

Our Delivery Program

Narrabri Shire Council

2017 - 2021



Society



Environment



Economy



Civic Leadership



DISCLAIMER

Any information provided by Narrabri Shire Council in this document is provided in good faith. The inclusion of works or services in these documents is no guarantee that those works will be carried out by the indicative date or at all. This may be due to a number of factors including changing circumstances or priorities, adverse weather conditions or failure to obtain grant funding. Any person seeking to rely on any information contained in these documents relating to works or services is urged to contact the relevant Section of Council.

DOCUMENT CONTROL

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

TABLE OF CONTENTS

| | |
|--|----|
| MAYOR & GENERAL MANAGER FOREWORD | 3 |
| ACKNOWLEDGEMENT OF COUNTRY | 4 |
| INTEGRATED PLANNING & REPORTING | 5 |
| YOUR COUNCIL..... | 7 |
| OUR STRATEGIC DIRECTIONS | 12 |
| ▪ OUR SOCIETY..... | 13 |
| ▪ OUR ENVIRONMENT | 30 |
| ▪ OUR ECONOMY | 46 |
| ▪ OUR CIVIC LEADERSHIP | 58 |

MAYOR & GENERAL MANAGER FOREWORD

Narrabri Shire Council is pleased to present the four-year Delivery Program. This is the second time a Delivery Program has been created for Council as part of a revised Community Strategic Plan. The newly elected Council has been actively involved in the development of the revised Community Strategic Plan and are therefore committed to the implementation of this four-year Delivery Program.

The previous term of Council saw significant changes to the delivery of services throughout the Shire following the implementation of Council's Fit for the Future Improvement Plan. This has seen an emphasis on being fiscally responsible and providing efficient service delivery. The Community Strategic Planning process has provided Council an opportunity to reassess its priorities and listen to the community to determine its vision for the future.

The extensive consultation for the Community Strategic Plan showed that a majority of those surveyed agreed with Council's vision to be a "...strong and vibrant regional growth centre providing a quality living environment for the entire Shire community." Council is working collaboratively with the community to realise this vision which can be achieved through careful strategic planning.

The Delivery Program is a major part in this planning. This Delivery Program directly addresses the objectives and strategies of the Community Strategic Plan and identifies the work that Council will undertake towards achieving the community's vision. The Delivery Program covers the four-year term of the current Council and provides the Councillors and staff with a "road map" to achieve this vision.

There are exciting times ahead and we look forward to working together with the community to deliver the initiatives outlined in this plan.



Mayor

Cathy Redding



General Manager

Stewart Todd

ACKNOWLEDGEMENT OF COUNTRY

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

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

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

Adopted by Narrabri Shire Council in July 2016.

INTEGRATED PLANNING & REPORTING

OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK

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

The Community Strategic Plan has a minimum 10-year timeframe and is the highest level document that Council prepares on behalf of the community. While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the community, it is not wholly responsible for its implementation. Other partners, such as state agencies and community groups, may also deliver long-term strategies in the plan. These strategies are identified within this document.

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

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

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

Figure 1: Integrated Planning and Reporting Framework



INTEGRATED PLANNING & REPORTING

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.

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 & 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 year 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.

YOUR COUNCIL

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

OUR SHARED VISION

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

COUNCIL’S VALUES

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

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

Our values are:

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

YOUR COUNCIL

OUR GUIDING PRINCIPLES

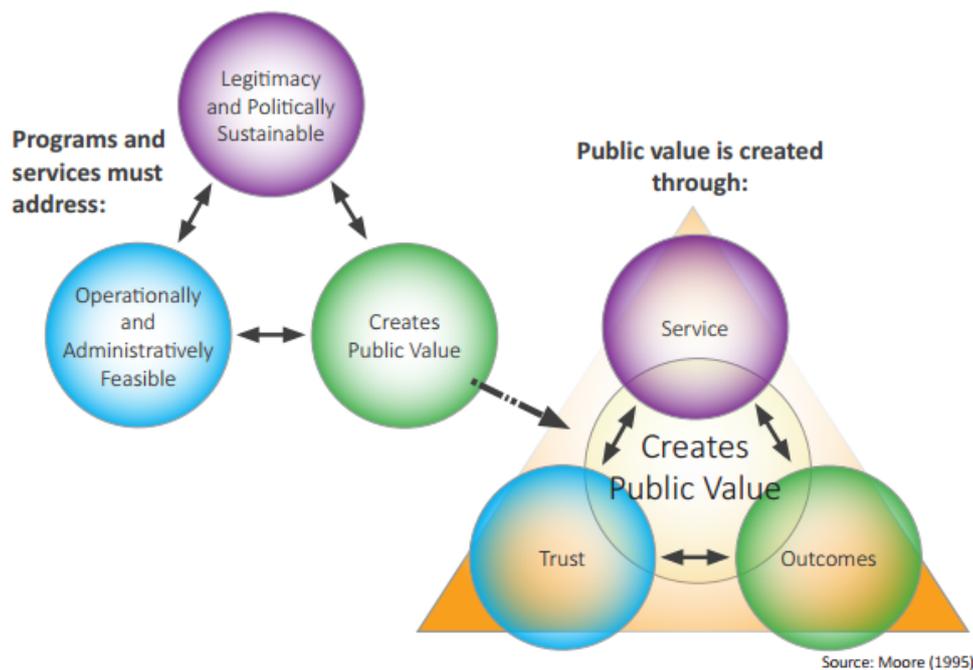
Social Justice: Social justice principles, derived from the NSW Government's Social Justice Strategy, promote:

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

Public Value Model: Moore's Public Value Model describes the value that Council contributes, in program and service provision, to the community. Figure 3 captures the key elements of the Public Value Model and demonstrates how each element must work together to meet the interest of the broader community:

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

Figure 3: Public Value Model



YOUR COUNCIL

COUNCIL'S ROLE

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

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

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

REPORTING ON PROGRESS

Council must monitor and report every six months based on the progress made towards achieving the objectives and strategies detailed in the Delivery Program.

The General Manager reports quarterly to Council on the budget in the Operational Plan. An Annual Report is also provided to Council every year outlining the progress made in implementing the Delivery Program and the effectiveness of activities undertaken to achieve the objectives in the Community Strategic Plan.

In Council's last term of office, an End of Term Report is prepared for Council outlining the achievements made in implementing the Community Strategic Plan over the previous four years.

KEY PARTNERS

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

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

YOUR COUNCIL

OUR ELECTED COUNCILLORS

Our elected Councillors represent the Narrabri Shire on Council matters in accordance with the Local Government Act and associated legislation. Nine Councillors were elected in September 2016 and will hold office until September 2020.



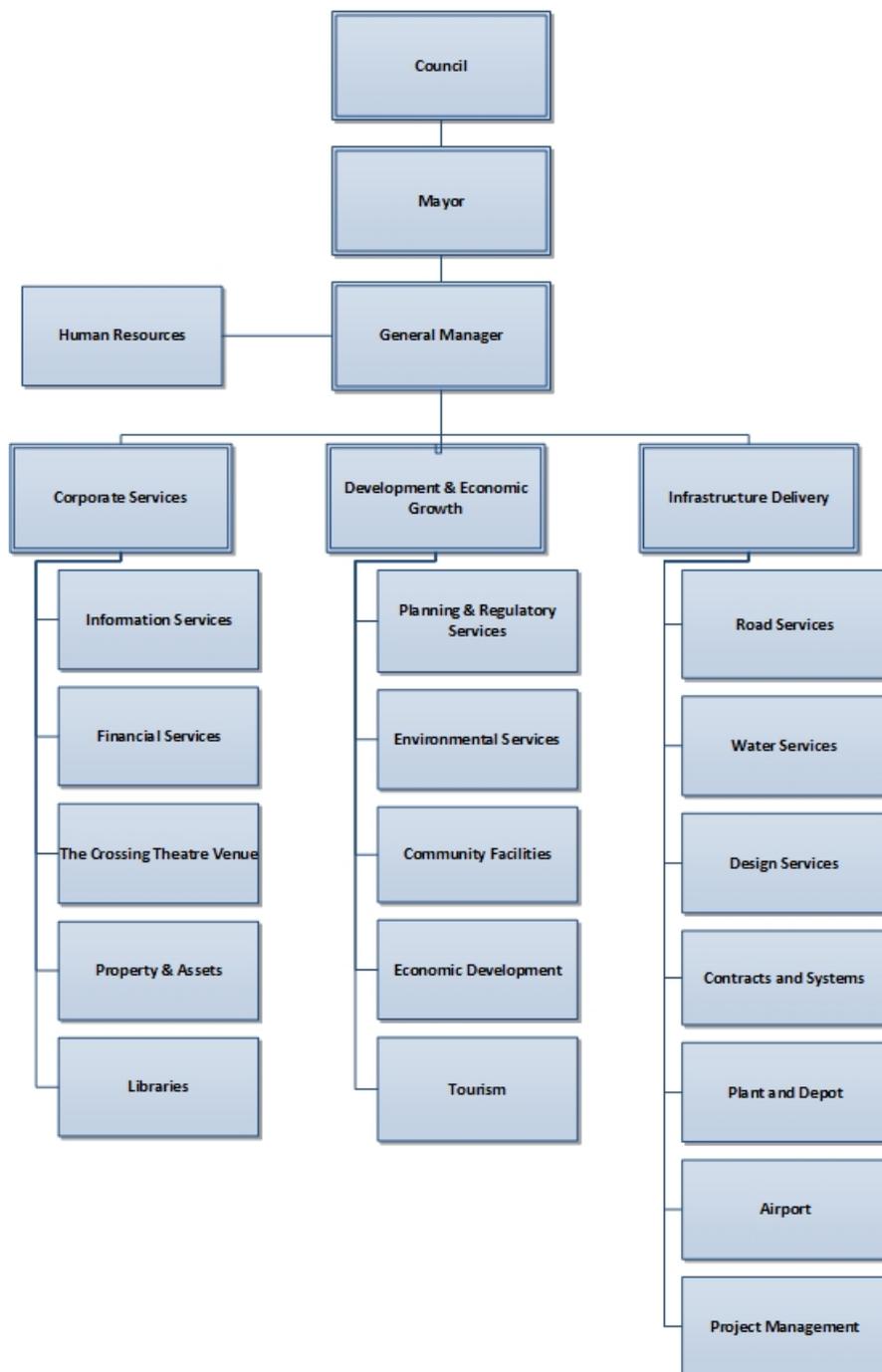
Back to Front Row, Left to Right: *Cr Ron Campey, Cr Ron Campbell, General Manager Stewart Todd, Cr Robert Kneale, Cr Lloyd Findlay, Cr Ann Loder, Cr Annie McMahon, Mayor Cathy Redding, Deputy Mayor Cameron Staines and Cr Maxine Booby.*

YOUR COUNCIL

OUR ORGANISATIONAL STRUCTURE

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

Figure 4: Narrabri Shire Council Organisational Structure



OUR STRATEGIC DIRECTIONS

OUR FUTURE DIRECTIONS

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

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

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

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

Our Strategic Direction



Theme 1: Our Society

Strategic Direction 1: Safe, Inclusive and Connected Community

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 proactively together to achieve our shared vision with strong, strategic direction.



