2021 results are not available. Average NAPLAN Results for schools across the Narrabri LGA for 2019 is 447. NAPLAN Data obtained from the Good Schools Guide (goodschools.com.au)
Period	Value																									
Dec-17	473																									
Jun-18	473																									
Dec-18	473																									
Jun-19	460																									
Dec-19	460																									
Jun-20	473																									
Dec-20	473																									
Jun-21	447																									
Dec-21	0																									
Jun-22	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>Value</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>45</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>65</td></tr> </tbody> </table>	Period	Value	Dec-17	59	Jun-18	60	Dec-18	60	Jun-19	41	Dec-19	41	Jun-20	45	Dec-20	45	Jun-21	45	Dec-21	0	Jun-22	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	Value																									
Dec-17	59																									
Jun-18	60																									
Dec-18	60																									
Jun-19	41																									
Dec-19	41																									
Jun-20	45																									
Dec-20	45																									
Jun-21	45																									
Dec-21	0																									
Jun-22	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>76</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> <tr><td>Target Jun 2021</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	76	Dec-21	0	Jun-22	0	Target Jun 2021	85	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 attribute 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).
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	76																											
Dec-21	0																											
Jun-22	0																											
Target Jun 2021	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.	REMPPLAN	> 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>2450</td></tr> <tr><td>Dec-20</td><td>2450</td></tr> <tr><td>Jun-21</td><td>3775</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> <tr><td>Target Jun 2021</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	2450	Dec-20	2450	Jun-21	3775	Dec-21	0	Jun-22	0	Target Jun 2021	2500	Data obtained through REMPLAN which analyses and collates data across a range of platforms including data sources from the Australian Bureau of Statistics. REMPLAN indicates 3775 people who work within the Narrabri LGA have a qualification, including from certificate to post graduate degree.
Date	Number of People																											
Dec-17	2419																											
Jun-18	2419																											
Dec-18	2419																											
Jun-19	2419																											
Dec-19	2419																											
Jun-20	2450																											
Dec-20	2450																											
Jun-21	3775																											
Dec-21	0																											
Jun-22	0																											
Target Jun 2021	2500																											
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>SO32 - Vocational Education & Training Enrolments Data</caption> <thead> <tr> <th>Date</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> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> <tr><td>Target Jun 2021</td><td>13</td></tr> </tbody> </table>	Date	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	Dec-21	0	Jun-22	0	Target Jun 2021	13	Students have the opportunity to enroll in courses being delivered through various Registered Training Organisations with an increase in external organisations who outreach to Narrabri to deliver training. The Country Universities Centre is being increasingly utilized by students enrolled with a wide range of universities.
Date	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																											
Dec-21	0																											
Jun-22	0																											
Target Jun 2021	13																											

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
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 Data</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>87</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</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	87	Dec-21	0	Jun-22	0	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	87																									
Dec-21	0																									
Jun-22	0																									

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>Placements</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>3775</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Period	Placements	Dec-17	2231	Jun-18	2231	Dec-18	2231	Jun-19	2231	Dec-19	2231	Jun-20	2500	Dec-20	2500	Jun-21	3775	Dec-21	0	Jun-22	0	It is estimated that Narrabri LGA has access to 3775 placements for training including courses offered through TAFE NSW and the Community College.
Period	Placements																									
Dec-17	2231																									
Jun-18	2231																									
Dec-18	2231																									
Jun-19	2231																									
Dec-19	2231																									
Jun-20	2500																									
Dec-20	2500																									
Jun-21	3775																									
Dec-21	0																									
Jun-22	0																									

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	> 688 (172 each financial year)	<table border="1"> <caption>Research Program Participation Data</caption> <thead> <tr> <th>Period</th> <th>Participation</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>1170</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Period	Participation	Dec-17	164	Jun-18	151	Dec-18	288	Jun-19	483	Dec-19	825	Jun-20	1043	Dec-20	1174	Jun-21	1170	Dec-21	0	Jun-22	0	The Library provides STEM programs to school age children
Period	Participation																									
Dec-17	164																									
Jun-18	151																									
Dec-18	288																									
Jun-19	483																									
Dec-19	825																									
Jun-20	1043																									
Dec-20	1174																									
Jun-21	1170																									
Dec-21	0																									
Jun-22	0																									

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"> <caption>Training Provision Data</caption> <thead> <tr> <th>Period</th> <th>Value</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>342</td> </tr> <tr> <td>Dec-21</td> <td>0</td> </tr> <tr> <td>Jun-22</td> <td>79</td> </tr> </tbody> </table>	Period	Value	Dec-17	75	Jun-18	81	Dec-18	197	Jun-19	197	Dec-19	342	Jun-20	342	Dec-20	342	Jun-21	342	Dec-21	0	Jun-22	79	There has been NO provision of training by research facilities
Period	Value																									
Dec-17	75																									
Jun-18	81																									
Dec-18	197																									
Jun-19	197																									
Dec-19	342																									
Jun-20	342																									
Dec-20	342																									
Jun-21	342																									
Dec-21	0																									
Jun-22	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		The Waterloo Creek Massacre Site has been successfully gazetted and listed on the State Heritage Register.
EN02 - Aboriginal Heritage Satisfaction: Level of satisfaction with protection of heritage items.	Community survey	> 85 %		As per Councils last Community Satisfaction survey the level of community satisfaction in regards to the protection of Aboriginal heritage items was 87%.
EN03 - Aboriginal Heritage Signage: Total number of Aboriginal heritage sites with information signs installed increased.	IP Australia data	> 8		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. Total number of Kamilaroi heritage sites with information is 13, with the Waterloo Creek Massacre Site now being gazetted.

