

Delivery Program

PROGRESS REPORT



As at **June 2022**



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	> 0 Kilometres	<table border="1"> <caption>Kilometres of dedicated walking and cycling trails</caption> <thead> <tr> <th>Period</th> <th>Kilometres</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>2085</td></tr> <tr><td>Jun-18</td><td>2085</td></tr> <tr><td>Dec-18</td><td>2085</td></tr> <tr><td>Jun-19</td><td>2085</td></tr> <tr><td>Dec-19</td><td>2095</td></tr> <tr><td>Jun-20</td><td>2095</td></tr> <tr><td>Dec-20</td><td>2095</td></tr> <tr><td>Jun-21</td><td>2097</td></tr> <tr><td>Dec-21</td><td>2097</td></tr> <tr><td>Jun-22</td><td>2097</td></tr> </tbody> </table>	Period	Kilometres	Dec-17	2085	Jun-18	2085	Dec-18	2085	Jun-19	2085	Dec-19	2095	Jun-20	2095	Dec-20	2095	Jun-21	2097	Dec-21	2097	Jun-22	2097	Although there have not been any new trails developed within Narrabri Shire National parks, the already established trails are being improved following drought and bushfires. National Park and Wildlife Services have advised an increase in visitation to National Parks over the previous 12 months. Further the Barraba Track is now bookable online, which has assisted in more people having access to the track.
Period	Kilometres																									
Dec-17	2085																									
Jun-18	2085																									
Dec-18	2085																									
Jun-19	2085																									
Dec-19	2095																									
Jun-20	2095																									
Dec-20	2095																									
Jun-21	2097																									
Dec-21	2097																									
Jun-22	2097																									
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>Percentage of adult population that participated in sport and recreational activities</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>56</td></tr> <tr><td>Jun-18</td><td>56</td></tr> <tr><td>Dec-18</td><td>56</td></tr> <tr><td>Jun-19</td><td>56</td></tr> <tr><td>Dec-19</td><td>57</td></tr> <tr><td>Jun-20</td><td>57</td></tr> <tr><td>Dec-20</td><td>57</td></tr> <tr><td>Jun-21</td><td>57</td></tr> <tr><td>Dec-21</td><td>53</td></tr> <tr><td>Jun-22</td><td>53</td></tr> </tbody> </table>	Period	Percentage	Dec-17	56	Jun-18	56	Dec-18	56	Jun-19	56	Dec-19	57	Jun-20	57	Dec-20	57	Jun-21	57	Dec-21	53	Jun-22	53	The continued decline of participation in community sport is an issue throughout the state. This may be due to residual effects from COVID-19 lock downs and a slow return to organised sport.
Period	Percentage																									
Dec-17	56																									
Jun-18	56																									
Dec-18	56																									
Jun-19	56																									
Dec-19	57																									
Jun-20	57																									
Dec-20	57																									
Jun-21	57																									
Dec-21	53																									
Jun-22	53																									
SO03 - Library Utilisation: Increase in Library memberships as a percentage of the population.	Council data	> 65 %	<table border="1"> <caption>Library memberships as a percentage of the population</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>60</td></tr> <tr><td>Jun-18</td><td>79</td></tr> <tr><td>Dec-18</td><td>90</td></tr> <tr><td>Jun-19</td><td>83</td></tr> <tr><td>Dec-19</td><td>82</td></tr> <tr><td>Jun-20</td><td>84</td></tr> <tr><td>Dec-20</td><td>85</td></tr> <tr><td>Jun-21</td><td>86</td></tr> <tr><td>Dec-21</td><td>86</td></tr> <tr><td>Jun-22</td><td>86</td></tr> </tbody> </table>	Period	Percentage	Dec-17	60	Jun-18	79	Dec-18	90	Jun-19	83	Dec-19	82	Jun-20	84	Dec-20	85	Jun-21	86	Dec-21	86	Jun-22	86	Total library membership for the Shire is 11,274 = 88.75% of Shire's Population
Period	Percentage																									
Dec-17	60																									
Jun-18	79																									
Dec-18	90																									
Jun-19	83																									
Dec-19	82																									
Jun-20	84																									
Dec-20	85																									
Jun-21	86																									
Dec-21	86																									
Jun-22	86																									
SO04 - Lifestyle Satisfaction: Level of satisfaction with recreation and lifestyle opportunities.	Community survey	> 75 %	<table border="1"> <caption>Level of satisfaction with recreation and lifestyle opportunities</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>88</td></tr> <tr><td>Jun-22</td><td>90</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	88	Jun-22	90	Council programs of providing outdoor social gathering areas in each town and village and providing passive recreation facilities such as the Narrabri Creek shared pathways has seen a improvement in life style satisfaction numbers.
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	88																									
Jun-22	90																									

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

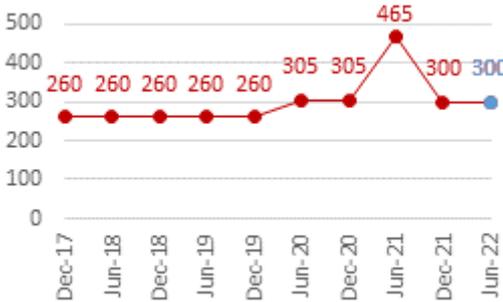
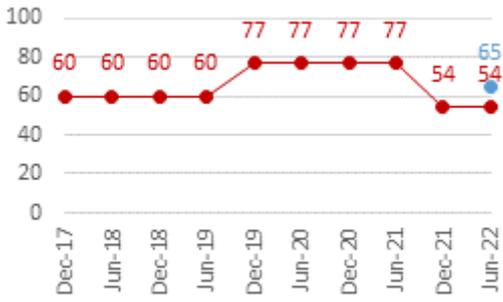
Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
SO05 - Illicit drug use: Decrease in the number of reported incidents of the use of illicit drugs in Narrabri Shire annually.	Bureau of Crime Statistics and Research data	< 40	<table border="1"> <caption>Illicit Drug Incidents</caption> <thead> <tr> <th>Date</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>46</td></tr> <tr><td>Jun-22</td><td>61</td></tr> </tbody> </table>	Date	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	46	Jun-22	61	In the period July 2021 to March 2022 (latest available data via BOCSAR) a total of 61 drug related offences were detected and compared to data in the previous years this level of offending has increased. Council continues to manage the Crime Prevention Advisory Committee which reviews crime trends and identified crime prevention and awareness strategies.
Date	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	46																									
Jun-22	61																									
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>Date</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>1134</td></tr> <tr><td>Jun-22</td><td>972</td></tr> </tbody> </table>	Date	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	1134	Jun-22	972	For the reporting period July 2021 to March 2022 there was a total of 972 incidents of crime across all crime incidents (including drug related crime). In the year July 2020 - June 2021 there was a total of 1,134 incidents reported.
Date	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	1134																									
Jun-22	972																									
SO07 - Safety Perception: Positive increase in resident perception of safety identified in community surveys.	Community survey	> 75 %	<table border="1"> <caption>Resident Perception of Safety</caption> <thead> <tr> <th>Date</th> <th>Percentage Satisfied</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>70</td></tr> <tr><td>Jun-22</td><td>75</td></tr> </tbody> </table>	Date	Percentage Satisfied	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	70	Jun-22	75	According to the 2021 Community Satisfaction Survey 70% of residents are satisfied with the perception of safety and crime within the Shire. This is a decrease of 4% of the previous community survey undertaken. Council manages the Crime Prevention Advisory Committee to assist in identifying ways to positively increase perceptions of crime. Council developed the annual Crime Prevention Week held in June 2022 which tackles a raft of crime related themes important to the community.
Date	Percentage Satisfied																									
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	70																									
Jun-22	75																									

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																								
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 (per 100,000 population)</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>9</td></tr> <tr><td>Jun-22</td><td>9</td></tr> <tr><td>Target Jun-22</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	9	Jun-22	9	Target Jun-22	25	Transport for NSW crash data for year 2021 will be available in late 2022. 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. The total number of fatalities for Narrabri in 2020 was 2, which is well below the state average.
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	9																											
Jun-22	9																											
Target Jun-22	25																											