THEME 1: OUR SOCIETY

STRATEGIC DIRECTION 1: SAFE, INCLUSIVE AND CONNECTED COMMUNITY

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

COMMUNITY ENGAGEMENT

Through 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

THEME 1: OUR SOCIETY



STRATEGIC DIRECTION 1: SAFE, INCLUSIVE AND CONNECTED COMMUNITY

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|--|--|--|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| 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 | <ul style="list-style-type: none"> ▪ Dedicated walking and cycling trails: Kilometres of dedicated walking and cycling trails. ▪ Participation in sporting and recreational activities: Percentage of adult population that participated in sport and recreational activities during the last 12 months. ▪ Library utilisation: Increase in Library memberships as a percentage of the population. ▪ Lifestyle satisfaction: Level | 1.1.1.1 Develop educational and recreational programs in all branch Libraries at least on a quarterly basis. | * | * | * | * | Development and Economic Growth | Corporate Services | |
| | | 1.1.1.2 Investigate the feasibility of outreach services across the Narrabri Shire, including home library services to housebound and aged care facility residents. | * | * | * | * | | Corporate Services | |
| | | 1.1.1.3 Review Wee Waa Lagoon Plan of Management to incorporate outcomes of Sport and Recreation Plan. | * | | | | | Development and Economic Growth | |
| | | 1.1.1.4 Draft a Plan of Management for the Narrabri Creek Sport and Recreation Precinct incorporating recommendations of Narrabri Shire Sport and Recreation Plan. | | * | | | | Development and Economic Growth | |
| | | 1.1.1.5 Seek additional funding for and provide library educational and recreational programs to meet changing community needs. | * | * | * | * | | Corporate Services | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe 17/18 18/19 19/20 20/21 | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|---|--|---|--|---|---|---|--|--|--|
| | of satisfaction with recreation and lifestyle opportunities. | 1.1.1.6 Integrate the recommendations of the Narrabri Shire Sport, Recreation and Open Space Plan into Council's Delivery Program. | * | | | | | Development and Economic Growth | |
| 1.1.2 Maximise community safety through the implementation of crime prevention and risk management actions | <ul style="list-style-type: none"> ▪ Illicit drug use: Decrease in the percentage of population that use illicit drugs. ▪ Crime incidents: Reduction in overall crime incidents reported. | 1.1.2.1 Apply Crime Prevention Through Environmental Design (CPTED) principles to the design and maintenance of parks, open spaces and amenities to enhance public safety. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | |
| | | 1.1.2.2 Review lighting at key sport facilities in Boggabri, Narrabri and Wee Waa in line with recommendations from the Narrabri Shire Sport and Recreation Plan. | | * | | | | | Development and Economic Growth |
| | <ul style="list-style-type: none"> ▪ Safety perception: Positive increase in resident perception of safety identified in community surveys. ▪ Road safety: Road safety fatalities and major injuries per 100,000 population. | 1.1.2.3 Support and liaise with community groups and local residents regarding traffic and alcohol free-zoning requirements. | * | * | * | * | | Infrastructure Delivery | |
| | | 1.1.2.4 Consult with community and businesses to identify areas where CCTV and improved street lighting is required to target crime. | * | * | * | * | | Corporate Services | Narrabri Shire Crime Prevention Strategy 2014 - 2018 |
| | | 1.1.2.5 Improve street lighting in the Narrabri Core CBD. | * | | | | | Infrastructure Delivery | Narrabri Shire Crime Prevention Strategy 2014 – 2018 |

| Strategy | Measure of Success | Action | Delivery Program Timeframe 17/18 18/19 19/20 20/21 | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|----------|--------------------|--|--|---|---|---|--|--|--|
| | | 1.1.2.6 Promotion campaign from Council to the community that will raise awareness that if you misbehave you will be identified and charged i.e. promotion through media releases where CCTV has aided successful prosecution for offenders. | | * | * | * | | Development and Economic Growth | Narrabri Shire Crime Prevention Strategy 2014 – 2018 |
| | | 1.1.2.7 Monitor, review and evaluate progress of Narrabri Shire Crime Prevention Strategy and report to community at quarterly crime prevention committee meetings. | * | * | * | * | | Development and Economic Growth | Narrabri Shire Crime Prevention Strategy 2014 – 2018 |
| | | 1.1.2.8 Establish a Community Education - Home and Vehicle Security Project Group and identify NGO's, Community Organisations and Businesses willing to support. | * | * | * | * | | Development and Economic Growth | Narrabri Shire Crime Prevention Strategy 2014 – 2018 |
| | | 1.1.2.9 NSW Police to promote eye watch program to Narrabri Shire community members to provide opportunity for community to participate in active crime prevention activities online. | * | * | * | * | | Development and Economic Growth | Narrabri Shire Crime Prevention Strategy 2014 – 2018 |
| | | 1.1.2.10 Offer seminars to community groups including Service Clubs to educate residents on security measures to reduce risk of property and vehicle theft. | * | * | * | * | | Development and Economic Growth | Narrabri Shire Crime Prevention Strategy 2014 - 2018 |