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		<p>Local Strategic Planning Statement (LSPS) and Local Growth Management Strategy (LGMS) adopted in June 2020 and implementation commenced. 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.</p> <p>LEP No. 16 for N2IP site developed and gazetted on 15 May 2021.</p>

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 %		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.
EN06 - Appearance of Public Spaces: Percentage of adults who express satisfaction with the accessibility and appearance of public areas.	Community survey	> 80 %		Council has delivered a number of upgrades to the open spaces assets with replacement of older structures and equipment this work has the effect of visual upgrades and patron usage of these Council sites .

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 - Animal Education Sessions</caption> <thead> <tr> <th>Date</th> <th>Sessions</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>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>4</td></tr> </tbody> </table>	Date	Sessions	Dec-17	0	Jun-18	1	Dec-18	1	Jun-19	2	Dec-19	0	Jun-20	0	Dec-20	0	Jun-21	0	Dec-21	0	Jun-22	4	No sessions conducted between 1 July 2020 and June 2021 due to ongoing gathering restrictions and staff limitations. Regulatory Compliance staff continue to mail-out educational material on registration and desexing along with microchipping certificates (or on an as needs basis) to pet owners.
Date	Sessions																									
Dec-17	0																									
Jun-18	1																									
Dec-18	1																									
Jun-19	2																									
Dec-19	0																									
Jun-20	0																									
Dec-20	0																									
Jun-21	0																									
Dec-21	0																									
Jun-22	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>Date</th> <th>Attacks</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>6</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>15</td></tr> </tbody> </table>	Date	Attacks	Dec-17	16	Jun-18	2	Dec-18	9	Jun-19	9	Dec-19	1	Jun-20	13	Dec-20	13	Jun-21	6	Dec-21	0	Jun-22	15	Six attacks reported between 1 July 2020 and 30 June 2021.
Date	Attacks																									
Dec-17	16																									
Jun-18	2																									
Dec-18	9																									
Jun-19	9																									
Dec-19	1																									
Jun-20	13																									
Dec-20	13																									
Jun-21	6																									
Dec-21	0																									
Jun-22	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 Priority Weeds Management Program</caption> <thead> <tr> <th>Date</th> <th>Area</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>20</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Date	Area	Dec-17	36	Jun-18	37	Dec-18	32	Jun-19	37	Dec-19	20	Jun-20	20	Dec-20	20	Jun-21	20	Dec-21	0	Jun-22	0	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. 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.
Date	Area																									
Dec-17	36																									
Jun-18	37																									
Dec-18	32																									
Jun-19	37																									
Dec-19	20																									
Jun-20	20																									
Dec-20	20																									
Jun-21	20																									
Dec-21	0																									
Jun-22	0																									

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>Measure Status Data</caption> <thead> <tr> <th>Date</th> <th>Number of Priority 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> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Date	Number of Priority 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	Dec-21	0	Jun-22	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 Priority 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																									
Dec-21	0																									
Jun-22	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>Date</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>0</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>100</td></tr> </tbody> </table>	Date	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	0	Dec-21	0	Jun-22	100	To date there has been zero complaints in response to emergency situations.
Date	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	0																									
Dec-21	0																									
Jun-22	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>Date</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>2</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Date	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	2	Dec-21	0	Jun-22	0	There are 2 groups; Merrimborough Landcare group and the Yarrie Lake Landcare group that exist in the Shire.
Date	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	2																									
Dec-21	0																									
Jun-22	0																									
EN13 - Rehabilitation: Area of land where rehabilitation is completed (per annum).	Council data	> 350 Hectares	<table border="1"> <caption>Rehabilitation Area Data</caption> <thead> <tr> <th>Date</th> <th>Area (Hectares)</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>0</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Date	Area (Hectares)	Dec-17	313	Jun-18	313	Dec-18	313	Jun-19	385	Dec-19	385	Jun-20	578	Dec-20	578	Jun-21	0	Dec-21	0	Jun-22	0	Mining rehabilitation is being completed by the responsible mine. Data unable to be quantified.
Date	Area (Hectares)																									
Dec-17	313																									
Jun-18	313																									
Dec-18	313																									
Jun-19	385																									
Dec-19	385																									
Jun-20	578																									
Dec-20	578																									
Jun-21	0																									
Dec-21	0																									
Jun-22	0																									