1.1.3 - Child and aged care supply meets community needs

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																								
SO09 - Child care availability: Number of available child care spaces across the Shire increased to ensure waiting lists are less than 5% of total capacity.	Service provider data	< 5 %	<table border="1"> <caption>Child Care Availability Data (%)</caption> <thead> <tr> <th>Period</th> <th>Value</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>75</td></tr> <tr><td>Jun-22</td><td>75</td></tr> <tr><td>Target Jun-22</td><td>5</td></tr> </tbody> </table>	Period	Value	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	75	Jun-22	75	Target Jun-22	5	Council contacted all childcare/preschool organisations within the Shire which indicates a waitlist of 75% across the centres (not including Family Day Care). This is a significant increase which Council is aware of. Council has recently engaged a consultancy firm to undertake a feasibility study in respect of childcare needs within the LGA, to identify current and future needs and how to best address these needs within the community.
Period	Value																											
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	75																											
Jun-22	75																											
Target Jun-22	5																											
SO10 - Aged care availability: Number of available aged care spaces across the Shire increased to ensure waiting lists are less than 5% of total capacity.	Service provider data	< 5 %	<table border="1"> <caption>Aged Care Availability Data (%)</caption> <thead> <tr> <th>Period</th> <th>Value</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>0</td></tr> <tr><td>Target Jun-22</td><td>5</td></tr> </tbody> </table>	Period	Value	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	0	Target Jun-22	5	Council contacted all approved aged care providers in the Shire and they currently do not have a waiting list. Council is aware that there are allied services which do provide support in aged care are experiencing waiting lists.
Period	Value																											
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	0																											
Target 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" data-bbox="678 224 1181 526"> <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>300</td></tr> <tr><td>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	300	Jun-22	300	<p>There are currently numerous courses that youth have access to via TAFE and the local RTA Community College, these courses are run face to face, online or as a hybrid of both. Courses are for a Certificate III or above or provides a license or other qualification. The Department of Education has recently announced 50 free courses specifically for youth, that can be undertaken during the 2021/2022 summer holidays. A range of these courses will be run face to face in Narrabri to provide skills for local youth that are important to local employers to increase employment opportunities. These courses are being offered to youth aged 16-24 and cover a large range of industries.</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	300																									
Jun-22	300																									
SO12 - Voluntary Programs: Increase in youth volunteer activity across the Shire.	Community survey	> 65 %	 <table border="1" data-bbox="678 1243 1181 1545"> <thead> <tr> <th>Date</th> <th>Value</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>54</td></tr> <tr><td>Jun-22</td><td>65</td></tr> </tbody> </table>	Date	Value	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	54	Jun-22	65	<p>According to the Community Satisfaction Survey undertaken in 2021 54% of people within the Narrabri Shire volunteered their time. Council continues to facilitate the Lillian Hulbert Memorial Prize which encourages young people to excel in a range of pursuits including charitable works and volunteering within the Narrabri Shire.</p> <p>Council is also working with Narrabri Shire Youth Councillors to identify ways to encourage local youth to volunteer throughout the year.</p>
Date	Value																									
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	54																									
Jun-22	65																									

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
SO13 - Youth Perception: Level of satisfaction with programs and training opportunities available locally.	Community survey	> 4	<table border="1"> <caption>Satisfaction Level Data</caption> <thead> <tr> <th>Date</th> <th>Satisfaction Level</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>3</td></tr> <tr><td>Jun-18</td><td>3</td></tr> <tr><td>Dec-18</td><td>3</td></tr> <tr><td>Jun-19</td><td>3</td></tr> <tr><td>Dec-19</td><td>3</td></tr> <tr><td>Jun-20</td><td>3</td></tr> <tr><td>Dec-20</td><td>3</td></tr> <tr><td>Jun-21</td><td>3</td></tr> <tr><td>Dec-21</td><td>3</td></tr> <tr><td>Jun-22</td><td>4</td></tr> </tbody> </table>	Date	Satisfaction Level	Dec-17	3	Jun-18	3	Dec-18	3	Jun-19	3	Dec-19	3	Jun-20	3	Dec-20	3	Jun-21	3	Dec-21	3	Jun-22	4	The Community Satisfaction Survey data indicates a mean satisfaction rating of 3 in 2021. Council is taking steps to identify gaps in the provisions of training and programs targeted at youth, and is working closely with Youth Councillors to identify suitable programs and activities to support local youth.
Date	Satisfaction Level																									
Dec-17	3																									
Jun-18	3																									
Dec-18	3																									
Jun-19	3																									
Dec-19	3																									
Jun-20	3																									
Dec-20	3																									
Jun-21	3																									
Dec-21	3																									
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>Period</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>72</td></tr> <tr><td>Jun-22</td><td>80</td></tr> </tbody> </table>	Period	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	72	Jun-22	80	According to the Community Satisfaction Survey undertaken in 2021 72% of the community are satisfied with the work being undertaken to enhance town and village centres.
Period	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	72																									
Jun-22	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 - Opportunities to engage in Arts and Cultural Activities Data</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>41</td></tr> <tr><td>Jun-18</td><td>41</td></tr> <tr><td>Dec-18</td><td>41</td></tr> <tr><td>Jun-19</td><td>42</td></tr> <tr><td>Dec-19</td><td>29</td></tr> <tr><td>Jun-20</td><td>31</td></tr> <tr><td>Dec-20</td><td>31</td></tr> <tr><td>Jun-21</td><td>21</td></tr> <tr><td>Dec-21</td><td>7</td></tr> <tr><td>Jun-22</td><td>45</td></tr> </tbody> </table>	Period	Value	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	7	Jun-22	45	The Narrabri Shire exceeded this number of events due to the new Wee Waa Community Arts and Cultural Centre and also increased cultural activities as part of the program for the arts festival CREATE and Narra-BRIGHT.
Period	Value																									
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	7																									
Jun-22	45																									
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 Data</caption> <thead> <tr> <th>Period</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>36</td></tr> <tr><td>Jun-18</td><td>36</td></tr> <tr><td>Dec-18</td><td>36</td></tr> <tr><td>Jun-19</td><td>36</td></tr> <tr><td>Dec-19</td><td>37</td></tr> <tr><td>Jun-20</td><td>37</td></tr> <tr><td>Dec-20</td><td>37</td></tr> <tr><td>Jun-21</td><td>37</td></tr> <tr><td>Dec-21</td><td>45</td></tr> <tr><td>Jun-22</td><td>45</td></tr> </tbody> </table>	Period	Percentage (%)	Dec-17	36	Jun-18	36	Dec-18	36	Jun-19	36	Dec-19	37	Jun-20	37	Dec-20	37	Jun-21	37	Dec-21	45	Jun-22	45	45% of the Narrabri Shire Council area participated in Arts and Cultural Activities in the July 2021 to December 2021 period.
Period	Percentage (%)																									
Dec-17	36																									
Jun-18	36																									
Dec-18	36																									
Jun-19	36																									
Dec-19	37																									
Jun-20	37																									
Dec-20	37																									
Jun-21	37																									
Dec-21	45																									
Jun-22	45																									

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 Data</caption> <thead> <tr> <th>Period</th> <th>Satisfaction (%)</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>88</td></tr> <tr><td>Jun-22</td><td>88</td></tr> </tbody> </table>	Period	Satisfaction (%)	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	88	Jun-22	88	Continual improvements to pathways and parklands by Council has seen an increase in satisfaction levels.
Period	Satisfaction (%)																									
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	88																									
Jun-22	88																									

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>Measure Status Data</caption> <thead> <tr> <th>Date</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>82</td></tr> <tr><td>Jun-22</td><td>82</td></tr> <tr><td>Target Jun-21</td><td>90</td></tr> </tbody> </table>	Date	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	82	Jun-22	82	Target Jun-21	90	The 2021 Community Satisfaction Survey revealed 82% of those surveyed are satisfied with reconciliation activities undertaken within the community.
Date	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	82																											
Jun-22	82																											
Target Jun-21	90																											

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

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

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																								
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.	Community survey	> 75 %	<table border="1"> <caption>SO19 Measure Status Data</caption> <thead> <tr> <th>Date</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>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>67</td></tr> <tr><td>Jun-22</td><td>67</td></tr> <tr><td>Jun-22 (Target)</td><td>75</td></tr> </tbody> </table>	Date	Value	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	67	Jun-22	67	Jun-22 (Target)	75	The 2021 Community Satisfaction Survey revealed 67% of those surveyed stated they had access to appropriate levels of community transport options.
Date	Value																											
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	67																											
Jun-22	67																											
Jun-22 (Target)	75																											
SO20 - Transport Limitations: Percentage of adult population that experienced transport limitations in the last 12 months.	Community survey	< 25 %	<table border="1"> <caption>SO20 Measure Status Data</caption> <thead> <tr> <th>Date</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>38</td></tr> <tr><td>Jun-22</td><td>38</td></tr> <tr><td>Jun-22 (Target)</td><td>25</td></tr> </tbody> </table>	Date	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	38	Jun-22	38	Jun-22 (Target)	25	The 2021 Community Satisfaction Survey revealed 38% of those surveyed had experienced transport limitations in the previous 12 months.
Date	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	38																											
Jun-22	38																											
Jun-22 (Target)	25																											