| Strategy | Measure of Success | Action | Delivery Program Timeframe 17/18 18/19 19/20 20/21 | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|---|--|--|--|---|---|---|--|--|--|
| | | 1.1.2.11 Display appropriate crime prevention signage in CBD's and other hot spot locations in Narrabri Shire. | | * | | | | Development and Economic Growth | Narrabri Shire Crime Prevention Strategy 2014 – 2018 |
| | | 1.1.2.12 Investigate and source positive Drug Education Programs in collaboration with other services to inform residents about drug use and associated health issues. | * | * | * | * | | Development and Economic Growth | Narrabri Shire Crime Prevention Strategy 2014 – 2018 |
| | | 1.1.2.13 Conduct annual condition inspections for all land and buildings to maintain public safety. | * | * | * | * | | Corporate Services | |
| | | 1.1.2.14 Identify existing black spot areas through community consultation within Narrabri Shire road network. | * | | * | | | Infrastructure Delivery | |
| | | 1.1.2.15 Implement safe road designs to address identified black spots within the shire network. | | * | | * | | Infrastructure Delivery | |
| 1.1.3 Child and aged care supply meets community needs | <ul style="list-style-type: none"> Child care availability: Number of available child care spaces across the Shire increased to ensure waiting lists are less than 5% of total capacity. | 1.1.3.1 Investigate child care requirements within the Narrabri Shire to better understand industry and community needs. | * | | | | Development and Economic Growth | Development and Economic Growth | |
| | | 1.1.3.2 Investigate the design, renovation costs and potential funding options of developing a child-care facility at the old Boggabri Bowling Club. | * | | | | | Corporate Services | |
| | | 1.1.3.3 Explore options for developing a "Civic Precinct" in the | | * | | | | Corporate Services | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans | | |
|--|--|--|-------------------------------|-------|-------|-------|--|--|----------------|---------------------------------|---------------------------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | | | |
| | <ul style="list-style-type: none"> Aged care availability: Number of available aged care spaces across the Shire increased to ensure waiting lists are less than 5% of total capacity. | vicinity of the old Boggabri Bowling Club site. | | | | | | | | | |
| | | 1.1.3.4 Report biennially to Council on current child and aged care supply and demand statistics. | | * | | * | | | | Development and Economic Growth | |
| | | 1.1.3.5 Facilitate increasing child and aged care supply when shortfalls are identified. | | * | | * | | | | | Development and Economic Growth |
| | | | | | | | | | | | |
| 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 | <ul style="list-style-type: none"> Training services: Increase in formal training opportunities available for youth within the Shire. Voluntary programs: Increase in youth volunteer activity across the Shire. Youth perception: Level of satisfaction with programs and training opportunities available locally. | 1.1.4.1 Investigate and develop pathways to engage, train and retain young people in the workforce. | | * | | | Development and Economic Growth | General Manager | | | |
| | | 1.1.4.2 Prepare a Local Youth Employment Strategy and identify opportunities for addressing skills shortage areas through offering traineeships and cadetships to the local community. | * | | | | | | | Development and Economic Growth | FFTF Improvement Plan |
| | | 1.1.4.3 Partner with the business community, state and federal government to provide opportunities and actively support youth of Narrabri Shire to initiate micro and small businesses, as legitimate alternatives to securing traditional employment. | | | * | | | | | | |
| | | 1.1.4.4 Lobby to increase access to skills training within Narrabri Shire. | * | * | * | * | | | | Development and Economic Growth | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|---|---|--|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | | 1.1.4.5 Adopt the business plan for the North West Training "Shop Front" in Narrabri Shire. | * | | | | | Development and Economic Growth | |
| | | 1.1.4.6 Investigate the establishment of a Narrabri Shire Youth Council in collaboration with the community. | * | * | * | * | | Development and Economic Growth | |
| | | 1.1.4.7 Investigate viability of a PCYC in Narrabri Shire. | * | | | | | Development and Economic Growth | |
| 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 | <ul style="list-style-type: none"> CBD satisfaction: 90% of shop customers surveyed consider CBD attractive and welcoming. | 1.2.1.1 Implement shaded green spaces within Narrabri Shire's three core CBD areas. | * | | | | Development and Economic Growth | Development and Economic Growth | |
| | | 1.2.1.2 Investigate, design and implement renovation/ improvements to Wee Waa CBD. | * | * | | | | Development and Economic Growth | |
| | | 1.2.1.3 Engage with business owners to ensure shop fronts are well maintained. | * | * | * | * | | Development and Economic Growth | |
| | | 1.2.1.4 Review Development Control Plans and policies to encourage footpath dining options. | * | | | | | Development and Economic Growth | |
| 1.2.2 Promote and support the development of and access to creative arts | <ul style="list-style-type: none"> Opportunities to engage in arts and cultural activities: Increase the quality and/or number of arts and cultural | 1.2.2.1 Explore opportunities for the provision of arts and cultural events in all towns and villages. | * | * | * | * | Corporate Services | Corporate Services | |
| | | 1.2.2.2 Facilitate cultural shows at the Crossing Theatre. | * | * | * | * | | Corporate Services | |
| | | 1.2.2.3 Encourage and support the Narrabri Eisteddfod. | * | * | * | * | | Corporate Services | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|--|--|---|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | activities per annum. <ul style="list-style-type: none"> Participation in arts and cultural activities: Percentage of adult population that participated in arts and cultural activities during the last 12 months. | | | | | | | | |
| 1.2.3 Maximise community access to existing natural environmental assets across the Shire | <ul style="list-style-type: none"> Community access satisfaction: Level of satisfaction with access to natural assets increased. | 1.2.3.1 Create a well signed and landscaped gateway to highlight the Kaputar Road and route to the Kaputar National Park to encourage visitation by local residents and visitors to the shire. | | | * | | Development and Economic Growth | Infrastructure Delivery | |
| | | 1.2.3.2 Review access and develop support infrastructure to the waterways in the three major towns. | | * | * | * | | Development and Economic Growth | |
| | | 1.2.3.3 Review sign posting for adequacy and incorporate latest digital technology to raise awareness of assets across the Shire. | | | * | | | Development and Economic Growth | |
| | | 1.2.3.4 Work with NSW National Parks and Wildlife to improve access to Deriah Aboriginal area. | * | | | | | Infrastructure Delivery | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|--|---|---|-------------------------------|-------|-------|-------|--|--|------------------------------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | | 1.2.3.5 Investigate viability of establishing tours at peak times of significant environmental assets. | | | * | | | Development and Economic Growth | |
| 1.2.4 Promote and support Reconciliation in partnership with the aboriginal community | <ul style="list-style-type: none"> ▪ Reconciliation perception: 90% people surveyed satisfied with reconciliation activities undertaken within the community. | 1.2.4.1 Raise internal and external awareness of Council's commitment to Reconciliation and the Reflect Reconciliation Action Plan (RRAP). | * | * | * | * | Development and Economic Growth | Development and Economic Growth | Reflect Reconciliation Action Plan |
| | | 1.2.4.2 Celebrate National Reconciliation Week to build relationships with Aboriginal and Torres Strait Islander Peoples and the broader community. | * | * | * | * | | Development and Economic Growth | Reflect Reconciliation Action Plan |
| | | 1.2.4.3 Develop and maintain external relationships with Aboriginal and Torres Strait Islander Peoples, Organisations and Communities. | * | * | * | * | | Development and Economic Growth | Reflect Reconciliation Action Plan |
| | | 1.2.4.4 Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols. | * | * | * | * | | Development and Economic Growth | Reflect Reconciliation Action Plan |
| | | 1.2.4.5 Continue to celebrate Aboriginal and Torres Strait Islander cultures and achievements by participating in NAIDOC Week. | * | * | * | * | | Development and Economic Growth | Reflect Reconciliation Action Plan |
| Objective 1.3 Our communities will be provided with facilities and services to increase social connectivity and accessibility | | | | | | | | | |
| 1.3.1 Ensure adequate community | <ul style="list-style-type: none"> ▪ Community transport perception: | 1.3.1.1 Actively facilitate the reintroduction of a Narrabri to Sydney RPT air Service. | * | | | | Development and Economic Growth | Development and Economic Growth | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe 17/18 18/19 19/20 20/21 | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans | |
|--|---|--|--|---|---|---|--|--|---------------------------------|---------------------------------|
| transport is available to access essential health care and social needs | Percentage of community members who believe that an appropriate range of community transport options are available locally to access health care and social needs. <ul style="list-style-type: none"> ▪ Transport limitations: Percentage of adult population that experienced transport limitations in the last 12 months. | 1.3.1.2 Encourage adequate provision of HACC transport services. | | * | | | | Development and Economic Growth | | |
| | | 1.3.1.3 Lobby to maintain and potentially improve access to a passenger rail service to Sydney. | * | | * | | | | Development and Economic Growth | |
| | | 1.3.1.4 Promote the availability of Brisbane as a viable medical alternative to Sydney to health professionals and the community. | * | * | * | * | | | Corporate Services | Development and Economic Growth |
| 1.3.2 Strengthen access to services through enhanced use of technology | <ul style="list-style-type: none"> ▪ Enhanced service provision: Increased percentage of services accessed via technology. ▪ Internet connection: Percentage of residents connected to available internet | 1.3.2.1 Investigate and explore opportunities to provide free Wireless Fidelity (Wi-Fi) to service Central Business District's (CBDs). | * | | | | Corporate Services | | | Corporate Services |
| | | 1.3.2.2 Implement proximity technologies to service the Narrabri Shire community. | * | | | | | Corporate Services | | Corporate Services |
| | | 1.3.2.3 Explore opportunities to further enhance the use of proximity technologies to keep the community informed on community facilities and services. | | * | | | | | Development and Economic Growth | Development and Economic Growth |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|--|---|---|-------------------------------|-------|-------|-------|--|--|----------------------------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | sources such as NBN/ADSL. | 1.3.2.4 Investigate opportunities to provide Council services more effectively through use of technology. | * | * | | | | Corporate Services | |
| | | 1.3.2.5 Explore social media platforms to increase online presence and Library usage. | * | * | * | * | | Corporate Services | |
| 1.3.3 All towns and villages have access to at least one quality meeting place to facilitate social gathering | <ul style="list-style-type: none"> Social connection: 90% of surveyed community members satisfied with the quality and availability of meeting places in their town or village. | 1.3.3.1 Complete an audit of availability of sites suitable for meeting places throughout the Shire. | * | | | | Development and Economic Growth | Development and Economic Growth | |
| | | 1.3.3.2 Commence planning to ensure all towns and villages have a quality park facility. | | * | * | | | Development and Economic Growth | |
| 1.3.4 Continually improve access to community facilities and services across the Shire | <ul style="list-style-type: none"> Community accessibility: 90% of surveyed community members satisfied with the accessibility of community facilities and services in their town or village. | 1.3.4.1 Investigate opportunities to provide easily accessible customer service centres for residents in Wee Waa and Boggabri. | * | | | | Infrastructure Delivery | Corporate Services | |
| | | 1.3.4.2 Facilitate the creation of an Access and Inclusion Committee, incorporating Councillor and community representation. | * | | | | | Development and Economic Growth | Disability Inclusion Action Plan |
| | | 1.3.4.3 Provide incentives and support for inclusive and socially connecting activities through revision of the Community Grants Fund Policy and application process. | | * | | | | Development and Economic Growth | Disability Inclusion Action Plan |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|----------|--------------------|---|-------------------------------|-------|-------|-------|--|--|----------------------------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | | 1.3.4.4 Promote an understanding of inclusion within the business community through distribution of information and support for educational programs. | * | * | * | * | | Development and Economic Growth | Disability Inclusion Action Plan |
| | | 1.3.4.5 Incorporate an understanding of the needs of people with a disability into the staff induction process. | * | | | | | General Manager | Disability Inclusion Action Plan |
| | | 1.3.4.6 All capital works projects will incorporate upgrades that are consistent with inclusion and accessibility requirements. | * | * | * | * | | Infrastructure Delivery | Disability Inclusion Action Plan |
| | | 1.3.4.7 Ensure inclusion and accessibility requirements are examined when improving children's playgrounds. | * | * | * | * | | Development and Economic Growth | Disability Inclusion Action Plan |
| | | 1.3.4.8 Develop a Design Principles Policy which provides guidelines for design of all infrastructure, projects, processes and policies in compliance with relevant legislation and inclusion principles. | * | | | | | Infrastructure Delivery | Disability Inclusion Action Plan |
| | | 1.3.4.9 Improve library services to support an autism-friendly environment, home library services, IT training and provision of special collections. | | * | | | | Corporate Services | Disability Inclusion Action Plan |
| | | 1.3.4.10 Support community organisations and sporting clubs to remove barriers and increase | * | * | * | * | | Development and Economic Growth | Disability Inclusion Action Plan |

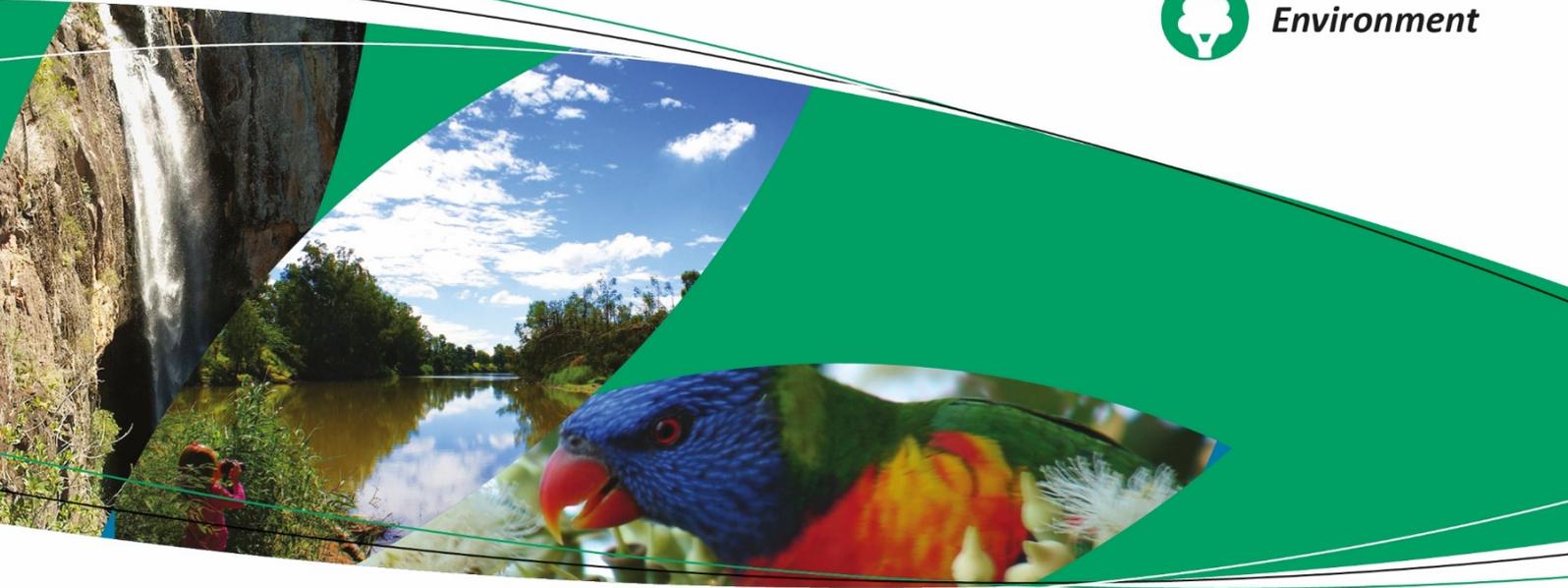
| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|----------|--------------------|---|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | | participation of people with a disability. | | | | | | | |
| | | 1.3.4.11 Council to encourage and support people with a disability to apply for positions at Council. | * | * | * | * | General Manager | Disability Inclusion Action Plan | |
| | | 1.3.4.12 Review Equal Employment Opportunity (EEO) Policy to ensure compliance with accessibility and inclusion requirements. | * | | | | General Manager | Disability Inclusion Action Plan | |
| | | 1.3.4.13 Reduce barriers for volunteers to participate in Council programs. | * | * | * | * | General Manager | Disability Inclusion Action Plan | |
| | | 1.3.4.14 Liaise with employment agencies to develop a process for providing support to applicants for Council positions. | * | | | | General Manager | Disability Inclusion Action Plan | |
| | | 1.3.4.15 Council to promote employment of people with a disability within local businesses throughout the Shire. | * | * | * | * | Development and Economic Growth | Disability Inclusion Action Plan | |
| | | 1.3.4.16 Explore options to improve the maintenance and circulation of the Community Directory. | | * | | * | Development and Economic Growth | Disability Inclusion Action Plan | |
| | | 1.3.4.17 Provide links on Council's website to relevant disability inclusion information. | * | | | | Development and Economic Growth | Disability Inclusion Action Plan | |
| | | 1.3.4.18 Provide accurate, timely and comprehensive accessibility information about events within the Shire. | * | * | * | * | Development and Economic Growth | Disability Inclusion Action Plan | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|--|---|---|-------------------------------|-------|-------|-------|--|--|----------------------------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | | 1.3.4.19 Develop a Plain English/Easy Read version of the DIAP. | * | | | | | Development and Economic Growth | Disability Inclusion Action Plan |
| | | 1.3.4.20 Support interagency meetings to improve communications and develop mutually beneficial outcomes. | * | * | * | * | | Development and Economic Growth | Disability Inclusion Action Plan |
| | | 1.3.4.21 Establish Boggabri, Narrabri and Wee Waa as Dementia Friendly Towns. | * | * | * | * | | Development and Economic Growth | Disability Inclusion Action Plan |
| | | 1.3.4.22 Investigate relocation of the Boggabri Library to allow expansion and improve access to library services by a broad cross-section of the community. | * | | | | | Corporate Services | |
| | | 1.3.4.23 Investigate the development of a precinct plan for the Bellata town to facilitate a primitive camping area playground and toilet between the Golf Club and the School. | * | | | | | Development and Economic Growth | |
| 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 | <ul style="list-style-type: none"> ▪ Education services: Residents level of satisfaction with educational services. ▪ Learning outcomes: Improved NAPLAN results across the | 1.4.1.1 Investigate options for schools to share facilities with Council. | | | * | | Development and Economic Growth | Development and Economic Growth | |
| | | 1.4.1.2 Facilitate and support the continued operation of the Federation Farm share farming agreement. | | * | | | | Infrastructure Delivery | |
| | | 1.4.1.3 Identify barriers to provision of quality education | * | * | | | | Development and Economic Growth | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|---|--|---|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | Narrabri Shire LGA. | outcomes in consultation with school communities. | | | | | | | |
| | <ul style="list-style-type: none"> ▪ School retention: Percentage of students from Years 7 to Year 12 still attending secondary school across the Narrabri Shire LGA. ▪ Early childhood development: Percentage of children who are developmentally on track (AEDC Domains) across the Narrabri Shire LGA. | 1.4.1.4 Implement actions to reduce barriers to provision of quality education. | | | * | * | Development and Economic Growth | | |
| 1.4.2 Improve access to learning options for mature residents | <ul style="list-style-type: none"> ▪ Educational qualifications: People >25yo who have a non-school qualification. ▪ Vocational education & training enrolments: Percentage of community members aged 15 | 1.4.2.1 Lobby for the improvement of TAFE offerings and facilities in the Narrabri Shire. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | |
| | | 1.4.2.2 Encourage and support the community college programs. | | * | | | | Development and Economic Growth | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|---|---|---|----------------------------|-------|-------|-------|------------------------------------|----------------------------------|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | <p>– 64yo enrolled in vocational education and training.</p> <ul style="list-style-type: none"> ▪ Learning needs perception: Percentage of community members who believe a range of learning options are available to meet needs. | | | | | | | | |
| 1.4.3 Work with training providers and industry to focus on the delivery of local industry training requirements | <ul style="list-style-type: none"> ▪ Training placements: Increase in training placements within the Narrabri Shire LGA. | 1.4.3.1 Facilitate the development of a regional training plan to meet industry and community needs in partnership with key stakeholders. | * | | | | Development and Economic Growth | Development and Economic Growth | |
| | | 1.4.3.2 Coordinate a working group of agriculture and extractive industry representatives to assist in identifying local industry training requirements. | | * | | | | Development and Economic Growth | |
| | | 1.4.3.3 Work with the Chamber of Commerce to facilitate training of retailers on use of the internet to support businesses. | | | * | | | Development and Economic Growth | |
| 1.4.4 Leverage off established research facilities to grow industry training hubs | <ul style="list-style-type: none"> ▪ Research program participation: Increased participation in STEM programs. | 1.4.4.1 Form a working group of representatives from existing research facilities to explore involvement in training provision. | | | * | | Development and Economic Growth | Development and Economic Growth | |
| | | 1.4.4.2 Provide Science, Technology, Engineering and | * | * | * | * | | Corporate Services | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|----------|--|---|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | <ul style="list-style-type: none"> ▪ Research training provision: Increased participation in provision of training by research facilities. | Mathematics (STEM) based programming in partnership with scientific leaders in the community. | | | | | | | |