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% Compliance	<table border="1"> <caption>EN14 Compliance Data</caption> <thead> <tr> <th>Date</th> <th>Compliance (%)</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> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Date	Compliance (%)	Dec-17	100	Jun-18	100	Dec-18	80	Jun-19	85	Dec-19	85	Jun-20	85	Dec-20	85	Jun-21	0	Dec-21	0	Jun-22	0	Council has not had sufficient resources to review the environmental licences annual returns for extractive industries.
Date	Compliance (%)																									
Dec-17	100																									
Jun-18	100																									
Dec-18	80																									
Jun-19	85																									
Dec-19	85																									
Jun-20	85																									
Dec-20	85																									
Jun-21	0																									
Dec-21	0																									
Jun-22	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>EN15 Environmental Concern Data</caption> <thead> <tr> <th>Date</th> <th>Percentage (%)</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>26</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Date	Percentage (%)	Dec-17	21	Jun-18	21	Dec-18	21	Jun-19	21	Dec-19	26	Jun-20	26	Dec-20	26	Jun-21	26	Dec-21	0	Jun-22	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. No community survey undertaken.
Date	Percentage (%)																									
Dec-17	21																									
Jun-18	21																									
Dec-18	21																									
Jun-19	21																									
Dec-19	26																									
Jun-20	26																									
Dec-20	26																									
Jun-21	26																									
Dec-21	0																									
Jun-22	0																									

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
<p>EN16 - Ecological Sustainability Compliance: Demonstrated inclusion of Ecologically Sustainable Development and precautionary principle analysis in relevant Council Reports.</p>	<p>Council data</p>	<p>> 100</p>	<table border="1"> <caption>Measure Status Data</caption> <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>0</td></tr> <tr><td>Jun-19</td><td>0</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> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>100</td></tr> </tbody> </table>	Date	Measure Status	Dec-17	0	Jun-18	0	Dec-18	0	Jun-19	0	Dec-19	100	Jun-20	100	Dec-20	100	Jun-21	100	Dec-21	0	Jun-22	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> <p>Precautionary principle considerations are embedded within section 4.15 planning assessments in accordance with the requirements of the Environmental Planning & Assessment Act 1979.</p>
Date	Measure Status																									
Dec-17	0																									
Jun-18	0																									
Dec-18	0																									
Jun-19	0																									
Dec-19	100																									
Jun-20	100																									
Dec-20	100																									
Jun-21	100																									
Dec-21	0																									
Jun-22	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 Litres	<table border="1"> <caption>Fuel Usage (Litres)</caption> <thead> <tr> <th>Period</th> <th>Usage (Litres)</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>47,180</td></tr> <tr><td>Jun-18</td><td>397,287</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>546,176</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>400,000</td></tr> </tbody> </table>	Period	Usage (Litres)	Dec-17	47,180	Jun-18	397,287	Dec-18	397,223	Jun-19	491,462	Dec-19	265,667	Jun-20	587,990	Dec-20	587,990	Jun-21	546,176	Dec-21	0	Jun-22	400,000	<p>With a few fuel accounts outstanding, it is expected that 546176 litres of fuel will have been consumed in 20/21 FY. This represents an average of 45514 litres per month based on the average for the 11 month period. This represents a reduction of 59932 Litres for the year 20/21 v 19/20 or 4994 litres per month.</p> <p>606108 litres of fuel was consumed in 19-20 FY. This represents an average of 50509 litres per month.</p>
Period	Usage (Litres)																									
Dec-17	47,180																									
Jun-18	397,287																									
Dec-18	397,223																									
Jun-19	491,462																									
Dec-19	265,667																									
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Dec-20	587,990																									
Jun-21	546,176																									
Dec-21	0																									
Jun-22	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>Percentage Reduction in Total Energy Usage</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>0</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>14</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>15</td></tr> </tbody> </table>	Period	Reduction (%)	Dec-17	0	Jun-18	5	Dec-18	0	Jun-19	5	Dec-19	19	Jun-20	22	Dec-20	22	Jun-21	14	Dec-21	0	Jun-22	15	<p>New energy efficiency measures have been delayed due to budget constraints.</p>
Period	Reduction (%)																									
Dec-17	0																									
Jun-18	5																									
Dec-18	0																									
Jun-19	5																									
Dec-19	19																									
Jun-20	22																									
Dec-20	22																									
Jun-21	14																									
Dec-21	0																									
Jun-22	15																									

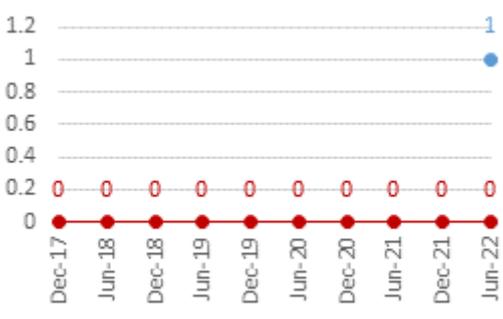
2.3.2 - Implement a waste management strategy focusing on waste avoidance, reusing and recycling to minimise the proportion of waste sent to landfill and to maximise the use of our natural resources

