



NARRABRI SHIRE COUNCIL

OPERATIONAL PLAN 2015/2016

The individual projects and activities that will be undertaken this year to achieve the commitments made in the Delivery Program.

Contents

Mayor’s Message	3
General Managers Foreword.....	4
Integrated Planning And Reporting.....	5
About Narrabri Shire	7
The Mayor And Councillors	9
Our Organisation.....	11
Summary For The 10 Year Community Strategic Plan.....	13

THEME 1

One Community.....	15
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THEME 2

A Sustainable Environment.....	27
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THEME 3

A Place To Thrive.....	35
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THEME 4

Proactive Leadership And Advocacy.....	49
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APPENDIX 1 – Revenue Policy And Fees For Services 2015/2016

APPENDIX 2 – 2015/2016 Budget And 10 Year Financial Plan

APPENDIX 3 – Capital Works Program 2015/2016 – 2024/2025



Mayors Message

As Mayor of the Narrabri Shire I would like to present to the Community the 2015 – 2016 Narrabri Shire Council Operational Plan. This document is the road map which Council will use endeavouring to fulfil its community obligations over the next twelve months. In conjunction with this year's Operational Plan, Council has been engaged in an assessment in relation to Council's current scale, capacity and performance and preparing a plan to ensure it will be Fit for the Future.

In reflection of the Independent Local Government Review Panel recommendations the NSW Government has produced a Fit For the Future assessment program for each NSW Local Government Council to undertake. These assessments are to ensure that all obligations, services and infrastructure demands can be met by the Council for the benefit of the communities they service into the future.

In reflection of the direction of the Narrabri Shire to date, the financial investments of development applications for 2013/14 were in excess of \$29 million. Although down on previous years, development remains strong in the Shire. The development activity is not confined to one sector of the economy but across a range of industry groups.

The Gross Regional Product in 2012/2013 for Narrabri Shire was valued at \$992m. Narrabri Shire is a major contributor to Gross Regional Product for NSW. In 2013, the New England North West region contributed \$8.9 billion to Gross Regional Product representing 6% of Regional NSW's \$1337.7 billion in total.

Council's leadership in major projects are underway through all areas of infrastructure such as:-

- Narrabri Water Augmentation
- Baan Baa Water Supply
- Wee Waa Sewer & Water Renewal Program
- Boggabri Town Water Supply
- Boggabri CBD upgrade
- Harparary Bridge Renewal and Harparary Road Sealing
- Timber Bridges – Wee Waa, Gwabegar and Pilliga Road
- Boggabri Caravan Park
- Wave Hill Road
- Narrabri Shire Airport Upgrade
- Narrabri CBD Upgrade



In addition, Council has a large and diversified asset infrastructure base that requires extensive maintenance to meet the demands of the expanding Shire. To continue to provide sustainable services in this economic climate will require commitment and community leadership. To this end Council will continue to review the operations of the organisation to provide the levels of service required. This will require Council to be ever vigilant and innovative in its approach.

As part of the consultative process for the Integrated Planning and Reporting Framework that supports this Operational Plan, Council engaged all interested groups, and the broader community as a whole to provide comment on the future direction of this Shire's development. The planning process presents the residents and ratepayers of the Shire with some very unique challenges. This Operational Plan communicates to the wider community the plans and works in respect to the Community Strategic Plan, Council believes that the actions identified from Community engagement, should take priority over the next twelve months.

Cr Conrad Bolton
MAYOR



General Managers Foreword

The Council employs an equivalent full time 183 staff and covers an area of 13,027 km² with an expenditure budget of \$45 million.

The Council's current organisational chart is shown at page 11.

In 2013 The NSW Government began a major local government reform program. This program started with an independent review of Council's finances. Narrabri Shire Council's financial sustainability rating (FSR) as reported in the TCorp report to the NSW State Government in 2013 was *Moderate* and the FSR Outlook *Negative*. TCorp specifically observed that Council had long term sustainability issues that must be addressed. In particular, the Operating Ratio is forecast to be in deficit for all 10 years of the long term Financial Plan. Council accepts that this position is untenable and therefore is totally committed to finding solutions and implementing the necessary actions to becoming financial sustainable.

Council in its Fit For the Future Improvement Proposal will focus on the following:

- Introduce a new modernising agenda by focussing on modernising governance arrangements, service delivery and management structures and processes.
- Introduce a new fiscal responsibility agenda. To embed this new agenda Council will introduce guidelines for all future Delivery Plans. Soundly based, long term asset and financial plans are visualised by Council as the essential building blocks of financial sustainability. Council is determined that it will be sustainable, efficient, effectively manage infrastructure and have the scale and capacity to be an effective community leader.
- Introduce mandatory Business Plans for all new capital projects.
- Introduce systematic and formal efficiency and service reviews of all its services both internally and externally.
- Investing in new integrated financial and corporate reporting systems.
- Undertake regular market contestability reviews of key service delivery functions.
- Undertake a comprehensive review of all Council owned assets and surplus lands.
- Actively pursue regional cooperation and resource sharing with the Namoi Joint Organisation.
- Increase own source revenues. The reality is that increases in rate revenues and/or fees for services over time will be a necessary component of strategies to improve long term sustainability.
- Introduce an internal audit function focussed on a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Narrabri Shire Council wants to build a Council that makes it 'fit for purpose' to play a leading role in providing effective local government and to actively participate in the broader system of government.