THEME 2: OUR ENVIRONMENT

STRATEGIC DIRECTION 2: ENVIRONMENTALLY SUSTAINABLE AND PRODUCTIVE SHIRE

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

COMMUNITY ENGAGEMENT

Through 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

THEME 2: OUR ENVIRONMENT



STRATEGIC DIRECTION 2: ENVIRONMENTALLY SUSTAINABLE AND PRODUCTIVE SHIRE

| Strategy | Measure of Success | Action | Delivery Program Timeframe 17/18 18/19 19/20 20/21 | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans | |
|--|---|---|--|---|---|---|--|--|---------------------------------|--|
| 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 | <ul style="list-style-type: none"> Aboriginal heritage count: Increase in number of heritage items and areas listed in LEP. Aboriginal heritage satisfaction: Level of satisfaction with protection of heritage items. Aboriginal heritage signage: Total number of Aboriginal heritage sites with information signs installed increased. | 2.1.1.1 Develop and implement an Aboriginal Engagement Strategy in partnership with the Aboriginal community. | | | * | | Development and Economic Growth | Development and Economic Growth | | |
| | | 2.1.1.2 Complete an Aboriginal Heritage Study to identify sites for inclusion in the Narrabri LEP. | * | | | | | | Development and Economic Growth | |
| | | 2.1.1.3 Ensure Council staff are provided with basic training to identify potential aboriginal heritage items. | | * | | | | | General Manager | |
| | | 2.1.1.4 Increase community awareness of important aboriginal sites by installing plaques which contain important background and historical information. | | * | | | | | Development and Economic Growth | |
| 2.1.2 Planning controls appropriately identify and conserve open | <ul style="list-style-type: none"> Planning controls: Planning controls reviewed and updated. | 2.1.2.1 Implement the Narrabri Lake Plan of Management to improve the natural values of water body, surrounding parkland and recreational use. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans | |
|--|--|---|-------------------------------|-------|-------|-------|--|--|----------------|---|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | | |
| spaces and natural environmental areas | | 2.1.2.2 Narrabri LEP 2012 is reviewed to ensure open space and environmental zones are current. | | * | | | | Development and Economic Growth | | |
| | | 2.1.2.3 Develop and implement Plans of Management for urban open spaces and environmental areas. | | | * | | | Corporate Services | | |
| | | 2.1.2.4 Review the single Narrabri Development Control Plan to ensure controls for open space and environmental zones adequately protect those zones. | * | | | | | Development and Economic Growth | | |
| 2.1.3 Passive recreational open spaces are well maintained and accessible for public use | <ul style="list-style-type: none"> ▪ Public accessibility: Level of satisfaction with access to walkways and cycle ways. ▪ Appearance of public spaces: Percentage of adults who express satisfaction with accessibility and appearance of public areas. | 2.1.3.1 Develop a business case for construction and ongoing maintenance of a shared walk cycle path on the Narrabri Creek banks. | * | | | | Development and Economic Growth | Development and Economic Growth | | |
| | | 2.1.3.2 Work with RMS to provide walk and cycle facilities as per the network plans in Section 6.0 along RMS roads through the towns and provide crossings at convenient locations. | * | * | * | * | | Infrastructure Delivery | | Narrabri Shire Walk and Cycle Strategy and PAMP |
| | | 2.1.3.3 Investigate and implement solution under the Dangar Street Bridge across Narrabri Creek near Cameron Park which enables pedestrians and cyclist to traverse under the bridge safely and conveniently. | * | * | | | | Infrastructure Delivery | | Narrabri Shire Walk and Cycle Strategy and PAMP |

| Strategy | Measure of Success | Action | Delivery Program Timeframe 17/18 18/19 19/20 20/21 | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|----------|--------------------|--|--|---|---|---|--|---|----------------|
| | | 2.1.3.4 Support the use of quieter rural roads for cycle training purposes by identifying a number of well used roads and ensuring they are regularly maintained and warning signs provided to “Watch for Bikes” along these routes. | * | * | * | * | Infrastructure Delivery | Narrabri Shire Walk and Cycle Strategy and PAMP | |
| | | 2.1.3.5 Provide support facilities such as wayfinding and health signage, seating and drinking fountains along key recreational routes in each township. Exercise stations should also be considered for key routes. | | * | * | * | Infrastructure Delivery | Narrabri Shire Walk and Cycle Strategy and PAMP | |
| | | 2.1.3.6 Ensure appropriate regulatory and guidance signage is provided on all existing and proposed walk and cycle facilities. | * | * | * | * | Infrastructure Delivery | Narrabri Shire Walk and Cycle Strategy and PAMP | |
| | | 2.1.3.7 Develop local information brochures and website information on safe walk and cycle practices, to be made available at community information locations in the Shire (e.g. public libraries) and at tourist information kiosks. Incorporate education material on road rules, rules and etiquettes on sharing pathways and sharing the road. | * | * | * | * | Infrastructure Delivery | Narrabri Shire Walk and Cycle Strategy and PAMP | |
| | | 2.1.3.8 Work with NSW Police to increase helmet wearing by cyclists | * | * | * | * | Infrastructure Delivery | Narrabri Shire Walk and Cycle | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe 17/18 18/19 19/20 20/21 | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|----------|--------------------|--|--|---|---|---|--|--|---|
| | | in the Shire, as well as enforcing parking on footpaths. | | | | | | Strategy and PAMP | |
| | | 2.1.3.9 Investigate bicycle education programs that can be implemented in the Shire. For example, the Nationally accredited AustCycle program is often delivered in association with community groups. The program should be held annually at local schools as well as one targeting adult cyclists. | * | * | * | * | | Infrastructure Delivery | Narrabri Shire Walk and Cycle Strategy and PAMP |
| | | 2.1.3.10 Work with the local community to develop a Bicycle User Group and support its development. The group could be responsible for holding regular group rides, organise and promote Ride to Work days and similar promotions, and advocacy. | * | * | * | * | | Infrastructure Delivery | Narrabri Shire Walk and Cycle Strategy and PAMP |
| | | 2.1.3.11 Participate in National Ride/Walk to Work and Ride/Walk to School days. Promote these events to the community and encourage involvement by holding competitions and BBQ breakfast events. | * | * | * | * | | Infrastructure Delivery | Narrabri Shire Walk and Cycle Strategy and PAMP |
| | | 2.1.3.12 Council to promote existing shower facilities at their main office to staff and encourage them to ride to work. This may involve providing some secure bike | | | | * | | Infrastructure Delivery | Narrabri Shire Walk and Cycle Strategy and PAMP |