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 (Kilograms)</caption> <thead> <tr> <th>Period</th> <th>Volume (Kilograms)</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>516</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>490</td></tr> </tbody> </table>	Period	Volume (Kilograms)	Dec-17	516	Jun-18	546	Dec-18	519	Jun-19	608	Dec-19	550	Jun-20	352	Dec-20	354	Jun-21	516	Dec-21	0	Jun-22	490	<p>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.</p>
Period	Volume (Kilograms)																									
Dec-17	516																									
Jun-18	546																									
Dec-18	519																									
Jun-19	608																									
Dec-19	550																									
Jun-20	352																									
Dec-20	354																									
Jun-21	516																									
Dec-21	0																									
Jun-22	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"> <caption>EN20 - Household Waste Recycling Data</caption> <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>39</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</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	39	Dec-21	0	Jun-22	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	39																									
Dec-21	0																									
Jun-22	75																									
EN21 - Public Recycling Facilities: Increase in the number of recycling facilities in public spaces.	Council data	> 4	<table border="1"> <caption>EN21 - Public Recycling Facilities Data</caption> <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>0</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>0</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>4</td></tr> </tbody> </table>	Period	Number of Facilities	Dec-17	0	Jun-18	2	Dec-18	0	Jun-19	4	Dec-19	4	Jun-20	0	Dec-20	4	Jun-21	0	Dec-21	0	Jun-22	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	0																									
Jun-19	4																									
Dec-19	4																									
Jun-20	0																									
Dec-20	4																									
Jun-21	0																									
Dec-21	0																									
Jun-22	4																									
EN22 - Industry Waste Minimisation: Increase in number of businesses and industries involved in the waste minimisation program.	Council data	> 50	<table border="1"> <caption>EN22 - Industry Waste Minimisation Data</caption> <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>0</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>88</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>50</td></tr> </tbody> </table>	Period	Number of Businesses/Industries	Dec-17	0	Jun-18	10	Dec-18	0	Jun-19	15	Dec-19	15	Jun-20	46	Dec-20	20	Jun-21	88	Dec-21	0	Jun-22	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	0																									
Jun-19	15																									
Dec-19	15																									
Jun-20	46																									
Dec-20	20																									
Jun-21	88																									
Dec-21	0																									
Jun-22	50																									

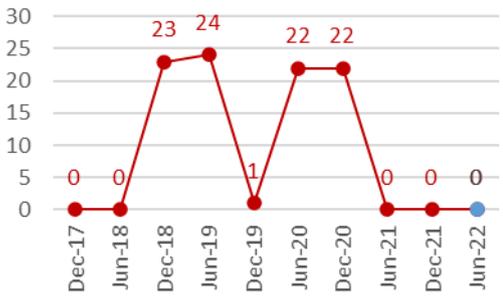
2.3.3 - Conserve and manage our natural water resources for environmental and agricultural sustainability

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 % Unaccounted	<table border="1"> <caption>EN23 - Council Water Consumption Data</caption> <thead> <tr> <th>Period</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>29</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>15</td></tr> </tbody> </table>	Period	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	29	Dec-21	0	Jun-22	15	Water use across the Shire remains consistent with past years however automated meters are recording greater use by residential and industrial premises due to their accuracy. Greatly improving visibility for unaccounted water.
Period	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	29																									
Dec-21	0																									
Jun-22	15																									

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
EN24 - Water Quality: Water quality improvement in the Namoi River. Measured by the positive displacement of rubbish.	Council data	> 1 Tonne	 <table border="1" data-bbox="678 129 1181 448"> <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>0</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>1</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	0	Dec-21	0	Jun-22	1	<p>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.</p>
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	0																									
Dec-21	0																									
Jun-22	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																						
<p>EN25 - Air Quality: Number of days polluting concentrations exceed National Environment Protection Measure (NEPM) guidelines.</p>	<p>Environmental Protection Agency data</p>	<p>< 0</p>	 <table border="1" data-bbox="678 257 1181 560"> <caption>Air Quality Exceedance Data</caption> <thead> <tr> <th>Date</th> <th>Number of Days Exceeding NEPM Guidelines</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> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Date	Number of Days Exceeding NEPM Guidelines	Dec-17	0	Jun-18	0	Dec-18	23	Jun-19	24	Dec-19	1	Jun-20	22	Dec-20	22	Jun-21	0	Dec-21	0	Jun-22	0	<p>According to the NSW DPIE website, air quality in Narrabri was generally good in spring 2020, meeting national benchmarks on all 91 days (100%), compared to 54 days (59%) in spring 2019 and 86 days (95%) in spring 2018. Air quality improved at all seven air quality monitoring stations across the north west region, compared with spring–summer 2019–20, following above average rainfall in February and autumn 2020. No PM2.5 exceedances were identified.</p> <p>Air quality in Narrabri was also generally good in summer 2020–21, meeting national benchmarks on all 91 days (100%), compared to 58 days (63%) in summer 2019–20 and 82 days (90%) in summer 2018–19. Air quality improved at all seven air quality monitoring stations across the north west region, compared with spring–summer 2019–20, following above average rainfall in December 2020 and throughout 2020. No PM2.5 exceedances were identified.</p>
Date	Number of Days Exceeding NEPM Guidelines																									
Dec-17	0																									
Jun-18	0																									
Dec-18	23																									
Jun-19	24																									
Dec-19	1																									
Jun-20	22																									
Dec-20	22																									
Jun-21	0																									
Dec-21	0																									
Jun-22	0																									

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EN26 - Dust Monitoring: Real time regional monitoring system in place and available in easy to understand language.	Council data	> 85 % Compliance		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.