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>SO21 Measure Status Data</caption> <thead> <tr> <th>Date</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>2</td></tr> <tr><td>Jun-22</td><td>5</td></tr> <tr><td>Jun-22 (Target)</td><td>30</td></tr> </tbody> </table>	Date	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	2	Jun-22	5	Jun-22 (Target)	30	A self-serve iPad is available at the Visitor Information Centre and during Council's corporate planning process, QR codes were utilised across the Shire to capture the community's needs through site specific surveys. The Planning Section has a public facing office located at the Admin Building which includes access to the NSW Planning Portal and a printer/scanner. Council is currently investigating installing self-serve iPads at the administration building to better assist the Community. Now Council's focus is to increase accessibility via Mobile technology using Tablets/Mobile devices, especially for outdoor staff members. Page 15 of 51
Date	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	2																											
Jun-22	5																											
Jun-22 (Target)	30																											

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>69.9</td></tr> <tr><td>Jun-22</td><td>69.9</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	69.9	Jun-22	69.9	According to the Australian Bureau of Statistics, 69.9% of the Narrabri Shire's properties are connected to the internet via ADSL, NBN or similar. 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	69.9																									
Jun-22	69.9																									

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>78</td></tr> <tr><td>Jun-22</td><td>78</td></tr> <tr><td>Jun-22</td><td>90</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	78	Jun-22	78	Jun-22	90	The 2021 Community Satisfaction Survey revealed that 78% of those surveyed are satisfied with the quality and availability of meeting places in their town or village. This is down from 81% satisfaction recorded in the 2019 Community Satisfaction Survey.
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	78																											
Jun-22	78																											
Jun-22	90																											

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

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
SO24 - Community Accessibility: 90% of surveyed community members are satisfied with the accessibility of community facilities and services in their town or village.	Community survey	> 90 %	<table border="1"> <caption>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>92</td></tr> <tr><td>Jun-22</td><td>92</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	92	Jun-22	92	The 2021 Community Satisfaction Survey revealed that 92% of those surveyed are satisfied with the accessibility of community facilities and services in their town or village. There was an additional public survey conducted for the development of the Community Strategic Plan (closed 28/02/2022). The results from this survey will be used to inform Council how to increase accessibility in Council facilities across the Shire.
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	92																									
Jun-22	92																									

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>Satisfaction Levels (SO27)</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>85</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	85	Jun-22	85	The 2021 Community Satisfaction Survey revealed 85% of those surveyed are satisfied with the educational offerings and services available within 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	85																									
Jun-22	85																									
SO28 - Learning Outcomes: Improved NAPLAN results across the Narrabri Shire LGA.	Australian Curriculum Assessment and Reporting Authority data	> 473	<table border="1"> <caption>NAPLAN Results (SO28)</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>447</td></tr> <tr><td>Jun-22</td><td>434</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	447	Jun-22	434	NAPLAN testing was undertaken in May 2021 with national results distributed, individual school NAPLAN results are available through the My School Portal.
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	447																									
Jun-22	434																									
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 (SO29)</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>45</td></tr> <tr><td>Jun-22</td><td>0</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	45	Jun-22	0	Council was unable to obtain the data required to report against this KPI.
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	45																									
Jun-22	0																									
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>Early Childhood Development (SO30)</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>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>85</td></tr> <tr><td>Jun-22</td><td>85</td></tr> </tbody> </table>	Period	Value	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	85	Jun-22	85	According to the most recent available data through the Australia Early Development Census (Narrabri Community Profile) 85% of children are developmentally and cognitively on track.
Period	Value																									
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	85																									
Jun-22	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		According to REMPLAN Community (Sourced via Australian Bureau of Statistics 2016 Census of Population and Housing) a total of 3,758 of the Narrabri Shire population have a non-school qualification.
SO32 - Vocational Education & Training Enrolments: Percentage of community members aged 15 to 64 enrolled in vocational education and training.	Training providers	> 13 %		According to data obtained from REMPLAN and Census Data approximately 8.3% of the population is engaged in a tertiary or technical institution.
SO33 - Learning Needs Perception: Percentage of community members who believe a range of learning options are available to meet their needs.	Community survey	> 75 %		The 2021 Community Satisfaction Survey revealed 85% of those surveyed believe there is sufficient learning options to meet the Community's needs.

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		According to REMPLAN Data approximately 2,663 people within the Narrabri Shire are currently undertaking study, this includes 2,142 full time students and 521 part time students. This data is obtained from a range of sources and includes TAFE, Country Universities Centre and other RTOs that are either based in, or outreach to the Narrabri Shire.

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

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																								
SO35 - Research Program Participation: Increased participation in STEM programs.	Council data	> 172	<table border="1"> <caption>SO35 - Research Program Participation Data</caption> <thead> <tr> <th>Date</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>808</td></tr> <tr><td>Jun-22</td><td>808</td></tr> <tr><td>Target Jun-21</td><td>172</td></tr> </tbody> </table>	Date	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	808	Jun-22	808	Target Jun-21	172	The numbers have increased considerably due to high demand for IT guidance for seniors in response to COVID-19 related information being predominantly online.
Date	Participation																											
Dec-17	164																											
Jun-18	151																											
Dec-18	288																											
Jun-19	483																											
Dec-19	825																											
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Dec-20	1174																											
Jun-21	1170																											
Dec-21	808																											
Jun-22	808																											
Target Jun-21	172																											
SO36 - Research Training Provision: Increased participation in provision of training by research facilities.	Council data	> 79	<table border="1"> <caption>SO36 - Research Training Provision Data</caption> <thead> <tr> <th>Date</th> <th>Participation</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>75</td></tr> <tr><td>Jun-18</td><td>81</td></tr> <tr><td>Dec-18</td><td>197</td></tr> <tr><td>Jun-19</td><td>197</td></tr> <tr><td>Dec-19</td><td>342</td></tr> <tr><td>Jun-20</td><td>342</td></tr> <tr><td>Dec-20</td><td>342</td></tr> <tr><td>Jun-21</td><td>342</td></tr> <tr><td>Dec-21</td><td>342</td></tr> <tr><td>Jun-22</td><td>79</td></tr> <tr><td>Target Jun-21</td><td>79</td></tr> </tbody> </table>	Date	Participation	Dec-17	75	Jun-18	81	Dec-18	197	Jun-19	197	Dec-19	342	Jun-20	342	Dec-20	342	Jun-21	342	Dec-21	342	Jun-22	79	Target Jun-21	79	The Narrabri Shire Libraries have not worked with local research facilities in 2021/2022.
Date	Participation																											
Dec-17	75																											
Jun-18	81																											
Dec-18	197																											
Jun-19	197																											
Dec-19	342																											
Jun-20	342																											
Dec-20	342																											
Jun-21	342																											
Dec-21	342																											
Jun-22	79																											
Target Jun-21	79																											



THEME 2: Our Environment

Strategic Direction 2: Environmentally Sustainable and Productive Shire

By 2027, Environmentally Sustainable and Productive Shire

COMMUNITY ENGAGEMENT

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

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

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

COMMUNITY OUTCOMES

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

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

Our Environment

Strategic Direction 2: Environmentally Sustainable and Productive Shire

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

2.1.1 - Conserve our Aboriginal heritage through improved awareness

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EN01 - Aboriginal Heritage Count: Increase in the number of heritage items and areas listed in the Local Environmental Plan.	Council data	> 10		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 %		The 2021 Community Satisfaction Survey revealed that the level of community satisfaction regarding 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		Council is working with the Waterloo Creek Massacre Site Committee (gazetted in 2021) to develop signage to be installed at the site. New signage was installed at the Historical Site (Gins Leap) to promote a broader understanding of the site and its significance to the Aboriginal Community. Council is embedding Aboriginal artwork, signage and a meeting place (yarning circle) at the Tourism and Cultural Precinct to be built at the rear of the Narrabri Region Visitor Information Centre.