| Strategy | Measure of Success | Action | Delivery Program Timeframe 17/18 18/19 19/20 20/21 | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|----------|--------------------|---|--|---|---|---|--|---|----------------|
| | | parking and lockers to enable storage of personal belongings. | | | | | | | |
| | | 2.1.3.13 Continue to support cycle events in the Shire and encourage others to be held. Combine events with activities to encourage visitors to stay longer and go on other bike rides in the Shire. | * | * | * | * | Infrastructure Delivery | Narrabri Shire Walk and Cycle Strategy and PAMP | |
| | | 2.1.3.14 Develop a Safe Routes for Seniors program in the Shire by auditing popular routes in association with a senior/aged care facility, make improvements and then promote their use (including signage of routes). | * | * | * | * | Infrastructure Delivery | Narrabri Shire Walk and Cycle Strategy and PAMP | |
| | | 2.1.3.15 In association with schools, audit key routes to school and improve the facilities along these routes. | * | * | * | * | Infrastructure Delivery | Narrabri Shire Walk and Cycle Strategy and PAMP | |
| | | 2.1.3.16 Encourage schools to audit their bicycle parking to make sure it is secure, visible and sheltered from the elements. | * | * | * | * | Infrastructure Delivery | Narrabri Shire Walk and Cycle Strategy and PAMP | |
| | | 2.1.3.17 Work with local schools to encourage more children to walk or cycle to school. | * | * | * | * | Infrastructure Delivery | Narrabri Shire Walk and Cycle Strategy and PAMP | |
| | | 2.1.3.18 Review existing maintenance program to ensure it incorporates regular maintenance of footpaths, shared paths and on road cycle facilities. | * | * | * | * | Infrastructure Delivery | Narrabri Shire Walk and Cycle Strategy and PAMP | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe 17/18 18/19 19/20 20/21 | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|---|---|---|--|---|---|---|--|--|-------------------------|
| | | 2.1.3.19 Seek funding to contribute to the cost of construction of a shared walk and cycle path along the banks of the Narrabri Creek. | * | * | | | | Development and Economic Growth | |
| | | 2.1.3.20 Adopt and implement a suite of Service Level Agreements (SLAs) for the maintenance of Narrabri Shire's open spaces. | * | | | | | Development and Economic Growth | |
| | | 2.1.3.21 Promote the use of Council's passive recreational open spaces through advertising on Council's webpage, newspaper, Visitor Information Centre and Libraries. | | * | * | * | | Development and Economic Growth | |
| 2.1.4 Minimise the impacts of noxious weeds and feral and domestic animals on the environment | <ul style="list-style-type: none"> ▪ Animal education: Increase in number of educational sessions per annum conducted by Council for animal owners. ▪ Animal management: Reduction in reported stock attacks caused by dogs across Local Government Area. | 2.1.4.1 Work with the Northern Inland Weeds Advisory Committee, Local Land Services, Landcare and other "care" groups to ensure a coordinated approach to weed management programs over all land tenures. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | Weed Management Program |
| | | 2.1.4.2 Prepare and implement management plans for individual Class 4 weeds. | * | * | * | * | | Development and Economic Growth | Weed Management Program |
| | | 2.1.4.3 Target areas where there are no or only isolated, scattered light infestations of any Class 4 weed to ensure effective management programs are undertaken. | * | * | * | * | | Development and Economic Growth | Weed Management Program |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|----------|---|---|-------------------------------|-------|-------|-------|--|--|-------------------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | <ul style="list-style-type: none"> ▪ Weed management: Area of land impacted by noxious weeds reduced in the Narrabri Shire LGA. ▪ Biodiversity management: Research Local Land Services (LLS) documents on biodiversity statistics. | 2.1.4.4 Provide information and advice to new landholders to ensure awareness of their responsibilities to manage Class 4 and other listed noxious weeds. | * | * | * | * | | Development and Economic Growth | Weed Management Program |
| | | 2.1.4.5 Work with other vegetation managers and land management agencies to ensure Class 4 weed management programs are included in vegetation management programs. | * | * | * | * | | Development and Economic Growth | Weed Management Program |
| | | 2.1.4.6 Promote vegetation rehabilitation as a key part of weed management. | * | * | * | * | | Development and Economic Growth | Weed Management Program |
| | | 2.1.4.7 Complete a companion animals audit in urban areas to ensure micro chipping and registration. | | * | | * | | Development and Economic Growth | |
| | | 2.1.4.8 Support animal owners through educational materials to maintain animal behaviour that is consistent with the expectations of the community. | * | * | * | * | | Development and Economic Growth | |
| | | 2.1.4.9 Seek funding to support microchipping, desexing and responsible companion animal program campaigns. | * | * | * | * | | Development and Economic Growth | |
| | | 2.1.4.10 Increase local farmers awareness of new changes in legislation, in particular the introduction of the new Biosecurity Act. | * | * | | | | Development and Economic Growth | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|--|--|--|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | | 2.1.4.11 Prevent, eliminate and restrict the spread of noxious weeds in the Shire by increasing the number of patrols and increasing communication with local farmers. | * | * | * | * | | Development and Economic Growth | |
| | | 2.1.4.12 Acquisition of a new weed database system. | * | | | | | Development and Economic Growth | |
| 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 | <ul style="list-style-type: none"> Emergency response: 100% emergency response rate to situations. | 2.2.1.1 Actively partner with the Rural Fire Service to ensure applicable assets are on the RFS Heavy Plant Register. | * | * | * | * | Infrastructure Delivery | Infrastructure Delivery | |
| | | 2.2.1.2 Actively partner with the State Emergency Services to facilitate assistance with plant and equipment in the event of emergency. | * | * | * | * | | Infrastructure Delivery | |
| | | 2.2.1.3 Ensure Narrabri Shire has identified and adequately resourced Disaster Recovery site(s). | * | | * | | | Infrastructure Delivery | |
| | | 2.2.1.4 Facilitate and support the Local Emergency Management Committee. | * | * | * | * | | Infrastructure Delivery | |
| 2.2.2 Protect and rehabilitate degraded and fragmented areas | <ul style="list-style-type: none"> Land care participation: Number of people involved in land | 2.2.2.1 Encourage the formation of active Landcare groups throughout the Shire and involve groups in Council rehabilitation programs. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|--|---|--|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| and enhance corridors that connect remnant bushland | care groups increased. ▪ Rehabilitation: Area of land where rehabilitation is completed. | 2.2.2.2 Assist Landcare groups to identify projects and access funding to achieve rehabilitation of sites. | * | * | * | * | | Development and Economic Growth | |
| | | 2.2.2.3 Identify areas of biodiversity value and potential linking corridors in Geographical Information System (GIS). | * | | | | | Corporate Services | |
| | | 2.2.2.4 Identify lands with high salinity in Geographical Information System (GIS). | * | | | | | Corporate Services | |
| | | 2.2.2.5 Develop and implement strategies to achieve coordinated establishment of biodiversity corridors. | | * | | | | Development and Economic Growth | |
| | | 2.2.2.6 Seek funding to protect and rehabilitate land owned by Council. | | * | * | * | | Development and Economic Growth | |
| 2.2.3 Ensure Council and government agencies have a robust compliance program to protect environmental assets | ▪ Environmental reporting: Annual reports are provided on environmental outcomes for all major projects. | 2.2.3.1 Review extractive industries environmental compliance reports and plans annually. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | |
| | | 2.2.3.2 Audit at least 15 former industrial development approvals issued by Council for continued compliance. | * | * | * | * | | Development and Economic Growth | |
| | | 2.2.3.3 Request regulatory authorities to present annually to Council on their activity. | * | * | * | * | | Development and Economic Growth | |
| 2.2.4 Decision making will be informed by the | ▪ Environmental concern: Percentage of | 2.2.4.1 Amend development application and submission templates to require written | | * | | | Development and Economic Growth | Development and Economic Growth | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|---|---|--|-------------------------------|-------|-------|-------|--|--|-----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| principles of Ecologically Sustainable Development and the precautionary principle | <p>surveyed residents with a high degree of concern about the environment is decreased.</p> <ul style="list-style-type: none"> ▪ Ecological sustainability compliance: Demonstrated inclusion of Ecologically Sustainable Development and precautionary principle analysis in relevant Council Reports. | assessment against the principles of ecologically sustainable development (ESD) and the precautionary principle. | | | | | | | |
| | | 2.2.4.2 Provide training to Council managers to improve understanding of applying the principles of ecologically sustainable development (ESD). | | | * | | | | General Manager |
| 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 | <ul style="list-style-type: none"> ▪ Fuel usage: Reduction in unblended fuel usage on prior year. ▪ Total energy usage: 15% reduction in Council's total energy usage on 2016/2017 levels by 2020/2021. | 2.3.1.1 Examine avenues to increase the proportion of ethanol blended fuel consumption by Council. | | * | | | Corporate Services | Infrastructure Delivery | |
| | | 2.3.1.2 Investigate opportunities to increase energy efficiencies at Council facilities. | * | | | | | Corporate Services | |
| | | 2.3.1.3 Develop and implement plans for installing energy efficient technologies and innovations at identified Council facilities i.e. solar panels, LED lighting, air-conditioning. | | * | | | | Corporate Services | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans | |
|---|---|---|-------------------------------|-------|-------|-------|--|--|---------------------------------|--|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | | |
| | | 2.3.1.4 Investigate opportunities to access the Climate Change fund from the Office of Environment and Heritage. | * | * | | | | Development and Economic Growth | | |
| | | 2.3.1.5 Investigate opportunities to replace street lighting in low traffic areas to LED. | | * | | | | Infrastructure Delivery | | |
| 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 | <ul style="list-style-type: none"> ▪ Household waste generation: Reducing average volume (kilograms) per household. ▪ Household waste recycling: Percentage of total collection of recyclables, green waste and garbage. ▪ Public recycling facilities: Increase in number of recycling facilities in public spaces. ▪ Industry waste minimisation: Increase in number of business and industries involved in the | 2.3.2.1 Provide waste education programs to the community with a focus on avoiding waste generation and improving behaviour towards reusing and recycling. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | | |
| | | 2.3.2.2 Seek funding to improve the current waste infrastructure to allow an increase in separation at source and recycling rates for households, business and industry. | * | * | * | * | | | Development and Economic Growth | |
| | | 2.3.2.3 Analyse the viability of providing recycling facilities in public spaces in the Shire. | * | * | | | | | Development and Economic Growth | |
| | | 2.3.2.4 Seek opportunities for resource recovery from the main waste types produced in the Shire, such as e-waste, construction and demolition waste, and scrap metal. | * | * | * | * | | | Development and Economic Growth | |
| | | 2.3.2.5 Create and maintain an illegal dumping database to allow Council to make informed decisions and develop strategies to manage illegal dumping and target hotspots. | * | | | | | | Development and Economic Growth | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|--|--|---|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | waste minimisation program per annum. | 2.3.2.6 Support local industries on implementing a waste minimisation program that involves the use of more efficient manufacturing processes, better and recycled materials to reduce the production of waste. | | * | * | * | | Development and Economic Growth | |
| | | 2.3.2.7 Actively promote the 'Community Recycling Centre'. | * | * | * | * | | Development and Economic Growth | |
| | | 2.3.2.8 Conduct educational programs for community members on the effects on kerb side collection contamination. | * | * | * | * | | Development and Economic Growth | |
| | | 2.3.2.9 Seek funding for installation of gross pollutant traps on storm water discharge to the Narrabri Creek. | * | * | * | * | | Development and Economic Growth | |
| | | 2.3.2.10 Investigate potential for installation of recycling bins in public places. | * | * | * | * | | Development and Economic Growth | |
| | | 2.3.2.11 Event organisers are required to provide recycling facilities at all events with a patronage greater than 100. | * | * | * | * | | Development and Economic Growth | |
| | | 2.3.2.12 Finalise, adopt and commence implementation of the Narrabri Shire Waste Management Strategy. | * | | | | | Development and Economic Growth | |
| 2.3.3 Conserve and manage our natural water resources for | <ul style="list-style-type: none"> Council water consumption: Percentage | 2.3.3.1 Provide accurate bulk metering and customer metering to minimise water loss. | * | * | * | * | Infrastructure Delivery | Infrastructure Delivery | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|--|--|---|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| environmental and agricultural sustainability | reduction on 2016/2017 levels in mains water consumed by Council operations. <ul style="list-style-type: none"> Water quality: Water quality improvement in Namoi River. | 2.3.3.2 Improve efficiencies of our water reuse systems through monitoring of water quality and volume. | | | | * | | Infrastructure Delivery | |
| | | 2.3.3.3 Participate in MDBA consultation processes to ensure existing irrigation industry is not detrimentally impacted. | * | | | | | Development and Economic Growth | |
| | | 2.3.3.4 Establish a monitoring program to analyse the water quality in the main waterbodies of the Shire that includes periodic water sampling. | | * | * | * | | Infrastructure Delivery | |
| 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 | <ul style="list-style-type: none"> Air quality: Number of days polluting concentrations exceed National Environment Protection Measure (NEPM) guidelines. Dust monitoring: Real time regional monitoring system in place and available in easy to understand language. | 2.4.1.1 Lobby for installation of an independent regional dust monitoring system. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | |
| | | 2.4.1.2 Work cooperatively with mining companies and environmental groups to monitor impacts of dust. | * | * | * | * | | Development and Economic Growth | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|--|--|---|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| 2.4.2 Projects are managed to minimise active disturbance areas and limit time to revegetation | <ul style="list-style-type: none"> Mine rehabilitation compliance: Mines adhere to agreed rehabilitation schedules. | 2.4.2.1 All submissions on extractive industry state significant developments will request no final void as a condition of consent. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | |
| | | 2.4.2.2 All submissions on extractive industry state significant developments will request mine plans as a condition of consent that minimise active mining footprints. | * | * | * | * | | Development and Economic Growth | |
| | | 2.4.2.3 Develop a rehabilitation plan for unused Council owned quarries. | | | * | | | Infrastructure Delivery | |
| 2.4.3 Ground water extractions are maintained in an environmentally sustainable manner to ensure long term viability and quality | <ul style="list-style-type: none"> Water resourcing: Current Water Sharing Plan maintained. Environmental flow: Current environmental flows are maintained. Community confidence: Community confidence in assessment and monitoring. | 2.4.3.1 Monitor water quality performance and ground water extraction rates from public water supplies. | * | * | * | * | Infrastructure Delivery | Infrastructure Delivery | |
| | | 2.4.3.2 Engage with lead regulator of major projects to ensure the community is informed of their actions to regulate water extractions. | * | * | * | * | | Development and Economic Growth | |
| | | 2.4.3.3 Maintain a database of water quality results from public water supply bores and identify trends. | * | * | * | * | | Infrastructure Delivery | |
| 2.4.4 Potential environmental and community impacts are minimised | <ul style="list-style-type: none"> Community confidence: Community confidence in | 2.4.4.1 Council's gravel pits are operated and maintained in an environmentally compliant manner. | * | * | * | * | Development and Economic Growth | Infrastructure Delivery | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|--|----------------------------|---|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| through thorough assessment and independent monitoring | assessment and monitoring. | 2.4.4.2 Participate in public exhibition processes for major state significant developments to protect the community interests. | * | * | * | * | | Development and Economic Growth | |
| | | 2.4.4.3 Lobby the NSW Government for monitoring actions to be performed by the regulators at the proponents cost. | * | * | * | * | | Development and Economic Growth | |