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 % Compliance		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.

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		Average Litres per resident per day Shire wide. Assumed population 10729 based on ABS 2016 data. Vol extracted since last period 382.15ML

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EN29 - Environmental Flow: Current bore water extractions are maintained.	Council data	> 1,000 Megalitres		Borefield extractions across the shire during January 2021 to June 2021

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 %		Council have taken a public and proactive role in advocating on the Vickery Extension Project, Narrabri Gas Project and Inland Rail environmental requirements. No community survey undertaken.



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 Northern 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 %		The Crossing Theatre has hosted 52 events between 1 January 2021 and 30 June 2021 which is well over a 100% improvement as last year was the middle of COVID, where 7 events were held
EC02 - Events, Conferences & Entertainment Patronage: Percentage increase in patrons at The Crossing Theatre for events, conferences and entertainment per annum.	Council data	> 5 %		Patronage increased by well over 100% due to last year being in the middle of COVID-19 restrictions. Between 1 April 2021 and 30 June 2021 there were 4881 people attending events/workshops/conferences/films at The Crossing Theatre

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 Visitors		Number of Visitors to the Narrabri LGA was 297,000 as per data provided by Tourism Research Australia. The majority of visitors came to Narrabri LGA for a holiday, followed by Visiting Friends & Relatives, and then for business purposes. (www.tra.gov.au/regional/local-government-area-profiles)

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
EC04 - Social Media Audience: Grow social media user database.	Facebook data	> 2,500	<table border="1"> <caption>Facebook Audience Data</caption> <thead> <tr> <th>Period</th> <th>Audience</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>1221</td></tr> <tr><td>Jun-18</td><td>1281</td></tr> <tr><td>Dec-18</td><td>1351</td></tr> <tr><td>Jun-19</td><td>1758</td></tr> <tr><td>Dec-19</td><td>2022</td></tr> <tr><td>Jun-20</td><td>2775</td></tr> <tr><td>Dec-20</td><td>3275</td></tr> <tr><td>Jun-21</td><td>3890</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>2500</td></tr> </tbody> </table>	Period	Audience	Dec-17	1221	Jun-18	1281	Dec-18	1351	Jun-19	1758	Dec-19	2022	Jun-20	2775	Dec-20	3275	Jun-21	3890	Dec-21	0	Jun-22	2500	<p>FACEBOOK: 2800 followers INSTAGRAM: 1090 followers</p> <p>This is an increase of 39% for 2020/2021.</p>
Period	Audience																									
Dec-17	1221																									
Jun-18	1281																									
Dec-18	1351																									
Jun-19	1758																									
Dec-19	2022																									
Jun-20	2775																									
Dec-20	3275																									
Jun-21	3890																									
Dec-21	0																									
Jun-22	2500																									
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>Percentage Increase in Key Visitor Metrics</caption> <thead> <tr> <th>Period</th> <th>Percentage</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>66</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>46</td></tr> </tbody> </table>	Period	Percentage	Dec-17	44	Jun-18	44	Dec-18	44	Jun-19	44	Dec-19	45	Jun-20	107	Dec-20	107	Jun-21	66	Dec-21	0	Jun-22	46	<p>The latest available data from Tourism Research Australia from 2019 indicates that Narrabri LGA saw a total of 297,000 visitors for the period 2020-2021. The average expenditure per trip is estimated at \$66.00 per visitor.</p> <p>(www.tra.gov.au/regional/local-government-area-profiles)</p>
Period	Percentage																									
Dec-17	44																									
Jun-18	44																									
Dec-18	44																									
Jun-19	44																									
Dec-19	45																									
Jun-20	107																									
Dec-20	107																									
Jun-21	66																									
Dec-21	0																									
Jun-22	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>Customer Satisfaction Data</caption> <thead> <tr> <th>Period</th> <th>Percentage</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>76</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>75</td></tr> </tbody> </table>	Period	Percentage	Dec-17	70	Jun-18	70	Dec-18	70	Jun-19	70	Dec-19	76	Jun-20	76	Dec-20	76	Jun-21	76	Dec-21	0	Jun-22	75	<p>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.</p>
Period	Percentage																									
Dec-17	70																									
Jun-18	70																									
Dec-18	70																									
Jun-19	70																									
Dec-19	76																									
Jun-20	76																									
Dec-20	76																									
Jun-21	76																									
Dec-21	0																									
Jun-22	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>Number of Vacant Shops</caption> <thead> <tr> <th>Period</th> <th>Number</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>7</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>9</td></tr> </tbody> </table>	Period	Number	Dec-17	13	Jun-18	12	Dec-18	13	Jun-19	11	Dec-19	17	Jun-20	11	Dec-20	9	Jun-21	7	Dec-21	0	Jun-22	9	<p>There are currently 7 vacant shops facing Maitland Street in Narrabri which is a decrease from 9 during the last reporting period.</p>
Period	Number																									
Dec-17	13																									
Jun-18	12																									
Dec-18	13																									
Jun-19	11																									
Dec-19	17																									
Jun-20	11																									
Dec-20	9																									
Jun-21	7																									
Dec-21	0																									
Jun-22	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 Per Annum	<table border="1"> <caption>Airport Usage (RPT numbers)</caption> <thead> <tr> <th>Date</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>2648</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>6500</td></tr> </tbody> </table>	Date	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	2648	Dec-21	0	Jun-22	6500	Reduced numbers due to COVID 19, however the last quarter showed signs of recovery, with June recording 436 passengers for the month, being the highest of the year. 45% of passengers for the year, flew in the June quarter (April - June).
Date	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	2648																									
Dec-21	0																									
Jun-22	6500																									
EC08 - Airport Satisfaction: Positive rating of airport by users.	Targeted survey	> 80 %	<table border="1"> <caption>Airport Satisfaction (Positive rating)</caption> <thead> <tr> <th>Date</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> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>80</td></tr> </tbody> </table>	Date	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	Dec-21	0	Jun-22	80	Positive responses to Airport Management
Date	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																									
Dec-21	0																									
Jun-22	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	<table border="1"> <caption>Logistical Operations Commenced</caption> <thead> <tr> <th>Date</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>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> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>2</td></tr> </tbody> </table>	Date	Count	Dec-17	0	Jun-18	0	Dec-18	0	Jun-19	0	Dec-19	1	Jun-20	1	Dec-20	1	Jun-21	0	Dec-21	0	Jun-22	2	<p>Council has finalised a Strategic Business Case and Master Plan study of Council's industrial estate called the Northern NSW Inland Port (N2IP). Council has purchased 240ha of land and exercised options on a further 134 hectares making the N2IP site approximately 370 hectares in size. Council is currently working with EY on the Interface Improvement Programme to connect N2IP with Inland Rail. Successfully passed through 3 Gates and currently working on Gate 4. 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.</p>
Date	Count																									
Dec-17	0																									
Jun-18	0																									
Dec-18	0																									
Jun-19	0																									
Dec-19	1																									
Jun-20	1																									
Dec-20	1																									
Jun-21	0																									
Dec-21	0																									
Jun-22	2																									