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		Local Strategic Planning Statement (LSPS) and Local Growth Management Strategy (LGMS) adopted in June 2020 and

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 %		The 2021 Community Satisfaction Survey revealed that 86% of those surveyed are satisfied with access to walkways and cycleways within the Shire. Installation of pathways along Narrabri Creek and around Narrabri Lake will contribute to the increase satisfaction and ease of access.
EN06 - Appearance of Public Spaces: Percentage of adults who express satisfaction with the accessibility and appearance of public areas.	Community survey	> 80 %		The 2021 Community Satisfaction Survey revealed that 88% of those surveyed are satisfied with the appearance of public spaces within the Shire. Council's Open Spaces Maintenance Program has increased the level of service resulting in increase in satisfaction.

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		2 free microchipping days were held (1 in February 2022 and 1 in May 2022). At these events animal education was conducted by Councils Regulatory Compliance Team.

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
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>Animal Attacks Data</caption> <thead> <tr> <th>Period</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>13</td></tr> <tr><td>Jun-22</td><td>16</td></tr> </tbody> </table>	Period	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	13	Jun-22	16	16 attacks reported between 01/01/2022 and 30/06/2022.
Period	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	13																									
Jun-22	16																									
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>Weed Management Ratio Data</caption> <thead> <tr> <th>Period</th> <th>Ratio</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>25</td></tr> <tr><td>Jun-22</td><td>20</td></tr> </tbody> </table>	Period	Ratio	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	25	Jun-22	20	The ratio of Council inspection rate to re-inspection required is approximately 4:1 and this is the measure utilised to correlate areas without enforcement of weeds management program.
Period	Ratio																									
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	25																									
Jun-22	20																									
EN10 - Biosecurity Management: Decrease in the number of priority weed types through eradication.	Council data	< 3	<table border="1"> <caption>Priority Weed Types Data</caption> <thead> <tr> <th>Period</th> <th>Number of 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>3</td></tr> <tr><td>Dec-21</td><td>3</td></tr> <tr><td>Jun-22</td><td>0</td></tr> </tbody> </table>	Period	Number of Types	Dec-17	5	Jun-18	5	Dec-18	5	Jun-19	5	Dec-19	5	Jun-20	3	Dec-20	3	Jun-21	3	Dec-21	3	Jun-22	0	Extensive work has been done on weed control focusing on species such as Parthenium, Harissa cactus and Green cestrum. This KPI will be difficult to provide accurate data as weed species eradication across the entire Shire may never be known.
Period	Number of Types																									
Dec-17	5																									
Jun-18	5																									
Dec-18	5																									
Jun-19	5																									
Dec-19	5																									
Jun-20	3																									
Dec-20	3																									
Jun-21	3																									
Dec-21	3																									
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 %	<p>120 100 80 60 40 20 0</p> <p>Dec-17 Jun-18 Dec-18 Jun-19 Dec-19 Jun-20 Dec-20 Jun-21 Dec-21 Jun-22</p>	To date there has been zero complaints regarding Council's response to emergency situations.

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	<p>5 4 3 2 1 0</p> <p>Dec-17 Jun-18 Dec-18 Jun-19 Dec-19 Jun-20 Dec-20 Jun-21 Dec-21 Jun-22</p>	There are 2 groups; Merrimborough Landcare group and the Yarrie Lake Landcare group that exist in the Shire.
EN13 - Rehabilitation: Area of land where rehabilitation is completed (per annum).	Council data	> 350 %	<p>700 600 500 400 300 200 100 0</p> <p>Dec-17 Jun-18 Dec-18 Jun-19 Dec-19 Jun-20 Dec-20 Jun-21 Dec-21 Jun-22</p>	Mining rehabilitation is being completed by the responsible mine. Only data for Maules Creek and Tarrawonga Mines rehabilitation works is available. Of the available data, to date, 1,498 hectares of land has been rehabilitated.

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	<p>120 100 80 60 40 20 0</p> <p>Dec-17 Jun-18 Dec-18 Jun-19 Dec-19 Jun-20 Dec-20 Jun-21 Dec-21 Jun-22</p>	Council has not had sufficient resources to review the environmental licenses annual returns for extractive industries.