THEME 3: OUR ECONOMY

STRATEGIC DIRECTION 3: PROGRESSIVE AND DIVERSE ECONOMY

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

COMMUNITY ENGAGEMENT

Through 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

THEME 3: OUR ECONOMY

STRATEGIC DIRECTION 3: PROGRESSIVE AND DIVERSE ECONOMY

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|---|--|---|-------------------------------|-------|-------|-------|--|--|--|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| 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 | <ul style="list-style-type: none"> Events, conferences & entertainments: Increase in the number of events, conferences and entertainment activities per annum. Events, conferences & entertainment patronage: Increase user numbers at The Crossing Theatre for events, conferences and entertainment. | 3.1.1.1 Review the brand and market position of The Crossing Theatre. | * | * | * | * | Corporate Services | Corporate Services | |
| | | 3.1.1.2 Identify external funding opportunities to assist with the provision of events through The Crossing Theatre. | * | * | * | * | | Corporate Services | |
| | | 3.1.1.3 Identify opportunities for corporate, association, not for profit and government organisations to host regional and rural conferencing in Narrabri Shire. | * | * | * | * | | Corporate Services | |
| | | 3.1.1.4 Develop and maintain relationships with national and international touring promoters. | * | * | * | * | | Corporate Services | |
| | | 3.1.1.5 Investigate the feasibility to continue with child and youth school holiday programs. | * | * | * | * | | Corporate Services | |
| 3.1.2 Facilitate the provision of a quality tourism product to present to visitors | <ul style="list-style-type: none"> Tourism visitation, stay & spend: Percentage increase in key visitor metrics for | 3.1.2.1 Provide quality, high impact gateway entry signs, combined with ongoing improvements in the landscaping presentation of the entry corridors to major towns. | * | * | | | Development and Economic Growth | Development and Economic Growth | Narrabri Shire Tourism Destination Management Plan 2014-2019 |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|----------|---|--|-------------------------------|-------|-------|-------|--|--|--|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | Narrabri Shire LGA. <ul style="list-style-type: none"> Social media audience: Grow social media user database. | 3.1.2.2 Improve the Rose Street/Main Street/Kamilaroi Highway intersection to encourage travelers into Rose Street creating a visual stimulus that attracts attention. Possible improvements could include landscaped 'blisters', centre-line tree planting, and/or public art, couples with changes in the directional signage. | | * | | | | Development and Economic Growth | Narrabri Shire Tourism Destination Management Plan 2014-2019 |
| | | 3.1.2.3 Continue to improve the pedestrian and visual impact of the gateway entry points into Boggabri through gateway signage, potentially reflecting the Drover's Campfire. | * | * | | | | Development and Economic Growth | Narrabri Shire Tourism Destination Management Plan 2014-2019 |
| | | 3.1.2.4 Establish a network of trails designed for special interest, activity based markets. | * | * | | | | Development and Economic Growth | Narrabri Shire Tourism Destination Management Plan 2014-2019 |
| | | 3.1.2.5. Continue to expand the number of Kamilaroi stories on the touch screen, support the touch screen by a display of artefacts and/or locally produced art and artefacts, and explore the feasibility of establishing outdoor displays. | * | * | | | | Development and Economic Growth | Narrabri Shire Tourism Destination Management Plan 2014-2019 |
| | | 3.1.2.6 Continue to develop the Deriah Aboriginal Area and explore options for tours and activities. | | * | | | | Development and Economic Growth | Narrabri Shire Tourism Destination |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|----------|--------------------|--|-------------------------------|-------|-------|-------|--|---|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | | | | | | | | Management Plan 2014-2019 | |
| | | 3.1.2.7 Progressively build consumer data bases to be used for direct marketing and promotion. | * | * | | | | Development and Economic Growth Narrabri Shire Tourism Destination Management Plan 2014-2019 | |
| | | 3.1.2.8 Introduce local history story boards incorporating proximity technology to the three main towns. | * | * | | | | Development and Economic Growth Narrabri Shire Tourism Destination Management Plan 2014-2019 | |
| | | 3.1.2.9 Improve the gateway entry signage on the Shire boundaries. | | | * | | | Development and Economic Growth Narrabri Shire Tourism Destination Management Plan 2014-2019 | |
| | | 3.1.2.10 Continue to enhance and expand Narrabri Shire's online and digital presence. | * | * | * | * | | Development and Economic Growth Narrabri Shire Tourism Destination Management Plan 2014-2019 | |
| | | 3.1.2.11 Review, update and adopt the Tourism Destination Management Plan and Strategic Action Plan 2020 - 2025 through community engagement and stakeholder consultation. | | * | | | | Development and Economic Growth | |
| | | 3.1.2.12 Develop a Management Plan for the Pilliga Artesian Bore Baths reflecting the local community's aspirations for | | | * | * | | Development and Economic Growth | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe 17/18 18/19 19/20 20/21 | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|---|--|--|--|---|---|---|--|--|--|
| | | development and maintenance of the site, as well as appropriately integrating the tourism potential to attract visitors and therefore economic stimulus to Pilliga. | | | | | | | |
| | | 3.1.2.13 Investigate the creation of a tourism and entertainment hub between the Visitor Information Centre and The Crossing Theatre. | * | * | | | | Development and Economic Growth | |
| 3.1.3 Implement the Narrabri CBD Master Plan to capture a greater proportion of highway traffic opportunities and improve shopping experience | <ul style="list-style-type: none"> ▪ CBD customer satisfaction: Increased satisfaction with CBD experience reflected in customer surveys. ▪ CBD shop usage: Number of vacant shops decreased from June 2017 level. | 3.1.3.1 Develop and implement a main street reinvigoration program to run alongside CBD upgrade and beautification developments. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | |
| | | 3.1.3.2 Increase the number of bicycle parking facilities in and around the core CBD precinct as per PAMP. | | * | | | | Development and Economic Growth | Narrabri CBD Masterplan Report 2014 Narrabri Shire Walk and Cycle Strategy and PAMP |
| | | 3.1.3.3 Define key CBD entry point at intersection of Doyle and Tibbereena Street by introducing new road surface treatment, new landscaping and adding CBD entry signage. | | * | | | | Infrastructure Delivery | Narrabri CBD Masterplan Report 2014 |
| | | 3.1.3.4 Permit two way entry/exit to Tourist Information and The Crossing Theatre car park. | * | * | * | | | Infrastructure Delivery | Narrabri CBD Masterplan Report 2014 |