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 3 operational intermodal sites. The Northern NSW Inland Port (N2IP) development has the capability of providing further intermodal capabilities with direct connectivity to Inland Rail infrastructure. Council is currently working with EY on a Federally funded Interface Improvement Programme that will link Council's N2IP site to the Inland Rail infrastructure. Council has purchased a combined 374 hectares that will make up the N2IP site. Council is working with the State Government on making the N2IP site a Special Activation Precinct for NSW.

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 %		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).

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																						
<p>EC12 - Value Adding: Number of value adding opportunities assessed through the development application process and/or State Significant developments.</p>	<p>Council data</p>	<p>> 8</p>	<table border="1"> <caption>Value Adding Opportunities Assessed</caption> <thead> <tr> <th>Date</th> <th>Number of Opportunities</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>6</td> </tr> <tr> <td>Dec-21</td> <td>0</td> </tr> <tr> <td>Jun-22</td> <td>8</td> </tr> </tbody> </table>	Date	Number of Opportunities	Dec-17	1	Jun-18	2	Dec-18	2	Jun-19	4	Dec-19	4	Jun-20	5	Dec-20	8	Jun-21	6	Dec-21	0	Jun-22	8	<p>In the 6 months to June 2021, Council has been working with 6 organisations that are administratively progressing to development. Council has assisted through rezoning, modifications, occupational certificates and general development application lodgements. Council has held a number of meetings with other potential developers in relation to general assistance and pre-development application meetings.</p>
Date	Number of Opportunities																									
Dec-17	1																									
Jun-18	2																									
Dec-18	2																									
Jun-19	4																									
Dec-19	4																									
Jun-20	5																									
Dec-20	8																									
Jun-21	6																									
Dec-21	0																									
Jun-22	8																									

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"> <caption>Measure Status Data</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>2</td></tr> <tr><td>Dec-20</td><td>4</td></tr> <tr><td>Jun-21</td><td>4</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>4</td></tr> </tbody> </table>	Date	Value	Dec-17	0	Jun-18	0	Dec-18	0	Jun-19	0	Dec-19	0	Jun-20	2	Dec-20	4	Jun-21	4	Dec-21	0	Jun-22	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 called the Interface Improvement Programme. Narrabri Shire was endorsed by the NSW State Government as a Special Activation Precinct (SAP) 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>
Date	Value																									
Dec-17	0																									
Jun-18	0																									
Dec-18	0																									
Jun-19	0																									
Dec-19	0																									
Jun-20	2																									
Dec-20	4																									
Jun-21	4																									
Dec-21	0																									
Jun-22	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		Data obtained from REMPLAN indicate a total of 1,782 businesses registered within the Narrabri LGA. (www.rempln.com.au)