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>26</td></tr> <tr><td>Jun-22</td><td>15</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	26	Jun-22	15	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 general environmental-allied correspondence.
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	26																									
Jun-22	15																									
EN16 - Ecological Sustainability Compliance: Demonstrated inclusion of Ecologically Sustainable Development and precautionary principle analysis in relevant Council Reports.	Council data	> 100	<table border="1"> <caption>EN16 - Ecological Sustainability Compliance Data</caption> <thead> <tr> <th>Date</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>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>100</td></tr> <tr><td>Jun-22</td><td>100</td></tr> </tbody> </table>	Date	Percentage	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	100	Jun-22	100	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
Date	Percentage																									
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	100																									
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	<table border="1"> <caption>Fuel Usage Data</caption> <thead> <tr> <th>Date</th> <th>Fuel Usage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>47180</td></tr> <tr><td>Jun-18</td><td>397287</td></tr> <tr><td>Dec-18</td><td>397223</td></tr> <tr><td>Jun-19</td><td>491462</td></tr> <tr><td>Dec-19</td><td>265667</td></tr> <tr><td>Jun-20</td><td>587990</td></tr> <tr><td>Dec-20</td><td>587990</td></tr> <tr><td>Jun-21</td><td>546176</td></tr> <tr><td>Dec-21</td><td>298856</td></tr> <tr><td>Jun-22</td><td>539661.8</td></tr> </tbody> </table>	Date	Fuel Usage	Dec-17	47180	Jun-18	397287	Dec-18	397223	Jun-19	491462	Dec-19	265667	Jun-20	587990	Dec-20	587990	Jun-21	546176	Dec-21	298856	Jun-22	539661.8	<p>For 1 January 2022 to 30 June 2022, 539,661.8 litres of fuel were used. This represents an increase in 38% compared to the same period in 2021. Increase is due to increased utilisation of plant and light vehicles with flood repair and maintenance works. The cost of fuel has had a major increase in the second half 2021/2022 causing double effect on costing. A 98% increase in Council's fuel cost has occurred since 2021. It is expected to maintain this level in 2022/2023. A reduction in fuel usage can be achieved by purchasing more fuel efficient vehicles, buying EV's, car pooling and/or better scheduling of tasks where the use of vehicles is required. More efficient scheduling of tasks can be difficult to achieve especially where weather and natural disasters impact on operational activities (as has ben the case in late 2021). The introduction of EV's into Council fleet will reduce fuel costs and their introduction into the Council fleet requires consideration.</p>
Date	Fuel Usage																									
Dec-17	47180																									
Jun-18	397287																									
Dec-18	397223																									
Jun-19	491462																									
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Dec-20	587990																									
Jun-21	546176																									
Dec-21	298856																									
Jun-22	539661.8																									
EN18 - Total Energy Usage: 15% reduction in Council's total energy usage on 2016/17 levels by 2020/21.	Council data	> 15 %	<table border="1"> <caption>Total Energy Usage Reduction Data</caption> <thead> <tr> <th>Date</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>15</td></tr> <tr><td>Jun-22</td><td>15</td></tr> </tbody> </table>	Date	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	15	Jun-22	15	<p>To date Council have not decreased energy by 15% since 2016/17. Usage levels are stable. Works on a renewal energy action plan are in place.</p>
Date	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	15																									
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 (kg)</caption> <thead> <tr> <th>Period</th> <th>Value</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>651</td></tr> <tr><td>Jun-22</td><td>562.8</td></tr> </tbody> </table>	Period	Value	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	651	Jun-22	562.8	Average waste for this period 349.5 ton per month (April - June). Properties 6210
Period	Value																									
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	651																									
Jun-22	562.8																									
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>Percentage of waste diverted from landfill</caption> <thead> <tr> <th>Period</th> <th>Value</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>40.02</td></tr> <tr><td>Jun-22</td><td>75</td></tr> </tbody> </table>	Period	Value	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	40.02	Jun-22	75	9.88% sent for reprocessing 52.55% Reused 37.56 % landfilled
Period	Value																									
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	40.02																									
Jun-22	75																									
EN21 - Public Recycling Facilities: Increase in the number of recycling facilities in public spaces.	Council data	> 4	<table border="1"> <caption>Number of recycling facilities in public spaces</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>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>2</td></tr> <tr><td>Jun-22</td><td>1</td></tr> </tbody> </table>	Period	Value	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	2	Jun-22	1	enquiries into CDS vending machines at NWMF, Wee Waa and Boggabri continuing. 3 yellow bins organised for council depot. Tyre processing facility discussions with Carrol Engineering.
Period	Value																									
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	2																									
Jun-22	1																									
EN22 - Industry Waste Minimisation: Increase in number of businesses and industries involved in the waste minimisation program.	Council data	> 50	<table border="1"> <caption>Number of businesses and industries involved in waste minimisation</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>10</td></tr> <tr><td>Dec-18</td><td>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>88</td></tr> <tr><td>Jun-22</td><td>50</td></tr> </tbody> </table>	Period	Value	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	88	Jun-22	50	Council is currently in discussions for shire CDS and tyre infrastructure and processing opportunities with Carrol engineering and Tomra.
Period	Value																									
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	88																									
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																						
<p>EN23 - Council Water Consumption: Percentage reduction on 2016/2017 levels in mains water consumed by Council operations.</p>	<p>Council data</p>	<p>< 15 %</p>	<table border="1"> <caption>EN23 - Council Water Consumption Data</caption> <thead> <tr> <th>Date</th> <th>Percentage Reduction</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>40</td></tr> <tr><td>Jun-18</td><td>19</td></tr> <tr><td>Dec-18</td><td>21</td></tr> <tr><td>Jun-19</td><td>21</td></tr> <tr><td>Dec-19</td><td>24</td></tr> <tr><td>Jun-20</td><td>26</td></tr> <tr><td>Dec-20</td><td>26</td></tr> <tr><td>Jun-21</td><td>29</td></tr> <tr><td>Dec-21</td><td>21</td></tr> <tr><td>Jun-22</td><td>19</td></tr> </tbody> </table>	Date	Percentage Reduction	Dec-17	40	Jun-18	19	Dec-18	21	Jun-19	21	Dec-19	24	Jun-20	26	Dec-20	26	Jun-21	29	Dec-21	21	Jun-22	19	<p>2021/2022 had a 19% reduction in water use compared to 2016/2017 levels. This is in part due to the water augmentation requiring less flushing to take place and a wetter year requiring less water use for Council purposes. There are also improvements in water measuring during maintenance activities. Water unaccounted for includes water used for mains flushing and similar water network maintenance activities.</p>
Date	Percentage Reduction																									
Dec-17	40																									
Jun-18	19																									
Dec-18	21																									
Jun-19	21																									
Dec-19	24																									
Jun-20	26																									
Dec-20	26																									
Jun-21	29																									
Dec-21	21																									
Jun-22	19																									
<p>EN24 - Water Quality: Water quality improvement in the Namoi River. Measured by the positive displacement of rubbish.</p>	<p>Council data</p>	<p>> 1 Tonne</p>	<table border="1"> <caption>EN24 - Water Quality Data</caption> <thead> <tr> <th>Date</th> <th>Positive Displacement of Rubbish (Tonnes)</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>0</td></tr> <tr><td>Dec-18</td><td>0</td></tr> <tr><td>Jun-19</td><td>0</td></tr> <tr><td>Dec-19</td><td>0</td></tr> <tr><td>Jun-20</td><td>0</td></tr> <tr><td>Dec-20</td><td>0</td></tr> <tr><td>Jun-21</td><td>0</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>1</td></tr> </tbody> </table>	Date	Positive Displacement of Rubbish (Tonnes)	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 during the period. A total of 93 potential sources of stormwater outflow to the catchment of the Namoi River within Narrabri town limits have been identified. Stormwater catchment models have yet to be created or analysed, these estimates are based solely on existing storm water pipes and assuming they are sufficiently sized. There has also been no discharges to the Namoi River from any sewer treatment plants in this period while they are sent to local wetlands or used for beneficial reuse. Due to reduced flows compared to recent quarters there has been less waste collected before being discharged into the river. Further work is required to scope the full extent of works.</p>
Date	Positive Displacement of Rubbish (Tonnes)																									
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																						
EN25 - Air Quality: Number of days polluting concentrations exceed National Environment Protection Measure (NEPM) guidelines.	Environmental Protection Agency data	< 0	<table border="1"> <caption>EN25 - Air Quality: Number of days polluting concentrations exceed NEPM guidelines</caption> <thead> <tr> <th>Period</th> <th>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>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>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>	Period	Days Exceeding NEPM Guidelines	Dec-17	0	Jun-18	0	Dec-18	0	Jun-19	0	Dec-19	1	Jun-20	22	Dec-20	22	Jun-21	0	Dec-21	0	Jun-22	0	According to the NSW DPIE website, air quality in Narrabri was generally good, meeting national benchmarks on 100% of days. All 7 monitoring stations within the broader Namoi/North West Slopes region recorded their lowest air pollution levels since reporting began in 2018.
Period	Days Exceeding NEPM Guidelines																									
Dec-17	0																									
Jun-18	0																									
Dec-18	0																									
Jun-19	0																									
Dec-19	1																									
Jun-20	22																									
Dec-20	22																									
Jun-21	0																									
Dec-21	0																									
Jun-22	0																									
EN26 - Dust Monitoring: Real time regional monitoring system in place and available in easy to understand language.	Council data	> 85 %	<table border="1"> <caption>EN26 - Dust Monitoring: Real time regional monitoring system in place and available in easy to understand language</caption> <thead> <tr> <th>Period</th> <th>Percentage Available</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>98</td></tr> <tr><td>Dec-18</td><td>0</td></tr> <tr><td>Jun-19</td><td>99</td></tr> <tr><td>Dec-19</td><td>100</td></tr> <tr><td>Jun-20</td><td>100</td></tr> <tr><td>Dec-20</td><td>100</td></tr> <tr><td>Jun-21</td><td>100</td></tr> <tr><td>Dec-21</td><td>100</td></tr> <tr><td>Jun-22</td><td>85</td></tr> </tbody> </table>	Period	Percentage Available	Dec-17	0	Jun-18	98	Dec-18	0	Jun-19	99	Dec-19	100	Jun-20	100	Dec-20	100	Jun-21	100	Dec-21	100	Jun-22	85	Narrabri is now part of the NSW Air Quality Monitoring Network. The Narrabri air monitoring station was built in December 2017 near Narrabri Airport. Real-time Regional monitoring data has been available online since the equipment was installed.
Period	Percentage Available																									
Dec-17	0																									
Jun-18	98																									
Dec-18	0																									
Jun-19	99																									
Dec-19	100																									
Jun-20	100																									
Dec-20	100																									
Jun-21	100																									
Dec-21	100																									
Jun-22	85																									

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

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
EN27 - Mine Rehabilitation Compliance: Mines adhere to agreed rehabilitation schedules.	Council data	> 100 %	<table border="1"> <caption>EN27 - Mine Rehabilitation Compliance: Mines adhere to agreed rehabilitation schedules</caption> <thead> <tr> <th>Period</th> <th>Percentage 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>100</td></tr> <tr><td>Jun-19</td><td>100</td></tr> <tr><td>Dec-19</td><td>0</td></tr> <tr><td>Jun-20</td><td>100</td></tr> <tr><td>Dec-20</td><td>0</td></tr> <tr><td>Jun-21</td><td>100</td></tr> <tr><td>Dec-21</td><td>100</td></tr> <tr><td>Jun-22</td><td>100</td></tr> </tbody> </table>	Period	Percentage Compliance	Dec-17	100	Jun-18	100	Dec-18	100	Jun-19	100	Dec-19	0	Jun-20	100	Dec-20	0	Jun-21	100	Dec-21	100	Jun-22	100	Council has not had sufficient resources to review Mine Rehabilitation Plans; however, the NSW Resource Regulator has conducted targeted assessments at mine sites to ensure that operators are effectively undertaking progressive rehabilitation in accordance with the obligations set out in their approved plans. Assumption made for 100% adherence.
Period	Percentage Compliance																									
Dec-17	100																									
Jun-18	100																									
Dec-18	100																									
Jun-19	100																									
Dec-19	0																									
Jun-20	100																									
Dec-20	0																									
Jun-21	100																									
Dec-21	100																									
Jun-22	100																									