| Strategy | Measure of Success | Action | Delivery Program Timeframe 17/18 18/19 19/20 20/21 | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|----------|--------------------|---|--|---|---|---|--|--|----------------|
| | | 3.1.3.5 Remark existing Public Carpark (Corner Doyle and Barwan) and relocate kerb crossing (entry/exit point) to achieve 10 additional parking spaces. | * | | | | Infrastructure Delivery | Narrabri CBD Masterplan Report 2014 | |
| | | 3.1.3.6 Pursue opportunities to create an additional through block pedestrian connection between the CBD core block and the public car park and Education Precinct on the Corner of Doyle and Barwan Streets. | * | * | * | * | Development and Economic Growth | Narrabri CBD Masterplan Report 2014 | |
| | | 3.1.3.7 Add a pergola or arbour structure to the existing seating area at each of the four (4) CBD Core block ends, combined with addition of new seating. | * | * | * | * | Development and Economic Growth | Narrabri CBD Masterplan Report 2014 | |
| | | 3.1.3.8 Add matching garbage bins in key CBD locations and recycle existing CBD bins for use in other park/garden areas. | * | | | | Development and Economic Growth | Narrabri CBD Masterplan Report 2014 | |
| | | 3.1.3.9 Maintain an attractive landscaped garden to the roundabout at the corner of Doyle and Maitland Street and to the roundabout at the corner of Dewhurst and Maitland Street. | * | * | * | * | Development and Economic Growth | Narrabri CBD Masterplan Report 2014 | |
| | | 3.1.3.10 Council to actively encourage community use of the core Narrabri CBD area by facilitating community events and | * | * | * | * | Development and Economic Growth | Narrabri CBD Masterplan Report 2014 | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|---|---|---|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | | activities in the core Narrabri CBD area. | | | | | | | |
| 3.1.4 Airport facilities and services provide connectivity to capital city markets | <ul style="list-style-type: none"> ▪ Airport usage: Increased RPT numbers. ▪ Airport satisfaction: Positive rating of airport by users. | 3.1.4.1 Monitor and further develop the Airport Master Plan to meet community requirements. | | | * | * | Corporate Services | Corporate Services | |
| | | 3.1.4.2 Encourage community use of, and support the retention of, existing Narrabri - Brisbane RPT flight arrangement. | * | * | * | * | | Corporate Services | |
| | | 3.1.4.3 Conduct major review of Airport Master Plan | | | | * | | Corporate Services | |
| | | 3.1.4.4 Lobby Office of Transport Security to review proportionate security to allow smaller jet services to operate from Narrabri Airport without the need for full security screening regime. | * | * | * | * | | Corporate Services | |
| | | 3.1.4.5 Actively seek new revenue streams to support Airport operations. | * | * | * | * | | Corporate Services | |
| Objective 3.2 We will become a manufacturing and logistics hub for the northern inland region | | | | | | | | | |
| 3.2.1 Promote Narrabri Shire as a national and state significant Manufacturing and Logistics Hub | <ul style="list-style-type: none"> ▪ Logistical operations: New or expanding logistics operations commenced. | 3.2.1.1 Promote Narrabri Shire as being geographically and logistically positioned to accommodate a regional intermodal site. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | |
| | | 3.2.1.2 Continually consult relevant stakeholders on future needs of Council's road network in relation to developments such as Inland Rail. | * | * | * | * | | Development and Economic Growth | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|---|---|--|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | | 3.2.1.3 Hold discussions with national logistics companies regarding benefits of operation within Narrabri Shire. | * | * | * | * | | Development and Economic Growth | |
| | | 3.2.1.4 Lobby State & Commonwealth Governments for infrastructure development funding to establish an intermodal facility. | * | * | * | * | | Development and Economic Growth | |
| 3.2.2 Develop at least one flood free manufacturing and intermodal logistics site that has access to quality infrastructure and the proposed inland rail network | <ul style="list-style-type: none"> ▪ Intermodal site: Additional intermodal site established. | 3.2.2.1 Adapt road strategies to manage the impact of regionally important projects such as the Inland Rail and other significant freight requirements on the future road network of the Narrabri Shire. | * | * | * | * | Development and Economic Growth | Infrastructure Delivery | |
| | | 3.2.2.2 Seek funding to develop the road network in support of regionally significant future projects such as the Inland Rail. | * | * | * | * | | Infrastructure Delivery | |
| | | 3.2.2.3 Secure a suitable proposed site through an option to purchase deal with property owners. | * | | | | | Development and Economic Growth | |
| | | 3.2.2.4 Partner with industry and Government to facilitate development of a suitable intermodal facility. | * | * | * | * | | Development and Economic Growth | |
| 3.2.3 Explore opportunities for increasing the efficiency of freight movements | <ul style="list-style-type: none"> ▪ Freight movement: Increased percentage of road network | 3.2.3.1 Consult with relevant stakeholders on opportunities to increase efficiencies on freight movements to, through and from the Narrabri Shire. | * | * | * | * | Infrastructure Delivery | Infrastructure Delivery | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|---|---|--|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | available for longer freight vehicles. | 3.2.3.2 Develop a freight plan for Narrabri Shire to remove impediments to continuous movement of freight in the largest vehicle possible to key infrastructure. | * | * | * | * | | Infrastructure Delivery | |
| | | 3.2.3.3 Within proposed intermodal site creation of an upcountry holding area for shipping containers. | | | * | * | | Development and Economic Growth | |
| | | 3.2.3.4 Explore potential for shipping container cleaning facilities in Narrabri Shire. | | | * | * | | Development and Economic Growth | |
| Objective 3.3 Value adding and industry innovation will drive employment | | | | | | | | | |
| 3.3.1 Value adding opportunities will be researched and pursued | <ul style="list-style-type: none"> Value adding: Number of value adding opportunities assessed through development application process and/or state significant developments. | 3.3.1.1 Attract new investment to Narrabri Shire by providing individual businesses with the required resources to make an informed commercial decision to invest in the Narrabri Shire. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | |
| | | 3.3.1.2 Implement an Industry Diversification Strategy to broaden and strengthen the Narrabri Shire's economic base through existing industries and natural resources. | | * | | | | Development and Economic Growth | |
| | | 3.3.1.3 Work with and provide assistance to existing businesses that are looking to expand or diversify. | * | * | * | * | | Development and Economic Growth | |
| | | 3.3.1.4 Explore and promote training opportunities to upskill in | * | * | * | * | | Development and Economic Growth | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|---|--|--|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | | existing industries and or diversify into the new economy. | | | | | | | |
| 3.3.2 Industry innovation trends will be determined, monitored and referenced to identify opportunities | <ul style="list-style-type: none"> Industry trends: Annual production of documents identifying industry trends. | 3.3.2.1 Conduct business development seminars annually on topics of relevance. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | |
| | | 3.3.2.2 In conjunction with State and Commonwealth Governments promote and facilitate business networking events. | * | * | * | * | | Development and Economic Growth | |
| 3.3.3 Local industry leaders will be regularly consulted to determine emerging competitive advantages | <ul style="list-style-type: none"> Industry innovation & collaboration: Annual 'Think Tank' industry leader forum held and documented. | 3.3.3.1 Engage with local business and industry representatives to provide commercial assistance for growth and expansionary requirements. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | |
| | | 3.3.3.2 Develop a strategic economic plan for the LGA that identifies competitive advantages to business. | * | | | | | Development and Economic Growth | |
| | | 3.3.3.3 Ascertain and approach potential ancillary businesses able to thrive in Narrabri Shire. | * | * | * | * | | Development and Economic Growth | |
| 3.3.4 Promote opportunities created through abundant supply of energy and easy access to transport logistics | <ul style="list-style-type: none"> Business growth: Number of registered businesses in Narrabri Shire LGA. | 3.3.4.1 Encourage the establishment of a commercial solar power industry. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | |
| | | 3.3.4.2 Identify potential industries that would achieve a competitive advantage through establishing operations in the Narrabri Shire. | | * | | | | Development and Economic Growth | |
| | | 3.3.4.3 Pursue industries that would achieve a competitive advantage through establishing operations in the Narrabri Shire. | | | * | | | Development and Economic Growth | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|--|--|---|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | | 3.3.4.4 Research industries that require access to substantial energy and approach to expand or relocate to Narrabri Shire. | | | * | * | | Development and Economic Growth | |
| 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 | <ul style="list-style-type: none"> Median sales price: Median sales prices are in line with comparable areas. | 3.4.1.1 Maintain available developed land supplies in Boggabri, Wee Waa and Narrabri at numbers greater than the total of new dwellings constructed over the preceding three (3) years. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | |
| | | 3.4.1.2 Promote existing Council owned Shannon Estate to prospective owners. | * | * | * | * | | Development and Economic Growth | |
| 3.4.2 Public housing stock is adequate to meet current and projected demand across all demographics | <ul style="list-style-type: none"> Housing affordability: Affordability of housing in the Narrabri Shire calculated by median weekly rent divided by median weekly household income. | 3.4.2.1 Partner with NSW Housing to monitor public housing waiting lists in Narrabri Shire. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | |
| | | 3.4.2.2 Lobby the NSW Government to ensure public housing waiting lists are improved. | * | * | * | * | | Development and Economic Growth | |
| | | 3.4.2.3 Liaise with Department of Housing to ensure public housing stock is in line with local demand. | * | * | * | * | | Development and Economic Growth | |
| 3.4.3 Housing stock will reflect the changing demographic trend of smaller low | <ul style="list-style-type: none"> Housing stock: New approvals for housing reflect increased percentage of | 3.4.3.1 Review LEP and DCP requirements impacting on supply of affordable housing and amend to encourage developers into downsized housing options. | | * | | * | Development and Economic Growth | Development and Economic Growth | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe 17/18 18/19 19/20 20/21 | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|--|---|---|--|---|---|---|--|--|---------------------------------|
| maintenance properties | unit/villa stock. | 3.4.3.2 Identify and attract key developers in the lifestyle village market to establish in a facility. | * | * | * | * | | Development and Economic Growth | |
| 3.4.4 Housing stocks will be maintained to a suitable standard | <ul style="list-style-type: none"> ▪ Residential development: Percentage increase in residential investment per year. ▪ Public complaints: Decreasing trend of public complaints about buildings. | 3.4.4.1 Carryout biennial inspections of urban areas to identify properties requiring repair or demolition. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | |
| | | 3.4.4.2 Implement an orders program to require action to repair or demolish derelict buildings. | * | * | * | * | | | Development and Economic Growth |