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>Price</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>2</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>10</td></tr> </tbody> </table>	Period	Price	Dec-17	2	Jun-18	12	Dec-18	12	Jun-19	2	Dec-19	2	Jun-20	10	Dec-20	10	Jun-21	2	Dec-21	0	Jun-22	10	<p>As of 25 June 2021:</p> <p>Narrabri median house price is \$344,500 (increase from \$330K)</p> <p>Gunnedah median house price is \$338,750 (up from \$330K)</p> <p>Moree median house price is \$245,000 (increase from \$208K)</p> <p>Inverell median house price is \$285,000.00 (increase from \$265k)</p>
Period	Price																									
Dec-17	2																									
Jun-18	12																									
Dec-18	12																									
Jun-19	2																									
Dec-19	2																									
Jun-20	10																									
Dec-20	10																									
Jun-21	2																									
Dec-21	0																									
Jun-22	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>30</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</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	30	Dec-21	0	Jun-22	15	<p>The median weekly rent (realestate.com.au) as of the 13 July 2021 is \$380.</p> <p>The median weekly income as per the last census data (abs.gov.au) is \$1242, indicating that approximately 30.5% of the average weekly income is spent on rent. This is an increase from the last reporting period of 29.78%.</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	30																									
Dec-21	0																									
Jun-22	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>New Approvals for 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>0</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</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	0	Dec-21	0	Jun-22	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	0																									
Dec-21	0																									
Jun-22	5																									

3.4.4 - Housing stocks will be maintained to a suitable standard

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
<p>EC19 - Residential Development: Increase in residential investment per year. Measured by number of new dwelling applications.</p>	<p>Council data</p>	<p>> 15</p>	<table border="1"> <caption>New Dwelling Applications</caption> <thead> <tr> <th>Date</th> <th>Applications</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>17</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>15</td></tr> </tbody> </table>	Date	Applications	Dec-17	12	Jun-18	5	Dec-18	11	Jun-19	11	Dec-19	5	Jun-20	10	Dec-20	10	Jun-21	17	Dec-21	0	Jun-22	15	<p>In 2020/2021 there were 17 new dwellings across the Shire indicating consistent residential investment.</p>
Date	Applications																									
Dec-17	12																									
Jun-18	5																									
Dec-18	11																									
Jun-19	11																									
Dec-19	5																									
Jun-20	10																									
Dec-20	10																									
Jun-21	17																									
Dec-21	0																									
Jun-22	15																									
<p>EC20 - Public Complaints: Decreasing trend of public complaints about buildings.</p>	<p>Council data</p>	<p>< 5</p>	<table border="1"> <caption>Public Complaints about Buildings</caption> <thead> <tr> <th>Date</th> <th>Complaints</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>2</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Date	Complaints	Dec-17	6	Jun-18	4	Dec-18	6	Jun-19	6	Dec-19	2	Jun-20	3	Dec-20	3	Jun-21	2	Dec-21	0	Jun-22	0	<p>Planning and Environment managing complaints as lodged.</p>
Date	Complaints																									
Dec-17	6																									
Jun-18	4																									
Dec-18	6																									
Jun-19	6																									
Dec-19	2																									
Jun-20	3																									
Dec-20	3																									
Jun-21	2																									
Dec-21	0																									
Jun-22	0																									



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>65</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</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	65	Dec-21	0	Jun-22	75	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.
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	65																									
Dec-21	0																									
Jun-22	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>88</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</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	88	Dec-21	0	Jun-22	85	Responsiveness can be increased and monitored in the 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.
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	88																									
Dec-21	0																									
Jun-22	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>65</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</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	65	Dec-21	0	Jun-22	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	65																									
Dec-21	0																									
Jun-22	75																									
CL04 - Website Usage: Increasing trend of visits to the Narrabri Shire Council website homepage.	Google analytics	> 41,000	<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>71237</td></tr> <tr><td>Jun-21</td><td>72910</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>41000</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	71237	Jun-21	72910	Dec-21	0	Jun-22	41000	Google Analytics was applied to the Narrabri Shire Council website from January 1 2021 to June 30 2021. 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	71237																									
Jun-21	72910																									
Dec-21	0																									
Jun-22	41000																									
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>5599</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</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	5599	Dec-21	0	Jun-22	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	5599																									
Dec-21	0																									
Jun-22	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 million	<table border="1"> <caption>Grant Funding Levels (Million)</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>0.21</td></tr> <tr><td>Jun-20</td><td>6.56</td></tr> <tr><td>Dec-20</td><td>13</td></tr> <tr><td>Jun-21</td><td>11</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>6</td></tr> </tbody> </table>	Date	Value	Dec-17	6	Jun-18	6	Dec-18	2	Jun-19	10	Dec-19	0.21	Jun-20	6.56	Dec-20	13	Jun-21	11	Dec-21	0	Jun-22	6	During the period 1 January 2021 to 30 June 2021 Council was successful in receiving grant funding to the total of \$1,904,375, and received confirmation of successful funding in the amount of \$9,549,794 for applications lodged in 2019/2020 as well as 1 July 202 to December 2020. This provides an overall total of \$11,454,169 in successful grant funding received for the reporting period.
Date	Value																									
Dec-17	6																									
Jun-18	6																									
Dec-18	2																									
Jun-19	10																									
Dec-19	0.21																									
Jun-20	6.56																									
Dec-20	13																									
Jun-21	11																									
Dec-21	0																									
Jun-22	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>65</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</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	65	Dec-21	0	Jun-22	0	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	65																									
Dec-21	0																									
Jun-22	0																									