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

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
EN28 - Water Resourcing: Current groundwater extractions are maintained.	Council data	< 400 Litres Per Day	<table border="1"> <caption>Groundwater Extraction (Litres Per Day)</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>403</td></tr> <tr><td>Jun-18</td><td>403</td></tr> <tr><td>Dec-18</td><td>403</td></tr> <tr><td>Jun-19</td><td>517</td></tr> <tr><td>Dec-19</td><td>446</td></tr> <tr><td>Jun-20</td><td>148</td></tr> <tr><td>Dec-20</td><td>148</td></tr> <tr><td>Jun-21</td><td>327</td></tr> <tr><td>Dec-21</td><td>286.7</td></tr> <tr><td>Jun-22</td><td>456.74</td></tr> </tbody> </table>	Period	Value	Dec-17	403	Jun-18	403	Dec-18	403	Jun-19	517	Dec-19	446	Jun-20	148	Dec-20	148	Jun-21	327	Dec-21	286.7	Jun-22	456.74	There has been 456.74L per person per day of groundwater extracted within the Narrabri Shire Between January 2022 to June 2022.
Period	Value																									
Dec-17	403																									
Jun-18	403																									
Dec-18	403																									
Jun-19	517																									
Dec-19	446																									
Jun-20	148																									
Dec-20	148																									
Jun-21	327																									
Dec-21	286.7																									
Jun-22	456.74																									
EN29 - Environmental Flow: Current bore water extractions are maintained.	Council data	> 1,000 Megalitres	<table border="1"> <caption>Total Groundwater Extraction (Megalitres)</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>1004</td></tr> <tr><td>Jun-18</td><td>1004</td></tr> <tr><td>Dec-18</td><td>1004</td></tr> <tr><td>Jun-19</td><td>1450</td></tr> <tr><td>Dec-19</td><td>1749</td></tr> <tr><td>Jun-20</td><td>1346</td></tr> <tr><td>Dec-20</td><td>1346</td></tr> <tr><td>Jun-21</td><td>1529</td></tr> <tr><td>Dec-21</td><td>565.99</td></tr> <tr><td>Jun-22</td><td>1452.95</td></tr> </tbody> </table>	Period	Value	Dec-17	1004	Jun-18	1004	Dec-18	1004	Jun-19	1450	Dec-19	1749	Jun-20	1346	Dec-20	1346	Jun-21	1529	Dec-21	565.99	Jun-22	1452.95	The total groundwater extraction for 2021/2022 for Narrabri Shire Council was 1,452.95 ML.
Period	Value																									
Dec-17	1004																									
Jun-18	1004																									
Dec-18	1004																									
Jun-19	1450																									
Dec-19	1749																									
Jun-20	1346																									
Dec-20	1346																									
Jun-21	1529																									
Dec-21	565.99																									
Jun-22	1452.95																									

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

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
EN30 - Community Confidence: Community confidence in assessment and monitoring.	Community survey	> 75 %	<table border="1"> <caption>Community Confidence (%)</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>72</td></tr> <tr><td>Jun-18</td><td>72</td></tr> <tr><td>Dec-18</td><td>72</td></tr> <tr><td>Jun-19</td><td>72</td></tr> <tr><td>Dec-19</td><td>70</td></tr> <tr><td>Jun-20</td><td>70</td></tr> <tr><td>Dec-20</td><td>70</td></tr> <tr><td>Jun-21</td><td>70</td></tr> <tr><td>Dec-21</td><td>70</td></tr> <tr><td>Jun-22</td><td>75</td></tr> </tbody> </table>	Period	Value	Dec-17	72	Jun-18	72	Dec-18	72	Jun-19	72	Dec-19	70	Jun-20	70	Dec-20	70	Jun-21	70	Dec-21	70	Jun-22	75	Council have taken a public and proactive role in advocating on the Narrabri Underground Mine Modification Project, Maules Creek Mine Modification Project, Narrabri Gas Project, Inland Rail and Silverleaf Solar Farm Project environmental requirements.
Period	Value																									
Dec-17	72																									
Jun-18	72																									
Dec-18	72																									
Jun-19	72																									
Dec-19	70																									
Jun-20	70																									
Dec-20	70																									
Jun-21	70																									
Dec-21	70																									
Jun-22	75																									



THEME 3: Our Economy

Strategic Direction 3: Progressive and Diverse Economy

By 2027, Progressive and Diverse Economy

COMMUNITY ENGAGEMENT

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

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

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

COMMUNITY OUTCOMES

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

- Increased community events, conferences and entertainment
- Increased employment through industry innovation, investment and value adding
- Established freight hub for the 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 hosted 62 events between 01/01/2022 and 30/06/2022 (which is up 19.23% compared with the same period of 2020/2021)
EC02 - Events, Conferences & Entertainment Patronage: Percentage increase in patrons at The Crossing Theatre for events, conferences and entertainment per annum.	Council data	> 5 %		Patronage for Events, Conferences and Entertainment for January 2022 to June 2022 was 15,013 compared to 4,881 for the same period in 2020/2021. This is a 207.58% increase, due to NSW being in lock down during the previous period, the increased percentage will be inflated..

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

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
<p>EC03 - Tourism Visitation, Stay & Spend: Percentage increase in key visitor metrics for Narrabri Shire LGA - Number of Visitors.</p>	<p>Tourism Research Australia data</p>	<p>> 235,000 %</p>	<table border="1"> <caption>Tourism Visitation Data</caption> <thead> <tr> <th>Date</th> <th>Visitors</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>223,000</td></tr> <tr><td>Jun-18</td><td>223,000</td></tr> <tr><td>Dec-18</td><td>223,000</td></tr> <tr><td>Jun-19</td><td>223,000</td></tr> <tr><td>Dec-19</td><td>245,000</td></tr> <tr><td>Jun-20</td><td>245,000</td></tr> <tr><td>Dec-20</td><td>245,000</td></tr> <tr><td>Jun-21</td><td>297,000</td></tr> <tr><td>Dec-21</td><td>297,000</td></tr> <tr><td>Jun-22</td><td>297,000</td></tr> </tbody> </table>	Date	Visitors	Dec-17	223,000	Jun-18	223,000	Dec-18	223,000	Jun-19	223,000	Dec-19	245,000	Jun-20	245,000	Dec-20	245,000	Jun-21	297,000	Dec-21	297,000	Jun-22	297,000	<p>The latest available data produced by Tourism Research Australia indicates 297,000 visitor to the Narrabri LGA per annum. Visitation statistics include for holidays, business and visiting friends and relatives. The latest available data produced by Tourism Research Australia indicates 297,000 visitor to the Narrabri LGA per annum. Visitation statistics include for holidays, business and visiting friends and relatives. The latest available data produced by Tourism Research Australia indicates 297,000 visitor to the Narrabri LGA per annum. Visitation statistics include for holidays, business and visiting friends and relatives.</p>
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Dec-21	297,000																									
Jun-22	297,000																									
<p>EC04 - Social Media Audience: Grow social media user database.</p>	<p>Facebook data</p>	<p>> 2,500</p>	<table border="1"> <caption>Social Media Audience Data</caption> <thead> <tr> <th>Date</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>4172</td></tr> <tr><td>Jun-22</td><td>4518</td></tr> </tbody> </table>	Date	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	4172	Jun-22	4518	<p>Facebook: 3,142 Instagram: 1,376 TOTAL: 4,518</p> <p>Increase of 346 followers</p> <p>Narrabri Region Tourism has seen a significant increase in social media engagement due to the implementation (and review in 2021) of a social media strategy, professional content creation and significant increase in advertising across a broader market range.</p>
Date	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	4172																									
Jun-22	4518																									

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC21 - Tourism Visitation, Stay & Spend: Percentage increase in key visitor metrics for Narrabri Shire LGA - Visitor Spend.	Tourism Research Australia data	> \$46		According to the latest available figures produced by Tourism Research Australia the average spend per visitor per trip is \$97.

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 %		According to the Community Satisfaction Survey undertaken in 2021 there is a 72% level of satisfaction regarding enhancing town and village centres.
EC06 - CBD Shop Usage: Number of vacant shops decreased from June 2017 level. Shops facing Maitland Street, Narrabri.	Council data	< 9		There are currently 7 vacant shops which face Maitland Street, Narrabri which is a decrease from 11.

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		2605 RPT passengers from November to the end of June. Decreased COVID-19 travel restrictions have resulted in increased RPT number.