THEME 4: OUR CIVIC LEADERSHIP

STRATEGIC DIRECTION 4: COLLABORATIVE AND PROACTIVE LEADERSHIP

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

COMMUNITY ENGAGEMENT

Through 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

THEME 4: OUR CIVIC LEADERSHIP

STRATEGIC DIRECTION 4: COLLABORATIVE AND PROACTIVE LEADERSHIP

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|--|---|---|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| 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 | <ul style="list-style-type: none"> ▪ Customer response: Percentage of customer requests attended to within adopted customer service level standards. ▪ Community satisfaction: Percentage of community satisfaction with operations of Council. | 4.1.1.1 Provide resources and support to community groups to facilitate projects and events. | * | * | * | * | Corporate Services | Development and Economic Growth | |
| | | 4.1.1.2 Implement new Customer Service Procedures. | * | * | * | * | | | |
| 4.1.2 Ensure the community is informed and involved in Council activities through implementing quality consultation | <ul style="list-style-type: none"> ▪ Community satisfaction: Level of satisfaction with Council's provision of information to residents about activities, services and community services. ▪ Website usage: Increasing trend of hits on the | 4.1.2.1 Produce relevant "factsheets" on major Council projects and initiatives in a timely manner. | * | * | * | * | Development and Economic Growth | Development and Economic Growth | |
| | | 4.1.2.2 Conduct a customer satisfaction survey of the community. | * | * | * | * | | | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe 17/18 18/19 19/20 20/21 | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|---|---|--|--|---|---|---|--|--|----------------|
| | Narrabri Shire Council website. <ul style="list-style-type: none"> ▪ Social media usage: Number of people following the Narrabri Shire Council Facebook page and other platforms. | | | | | | | | |
| 4.1.3 Develop and build strong, productive partnerships with State and Federal Governments | <ul style="list-style-type: none"> ▪ Grant funding: Grant funding levels maintained. | 4.1.3.1 Facilitate and promote government agency initiatives that develop and support the local business community. | * | * | * | * | General Manager | Development and Economic Growth | |
| | | 4.1.3.2 Create meaningful relationships with state and federal bodies and other industry in consultation with the Namoi Joint Organisation to take best advantage of grant funding opportunities for regionally significant projects. | * | * | * | * | | General Manager | |
| | | 4.1.3.3 Maintain and further develop our relationship with the RMS to obtain best benefits for the Shire from the Roads Maintenance Council Contract for maintenance of state highways in the Shire. | * | * | * | * | | Infrastructure Delivery | |
| | | 4.1.3.4 Participate in Regional and State Forums (For example JO, LGNSW, Country Mayors). | * | * | * | * | | General Manager | |
| 4.1.4 Grow volunteer capacity to achieve | <ul style="list-style-type: none"> ▪ Volunteering: Percentage of adult population | 4.1.4.1 Continue to support and enable volunteer engagement within Council activities. | * | * | * | * | Development and Economic Growth | General Manager | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|---|--|--|-------------------------------|-------|-------|-------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| community outcomes | who volunteer. | 4.1.4.2 Annual volunteer celebration held. | * | * | * | * | | Development and Economic Growth | |
| | | 4.1.4.3 Carry out Civic ceremonies and functions to celebrate and acknowledge achievements of the community. | * | * | * | * | | Corporate Services | |
| 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 | <ul style="list-style-type: none"> Council fitness: Council meeting Fit For The Future Ratios. | 4.2.1.1 Investigate and seek government funding for identified Capital Works Program and priorities in partnership with key stakeholders and project managers. | * | * | * | * | Corporate Services | Development and Economic Growth | |
| | | 4.2.1.2 Maintain road infrastructure systematically to meet Council's Fit for the Future obligations. | * | * | * | * | | Infrastructure Delivery | |
| | | 4.2.1.3 Continually review the condition of the road network to reassess the amount of backlog and lifecycle costing required. | * | * | * | * | | Infrastructure Delivery | |
| | | 4.2.1.4 Review Council's operational road network requirements to provide efficiency gains. | * | * | * | * | | Infrastructure Delivery | |
| | | 4.2.1.5 Investigate opportunities in line with Council Policy to offer more economical use of The Crossing Theatre facilities. | * | * | * | * | | Corporate Services | |
| | | 4.2.1.6 Maintain membership of the Namoi Water Alliance and | * | * | * | * | | Infrastructure Delivery | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|--|---|--|-------------------------------|-------|-------|--------------------|--|--|----------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | | active involvement to maximise fiscal and operational benefits for water and sewerage supply funds. | | | | | | | |
| | | 4.2.1.7 Investigate opportunities for multi-use of Council facilities within towns and villages. | | * | * | * | General Manager | | |
| 4.2.2 Proposed expansions in Council services are evaluated after consideration of asset renewal and operational costs | <ul style="list-style-type: none"> Service expansions: No service expansion occurs without full lifecycle costing considerations. | 4.2.2.1 Explore opportunities for expansion of the movie experience at The Crossing Theatre. | * | | | | General Manager | Corporate Services | |
| | | 4.2.2.2 Expanded services are only implemented after a business case demonstrates long term viability. | * | * | * | * | General Manager | | |
| 4.2.3 Modernise Council's service delivery, governance and management | <ul style="list-style-type: none"> Council performance: Increased community satisfaction with Council performance. | 4.2.3.1 Develop and maintain a consistent brand across all Council business units and service areas. | * | * | * | * | Corporate Services | Development and Economic Growth | |
| | | 4.2.3.2 Develop a strategy and research funding opportunities to address Council's ageing workforce. | * | * | * | * | | General Manager | |
| | 4.2.3.3 Implement a new Corporate Information System (CIS). | * | | | | Corporate Services | | Fit For The Future Improvement Plan | |
| | 4.2.3.4 Continuously review the effectiveness and functionality of the Corporate Financial System to identify opportunities for higher utilisation. | | * | * | * | Corporate Services | | | |
| | 4.2.3.5 Review procurement process to reflect best practice. | | * | | * | Corporate Services | | | |
| | <ul style="list-style-type: none"> Councillor satisfaction: Percentage of community satisfaction with elected representatives. Service review: Service Review Program undertaken. | | | | | | | | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
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| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | <ul style="list-style-type: none"> Organisational review: Organisational structure reviewed according to schedule. | 4.2.3.6 Monitor and update community accessible GIS interface for Council's Capital Works Program. | * | * | * | * | | Corporate Services | |
| 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 | <ul style="list-style-type: none"> Spending distribution: Increased community understanding of Council's spending distribution throughout the Shire. | 4.3.1.1 Manage Council's Community Grants Fund in line with Council Policy. | * | | | | Corporate Services | Development and Economic Growth | |
| | | 4.3.1.2 Investigate update and renewal requirements (including assets) for Caravan Parks throughout the Narrabri Shire. | * | * | * | * | | Corporate Services | |
| | | 4.3.1.3 Ensure accuracy of linear water and waste water assets in the asset information system. | * | * | * | * | | Infrastructure Delivery | |
| 4.3.2 Service outcomes are maintained by regular market testing of delivery methods and regional inter-council cooperation | <ul style="list-style-type: none"> Council efficiency: Efficiency gains are identified and quantified. Market testing: Annual market testing of services. | 4.3.2.1 Three (3) Council services are reviewed annually. | * | * | * | * | General Manager | General Manager | Fit For The Future Improvement Plan |
| | | 4.3.2.2 Inter-council cooperation opportunities are explored as they arise. | * | * | * | * | | General Manager | |
| | | 4.3.2.3 Where available, Council services are compared against private industry benchmarks. | * | * | * | * | | General Manager | |
| 4.3.3 Service delivery is enhanced through innovation and continuous | <ul style="list-style-type: none"> Community satisfaction: Increased community | 4.3.3.1 Incorporate communication and consultation requirements into project management processes. | * | * | * | * | Corporate Services | Development and Economic Growth | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
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| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| improvement | satisfaction with overall Council service delivery. | 4.3.3.2 Ensure Council is utilising up to date software and hardware in alignment with best practice standards. | * | * | * | * | | Corporate Services | |
| | | 4.3.3.3 Develop a Narrabri Shire Signage Plan as a uniform strategy and style guide for Shire signage to provide consistent branding for the Shire as well as clear directional, information, naming and interpretive signage for town and village entrances, parks, reserves, tourism destinations, public amenities, key destinations and important community facilities. | * | * | * | * | | Development and Economic Growth | |
| | | 4.3.3.4 Install appropriate internet backbone infrastructure to provide high speed network connectively and Internet to Council facilities. | * | | | | | Corporate Services | |
| | | 4.3.3.5 Explore opportunities with private suppliers/contractors to partner in civil infrastructure projects and maintenance. | * | * | * | * | | Infrastructure Delivery | |
| 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 | <ul style="list-style-type: none"> Community satisfaction: Increased community satisfaction with overall Council service delivery. | 4.4.1.1 Determine a satisfactory level of service for all Council services that is acceptable by the community within budgetary constraints. | * | * | * | * | Corporate Services | General Manager | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
|---|--|--|-------------------------------|-------|-------|-------|--|--|-------------------------------------|
| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | | 4.4.1.2 Commence Special Rate Variation (SRV) community conversation. | * | | | | | Corporate Services | Fit For The Future Improvement Plan |
| | | 4.4.1.3 Make a Special Rate Variation (SRV) application to IPART in accordance with prescribed timeframes if required. | | * | | | | Corporate Services | Fit For The Future Improvement Plan |
| 4.4.2 Ensure effective and sound local governance practice | <ul style="list-style-type: none"> Local governance: No breaches of Code of Conduct identified in compliance with the requirements of Local Government Act 1993. | 4.4.2.1 Annually review Council's Rating Structure to ensure equity and fairness in rating distribution. | * | * | * | * | Corporate Services | Corporate Services | Fit For The Future Improvement Plan |
| | | 4.4.2.2 Commission TCorp to review Council's progress in achieving the Fit For The Future (FFTF) Improvement Plan and establish new sustainability benchmarks. | | | | * | | Corporate Services | Fit For The Future Improvement Plan |
| | | 4.4.2.3 Establish an internal audit committee. | * | | | | | General Manager | Fit For The Future Improvement Plan |
| | | 4.4.2.4 Develop and implement change management framework. | | * | | | | General Manager | Fit For The Future Improvement Plan |
| | | 4.4.2.5 Introduce systems for better information capture relating to the workforce. | * | * | * | * | | General Manager | Fit For The Future Improvement Plan |

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| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | | 4.4.2.6 Undertake surplus land and assets review including Council controlled Crown Lands. | * | | | | Corporate Services | Fit For The Future Improvement Plan | |
| | | 4.4.2.7 Review internal, external and Section 355 Committees to ensure they are relevant, effective and efficient in making decisions. | * | | | | General Manager | Fit For The Future Improvement Plan | |
| | | 4.4.2.8 Link strategic outcomes to performance objectives of management positions. | * | * | * | * | General Manager | Fit For The Future Improvement Plan | |
| | | 4.4.2.9 Maintain and implement a Councillor professional development program. | * | * | * | * | General Manager | Fit For The Future Improvement Plan | |
| | | 4.4.2.10 Review Long-Term Financial Plan annually. | * | * | * | * | Corporate Services | | |
| | | 4.4.2.11 Review Asset Management Strategy and Policy annually. | * | * | * | * | Corporate Services | | |
| | | 4.4.2.12 Review Workforce Management Plan annually. | * | * | * | * | General Manager | | |
| | | 4.4.2.13 Develop an overarching Council Business Continuity Plan. | * | | | | Corporate Services | | |
| | | 4.4.2.14 Review and monitor Council's risk profile across the Organisation. | | * | * | * | Corporate Services | | |
| | | 4.4.2.15 Ensure that delegations for Council officers are reviewed and updated. | * | * | * | * | Corporate Services | | |

| Strategy | Measure of Success | Action | Delivery Program Timeframe | | | | Accountable Directorate (Strategy) | Responsible Directorate (Action) | Existing Plans |
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| | | | 17/18 | 18/19 | 19/20 | 20/21 | | | |
| | | 4.4.2.16 Ensure Code of Meeting Practice and Code of Conduct are current and relevant. | * | | * | | | Corporate Services | |
| 4.4.3 Report in a clear, concise manner that is easily understood | <ul style="list-style-type: none"> Council reporting: Survey of Councillors indicates reporting is easy to understand. | 4.4.3.1 Provide more plain English financial reporting through increased use of Council's online platforms. | * | * | * | * | Corporate Services | Corporate Services | |
| | | 4.4.3.2 Review and report on achievements made in the Delivery Program through an End of Term Report. | | | | * | | Development and Economic Growth | |
| 4.4.4 Implement Strategic Asset Management Plans focusing on renewal of assets | <ul style="list-style-type: none"> Council infrastructure satisfaction: Percentage of adult population who are satisfied with core infrastructure including roads and footpaths. Asset renewal ratio: Fit For The Future Asset Renewal Ratio. | 4.4.4.1 Conduct data collection and analysis to inform key stakeholders on areas related to infrastructure delivery i.e. traffic, roads, water. | * | * | * | * | Corporate Services | Infrastructure Delivery | |
| | | 4.4.4.2 Develop, review and prioritise relevant fleet replacement programs. | * | * | * | * | | Infrastructure Delivery | |
| | | 4.4.4.3 Consult with key stakeholders on plant and vehicle replacement requirements to ensure fit for purpose and greatest return for Council. | * | * | * | * | | Infrastructure Delivery | |
| | | 4.4.4.4 Complete review and upgrade of Strategic Business Plans for Water Supply and Sewerage Services. | * | | | | | Infrastructure Delivery | |

For further information please contact:

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