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% from Dec-17 to Dec-19, then drops to 83% in Jun-20, 50% in Dec-20 and Jun-21, and reaches 0% in Dec-21 and Jun-22. A final blue dot at Jun-22 shows a recovery to 100%.</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-22, 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>84</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</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	84	Dec-21	0	Jun-22	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	84																									
Dec-21	0																									
Jun-22	80																									
CL11 - Councillor Satisfaction: Percentage of Community satisfaction with elected representatives.	Community survey	> 75 %	<table border="1"> <caption>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>65</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</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	65	Dec-21	0	Jun-22	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	65																									
Dec-21	0																									
Jun-22	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> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</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	Dec-21	0	Jun-22	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																									
Dec-21	0																									
Jun-22	100																									

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																								
CL12 - Service Review: Service Review Program undertaken.	Council data	> 12 Reviews	<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>8</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> <tr><td>Target Jun 2021</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	8	Dec-21	0	Jun-22	0	Target Jun 2021	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	8																											
Dec-21	0																											
Jun-22	0																											
Target Jun 2021	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>Community Survey Data</caption> <thead> <tr> <th>Period</th> <th>Value</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>55</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>75</td></tr> </tbody> </table>	Period	Value	Dec-17	61	Jun-18	61	Dec-18	61	Jun-19	61	Dec-19	55	Jun-20	55	Dec-20	55	Jun-21	55	Dec-21	0	Jun-22	75	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	Value																									
Dec-17	61																									
Jun-18	61																									
Dec-18	61																									
Jun-19	61																									
Dec-19	55																									
Jun-20	55																									
Dec-20	55																									
Jun-21	55																									
Dec-21	0																									
Jun-22	75																									

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>Value</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>487800</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Period	Value	Dec-17	163000	Jun-18	382700	Dec-18	696700	Jun-19	416700	Dec-19	487800	Jun-20	754058	Dec-20	754058	Jun-21	487800	Dec-21	0	Jun-22	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	Value																									
Dec-17	163000																									
Jun-18	382700																									
Dec-18	696700																									
Jun-19	416700																									
Dec-19	487800																									
Jun-20	754058																									
Dec-20	754058																									
Jun-21	487800																									
Dec-21	0																									
Jun-22	0																									
CL16 - Market Testing: Annual market testing of services.	Council data	> 4	<table border="1"> <caption>Annual Market Testing 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>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>3</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>4</td></tr> </tbody> </table>	Period	Value	Dec-17	0	Jun-18	1	Dec-18	1	Jun-19	1	Dec-19	3	Jun-20	3	Dec-20	3	Jun-21	3	Dec-21	0	Jun-22	4	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.
Period	Value																									
Dec-17	0																									
Jun-18	1																									
Dec-18	1																									
Jun-19	1																									
Dec-19	3																									
Jun-20	3																									
Dec-20	3																									
Jun-21	3																									
Dec-21	0																									
Jun-22	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>84</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</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	84	Dec-21	0	Jun-22	0	<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	84																									
Dec-21	0																									
Jun-22	0																									

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>Code of Conduct 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>1</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</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	1	Dec-21	0	Jun-22	0	<p>All staff were granted access to the online Code of Conduct training in 2021. Staff are required to undertake annual Code of Conduct refreshment training.</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	1																									
Dec-21	0																									
Jun-22	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>0</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</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	0	Dec-21	0	Jun-22	80	Survey of Councillors not undertaken.
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	0																									
Dec-21	0																									
Jun-22	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>67</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</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	67	Dec-21	0	Jun-22	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. Satisfaction is expected to have decreased due to the recent heavy and persistent rainfall, accompanied with the previous 2 x flood claims that have severely affected the network.
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	67																									
Dec-21	0																									
Jun-22	75																									

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
CL20 - Asset Renewal Ratio: Infrastructure Renewal Ratio exceeds 100%.	Council data	> 100 %	<p>The chart displays the Infrastructure Renewal Ratio over time. The y-axis ranges from 0 to 150. The x-axis shows dates from Dec-17 to Jun-22. The ratio starts at 137 in Dec-17 and Jun-18, drops to 100 in Dec-18, and remains at 100 through Jun-21. A blue dot at Jun-21 is labeled '100'. From Dec-21 to Jun-22, the ratio drops to 0. The final data point for Jun-22 is labeled '0'.</p> <table border="1"> <thead> <tr> <th>Date</th> <th>Ratio</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> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Date	Ratio	Dec-17	137	Jun-18	137	Dec-18	100	Jun-19	100	Dec-19	100	Jun-20	100	Dec-20	100	Jun-21	100	Dec-21	0	Jun-22	0	<p>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. The final result will not be confirmed until Council's annual financial statements have been prepared and audited.</p>
Date	Ratio																									
Dec-17	137																									
Jun-18	137																									
Dec-18	100																									
Jun-19	100																									
Dec-19	100																									
Jun-20	100																									
Dec-20	100																									
Jun-21	100																									
Dec-21	0																									
Jun-22	0																									

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