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
EC08 - Airport Satisfaction: Positive rating of airport by users.	Targeted survey	> 80 %	<table border="1"> <caption>Airport Satisfaction Positive Rating Data</caption> <thead> <tr> <th>Date</th> <th>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>0</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>80</td></tr> <tr><td>Jun-22</td><td>80</td></tr> </tbody> </table>	Date	Rating (%)	Dec-17	0	Jun-18	70	Dec-18	0	Jun-19	80	Dec-19	80	Jun-20	80	Dec-20	80	Jun-21	80	Dec-21	80	Jun-22	80	No formal survey has been undertaken, however, feedback from passengers and politics is generally positive.
Date	Rating (%)																									
Dec-17	0																									
Jun-18	70																									
Dec-18	0																									
Jun-19	80																									
Dec-19	80																									
Jun-20	80																									
Dec-20	80																									
Jun-21	80																									
Dec-21	80																									
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>0</td></tr> <tr><td>Jun-20</td><td>0</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>1</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	0	Jun-20	0	Dec-20	1	Jun-21	1	Dec-21	1	Jun-22	2	Council has finalised the purchase of 374 hectares of land titled the Northern NSW Inland Port (N2IP) site. Council worked with EY on the Interface Improvement Programme and successfully finished the Gate 4 Strategic Business Case. Council received \$16.8 million through the Growing Local Economies fund and \$7.8 million from the 2020 Commonwealth Government budget for infrastructure works. Council is currently working with Infrastructure NSW to have the funding deed signed. Project transitioned to Infrastructure Delivery for them to undertake design and infrastructure works.
Date	Count																									
Dec-17	0																									
Jun-18	0																									
Dec-18	0																									
Jun-19	0																									
Dec-19	0																									
Jun-20	0																									
Dec-20	1																									
Jun-21	1																									
Dec-21	1																									
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 has 3 existing intermodal facilities. The Northern NSW Inland Port (N2IP) development has the potential of providing further intermodal capabilities with direct access to Inland Rail infrastructure. Council has passed through Gate 4 of the EY driven Interface Improvement Programme. This looked at the viability of being able to access the Inland Rail infrastructure from the N2IP site. Council has been deemed a Special Activation Precinct (SAP) investigation area and is currently going through baseline reports in relation to this. This process will be worked on throughout 2022 and into the first half of 2023.

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 %		Council's road network is open to longer freight vehicles under the National Heavy Vehicle Regulator (NHVR) permit process. All permits are assessed and approved for roads that are rated to safely handle higher mass limits and the safe turning movements of multi-combination vehicles.

Objective 3.3 - Value adding and industry innovation will drive employment

3.3.1 - Value adding opportunities will be researched and pursued

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
EC12 - Value Adding: Number of value adding opportunities assessed through the development application process and/or State Significant developments.	Council data	> 8	<table border="1"> <caption>Data for EC12 Measure Status</caption> <thead> <tr> <th>Date</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>1</td></tr> <tr><td>Jun-18</td><td>2</td></tr> <tr><td>Dec-18</td><td>2</td></tr> <tr><td>Jun-19</td><td>4</td></tr> <tr><td>Dec-19</td><td>4</td></tr> <tr><td>Jun-20</td><td>5</td></tr> <tr><td>Dec-20</td><td>8</td></tr> <tr><td>Jun-21</td><td>6</td></tr> <tr><td>Dec-21</td><td>7</td></tr> <tr><td>Jun-22</td><td>8</td></tr> </tbody> </table>	Date	Value	Dec-17	1	Jun-18	2	Dec-18	2	Jun-19	4	Dec-19	4	Jun-20	5	Dec-20	8	Jun-21	6	Dec-21	7	Jun-22	8	Council has assisted seven organisations progress to update their development status. Assistance has been provided through rezoning, modifications, building requirements or general development application lodgements. Council has held a number of pre-development application meetings, providing direction to potential new development.
Date	Value																									
Dec-17	1																									
Jun-18	2																									
Dec-18	2																									
Jun-19	4																									
Dec-19	4																									
Jun-20	5																									
Dec-20	8																									
Jun-21	6																									
Dec-21	7																									
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>Data for EC13 Measure Status</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>4</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	2	Dec-20	4	Jun-21	4	Dec-21	4	Jun-22	1	A Strategic Business Case in relation to the Northern NSW Inland Port (N2IP) has been undertaken. A list and review of industry trends relating to organisations that would benefit from establishing at the N2IP site was provided. Council worked with EY on the Interface Improvement Programme and successfully passed through Gate 4. The NSW State Government endorsed Narrabri Shire as a Special Activation Precinct investigation area. A part of the investigation will look at business and industry able to be attracted to Narrabri Shire. Council can access local economic data through REMPLAN.
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	4																									
Jun-22	1																									

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	<table border="1"> <caption>Data for EC14 Measure Status</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>1</td></tr> <tr><td>Dec-21</td><td>0</td></tr> <tr><td>Jun-22</td><td>4</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	1	Dec-21	0	Jun-22	4	No 'Think Tank' leader forums were held in 2022. Council regularly attends and engages with industry groups across the shire including Chamber of Commerce in Narrabri, Boggabri and Wee Waa as well as the Narrabri Industrial Network.
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	1																									
Dec-21	0																									
Jun-22	4																									

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	<table border="1"> <caption>Data for EC15 Measure Status</caption> <thead> <tr> <th>Date</th> <th>Count</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>1621</td></tr> <tr><td>Jun-18</td><td>1621</td></tr> <tr><td>Dec-18</td><td>1760</td></tr> <tr><td>Jun-19</td><td>1760</td></tr> <tr><td>Dec-19</td><td>1760</td></tr> <tr><td>Jun-20</td><td>1751</td></tr> <tr><td>Dec-20</td><td>1751</td></tr> <tr><td>Jun-21</td><td>1782</td></tr> <tr><td>Dec-21</td><td>1756</td></tr> <tr><td>Jun-22</td><td>1756</td></tr> </tbody> </table>	Date	Count	Dec-17	1621	Jun-18	1621	Dec-18	1760	Jun-19	1760	Dec-19	1760	Jun-20	1751	Dec-20	1751	Jun-21	1782	Dec-21	1756	Jun-22	1756	The Australian Bureau of Statistics reported 1,756 business are registered to the Narrabri Shire Local Government Area. According to REMPLAN (Economy) there are currently 3,348 businesses trading as of 22/07/2021 within the Narrabri Local Government Area, however this is believed to be an overestimate due to a large number of ABNs registered to the area being inactive.
Date	Count																									
Dec-17	1621																									
Jun-18	1621																									
Dec-18	1760																									
Jun-19	1760																									
Dec-19	1760																									
Jun-20	1751																									
Dec-20	1751																									
Jun-21	1782																									
Dec-21	1756																									
Jun-22	1756																									

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 %		<p>Narrabri Median House Price: \$343,500 Gunnedah Median House Price: \$340,000 Moree Median House Price: \$295,000</p> <p>There is less than 1% difference between median house prices when comparing Narrabri and Gunnedah, and a difference of approx 14% difference between Narrabri and Moree.</p>

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 %		<p>The current median rent per week in Narrabri is \$380 with an average weekly household income of \$1,242, meaning that 30.6% of household income is spent on rent. The amount of income spent on rent has decreased since the last reporting period.</p> <p>Comparatively household income spent on rent in Gunnedah is 33% and in Moree is 23.6%.</p> <p>SOURCE: realestate.com.au & Australian Bureau of Statistics (Census Data)</p>

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 %		<p>No unit developments received or approved.</p>

3.4.4 - Housing stocks will be maintained to a suitable standard

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																								
EC19 - Residential Development: Increase in residential investment per year. Measured by number of new dwelling applications.	Council data	> 15	<table border="1"> <caption>Residential Investment Data</caption> <thead> <tr> <th>Date</th> <th>Investment</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>14</td></tr> <tr><td>Jun-22</td><td>8</td></tr> <tr><td>Target Jun-22</td><td>15</td></tr> </tbody> </table>	Date	Investment	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	14	Jun-22	8	Target Jun-22	15	Between 1 January 2022 to 30 June 2022, there have been 8 new dwellings approved across the Shire indicating consistent residential investment.
Date	Investment																											
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	14																											
Jun-22	8																											
Target Jun-22	15																											
EC20 - Public Complaints: Decreasing trend of public complaints about buildings.	Council data	< 5	<table border="1"> <caption>Public Complaints Data</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>12</td></tr> <tr><td>Jun-22</td><td>0</td></tr> <tr><td>Target Jun-22</td><td>5</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	12	Jun-22	0	Target Jun-22	5	Planning and Regulatory Services Team managing complaints as lodged. Complaints include those regarding structural issues, such as asbestos, dilapidated, illegal structures.
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	12																											
Jun-22	0																											
Target Jun-22	5																											



THEME 4: Our Civic Leadership

Strategic Direction 4: Collaborative and Proactive Leadership

By 2027, Collaborative and Proactive Leadership

COMMUNITY ENGAGEMENT

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

COMMUNITY SERVICES

Current services provided within the Narrabri Shire Community include:

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

COMMUNITY OUTCOMES

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

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

Our Civic Leadership

Strategic Direction 4: Collaborative and Proactive Leadership

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

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

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
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>Percentage</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>96</td></tr> <tr><td>Jun-22</td><td>92</td></tr> </tbody> </table>	Date	Percentage	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	96	Jun-22	92	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	Percentage																									
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	96																									
Jun-22	92																									
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>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>61</td></tr> <tr><td>Jun-18</td><td>61</td></tr> <tr><td>Dec-18</td><td>61</td></tr> <tr><td>Jun-19</td><td>61</td></tr> <tr><td>Dec-19</td><td>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>80</td></tr> <tr><td>Jun-22</td><td>75</td></tr> </tbody> </table>	Date	Percentage	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	80	Jun-22	75	The Community Survey was undertaken in July 2021. 60% of residents surveyed are satisfied with the operations of Council.
Date	Percentage																									
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	80																									
Jun-22	75																									

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																						
<p>CL03 - Community Satisfaction: Level of satisfaction with Council's provision of information to residents about activities, services and community services.</p>	<p>Community survey</p>	<p>> 75 %</p>	<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>67</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	67	Jun-22	75	<p>Satisfaction in relation to the provision of information to residents is captured in the Community Satisfaction Survey under the communications service. In 2021 the level of satisfaction was 67%. This is an increase of 2% from the previous 2019 survey. 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.</p>
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	67																									
Jun-22	75																									
<p>CL04 - Website Usage: Increasing trend of visits to the Narrabri Shire Council website homepage.</p>	<p>Google analytics</p>	<p>> 0</p>	<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>0</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>82910</td></tr> <tr><td>Dec-21</td><td>101671</td></tr> <tr><td>Jun-22</td><td>120641</td></tr> </tbody> </table>	Period	Visits	Dec-17	0	Jun-18	6226	Dec-18	0	Jun-19	35000	Dec-19	46799	Jun-20	58487	Dec-20	71237	Jun-21	82910	Dec-21	101671	Jun-22	120641	<p>Google Analytics was applied to the Narrabri Shire Council website from 01/07/2021 to 30/12/2021. This has provided accurate data on users accessing the Narrabri Shire Council homepage for the reporting period being 18,761.</p>
Period	Visits																									
Dec-17	0																									
Jun-18	6226																									
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Dec-21	101671																									
Jun-22	120641																									
<p>CL05 - Social Media Usage: Number of people following the Narrabri Shire Council Facebook page and other platforms.</p>	<p>Council data</p>	<p>> 0</p>	<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>6414</td></tr> <tr><td>Jun-22</td><td>8038</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	6414	Jun-22	8038	<p>6,500 Narrabri Shire Council Facebook followers. 1,220 Narrabri Shire Council LinkedIn followers. 318 Narrabri Shire Council Twitter followers.</p>
Period	Followers																									
Dec-17	3376																									
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Jun-20	4788																									
Dec-20	5042																									
Jun-21	5599																									
Dec-21	6414																									
Jun-22	8038																									

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		This figure represents the successful amount of successful grant funding and allocations for January 2022 to June 2022. A total of \$5,616,426.30 was received and includes applications that were submitted in 2021 but announced in 2022.

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 %		The 2021 Community Satisfaction Survey revealed that 54% of those surveyed undertook volunteer work in the last 12 months. Population of adults who volunteer within the Narrabri Region is steady, Council is looking to increase its volunteers internally as well as developing the capability online for people wishing to volunteer their time, to understand where they can volunteer and in what capacity. According to REPLAN Community, approximately 20% of the total population of the Narrabri Shire volunteers their time in some capacity.

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 %		Council met the benchmark in four of the six performance measures reported in Note G5-1 of its 2021 Annual Financial Statements.

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		Council has considered 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 %		Results from the 2021 Community Satisfaction Survey showed that 80% of residents are at least somewhat satisfied to very satisfied with the overall performance of Council. Residents over 65 have the highest levels of satisfaction.
CL11 - Councillor Satisfaction: Percentage of Community satisfaction with elected representatives.	Community survey	> 75 %		In the 2021 Community Satisfaction Survey, the satisfaction of the performance of elected representatives was 65%. Performance of elected representatives was identified as a key driver of community satisfaction.

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																								
CL13 - Organisational Review: Organisational structure reviewed according to Service Review schedule.	Council data	> 100 %	<table border="1"> <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>44.44</td></tr> <tr><td>Jun-22</td><td>66.66</td></tr> <tr><td>Target Jun 2021</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	44.44	Jun-22	66.66	Target Jun 2021	100	Reviews of 12 out of 18 management functions within Council's organisational structure have been undertaken, resulting in consideration and/or implementation of temporary changes to the structure to trail potential improvements in organisational service delivery.
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	44.44																											
Jun-22	66.66																											
Target Jun 2021	100																											
CL12 - Service Review: Service Review Program undertaken.	Council data	> 12	<table border="1"> <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	No formal service reviews undertaken. Level of service review has been limited to review of organisational structure for a number of management functions and trials of temporary changes to the structure.
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>54</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	54	Jun-22	75	This is a very complex area as Council must comply with legislative requirements regarding format when reporting annual financial results, budgetary forecasts and quarterly budget review movements.
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	54																									
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 Gains</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>280000</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	280000	Jun-22	0	
Period	Value																									
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Dec-20	754058																									
Jun-21	487800																									
Dec-21	280000																									
Jun-22	0																									
CL16 - Market Testing: Annual market testing of services.	Council data	> 4	<table border="1"> <caption>Annual Market Testing of Services</caption> <thead> <tr> <th>Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>1</td></tr> <tr><td>Dec-18</td><td>0</td></tr> <tr><td>Jun-19</td><td>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>3</td></tr> <tr><td>Jun-22</td><td>4</td></tr> </tbody> </table>	Period	Value	Dec-17	0	Jun-18	1	Dec-18	0	Jun-19	1	Dec-19	3	Jun-20	3	Dec-20	3	Jun-21	3	Dec-21	3	Jun-22	4	Council is in receipt of the 2020/2021 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	0																									
Jun-19	1																									
Dec-19	3																									
Jun-20	3																									
Dec-20	3																									
Jun-21	3																									
Dec-21	3																									
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>80</td></tr> <tr><td>Jun-22</td><td>80</td></tr> </tbody> </table>	Date	Percentage	Dec-17	82	Jun-18	82	Dec-18	82	Jun-19	82	Dec-19	84	Jun-20	84	Dec-20	84	Jun-21	84	Dec-21	80	Jun-22	80	The Community Survey was undertaken in July 2021. 80% of residents are at least somewhat satisfied with the overall performance of Council over the past 12 months. This is a 2% decrease from the previous survey conducted in 2019. 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.
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	80																									
Jun-22	80																									

4.4.2 - Ensure effective and sound local governance practice

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
CL17 - Local Governance: No breaches of Code of Conduct identified in compliance with the requirements of the Local Government Act 1993.	Council data	< 0	<table border="1"> <caption>Local Governance Breaches Data</caption> <thead> <tr> <th>Date</th> <th>Number of Breaches</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>1</td></tr> <tr><td>Jun-18</td><td>1</td></tr> <tr><td>Dec-18</td><td>1</td></tr> <tr><td>Jun-19</td><td>1</td></tr> <tr><td>Dec-19</td><td>1</td></tr> <tr><td>Jun-20</td><td>1</td></tr> <tr><td>Dec-20</td><td>1</td></tr> <tr><td>Jun-21</td><td>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	No breaches.
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>Council Reporting Data</caption> <thead> <tr> <th>Date</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Dec-17</td><td>0</td></tr> <tr><td>Jun-18</td><td>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	Percentage	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	Percentage																									
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 Data</caption> <thead> <tr> <th>Date</th> <th>Percentage</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>68</td></tr> <tr><td>Jun-22</td><td>75</td></tr> </tbody> </table>	Date	Percentage	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	68	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
Date	Percentage																									
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	68																									
Jun-22	75																									
CL20 - Asset Renewal Ratio: Infrastructure Renewal Ratio exceeds 100%.	Council data	> 100 %	<table border="1"> <caption>CL20 - Infrastructure Renewal Ratio Data</caption> <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>289.1</td></tr> <tr><td>Jun-22</td><td>100</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	289.1	Jun-22	100	Figure reported in Council's 2021 Annual Financial Statements. Council had a large capital renewal program in 2020/2021. This figure is now a little more realistic as The Code of Accounting Practice now allows the inclusion of works-in-progress expenditure.
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	289.1																									
Jun-22	100																									

www.
narrabri.
nsw.gov.au

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

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



NARRABRI SHIRE
DISCOVER THE POTENTIAL