Narrabri Shire Council wants to shift its focus towards a more strategic view of its operations by developing a high capacity organisation with the requisite knowledge, creativity and innovation to enable it to manage complex change and 21st century challenges.

Let the journey begin.

Glenn Inglis
ACTING GENERAL MANAGER



Integrated Planning And Reporting

In 2009, the NSW Government introduced a new planning and reporting framework for NSW Local Government. This was imbedded into the Local Government Act 1993. These reforms replace the former Management Plan and Social Plan with an integrated framework. This process also requires the preparation of a long term Community Strategic Plan and Resourcing Strategy.

Community Strategic Plan

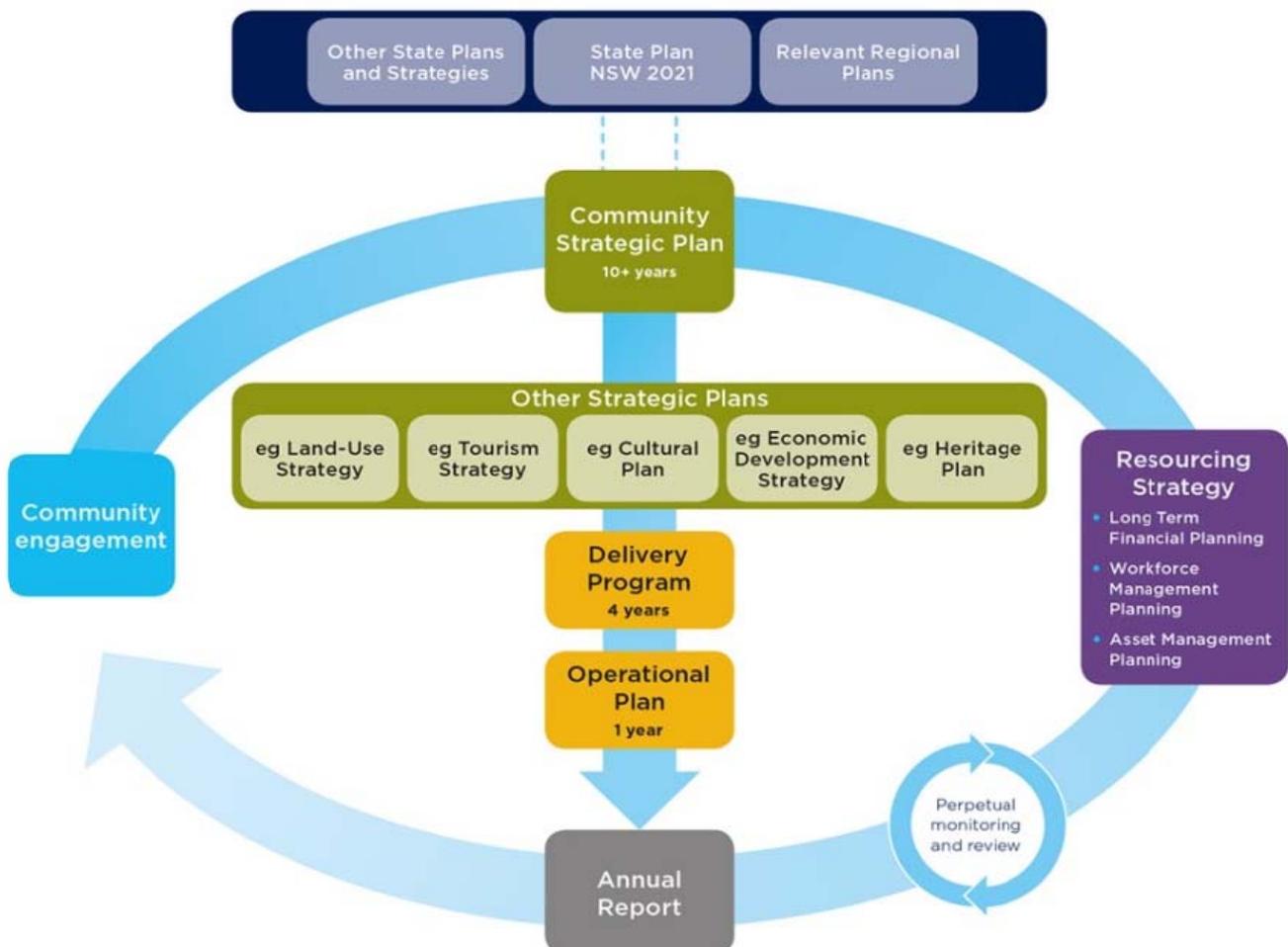
Narrabri Shire Council after community consultation adopted a Community Strategic Plan in June 2013. The Community Strategic plan indicates the direction Council will follow in the next ten years as directed by the Shire Community.

Resourcing Strategy

This strategy identifies the resources available in terms of people, finances and assets. The Resourcing Strategy has three components:

Long-Term Financial Plan

Council has developed a 10 year financial plan that outlines how it will structure its available financial resources to achieve the strategic objectives.



Workforce Plan

The development of a Workforce Plan can ensure Council have the right number of people who are appropriately skilled to assist in achieving the strategic objectives within the budget constraints Council has.

Asset Management Strategy

The Asset Management Strategy sets the direction for Council to determine what levels of service is required for the infrastructure and assets it has, or is to be developed, to meet the needs of the community.

Council currently is combining existing Asset Management Plans to create an overarching plan to incorporate the areas of Transport, Water Services, Waste Water Services Buildings and Other Structures and Parks and Open Spaces

Delivery Program

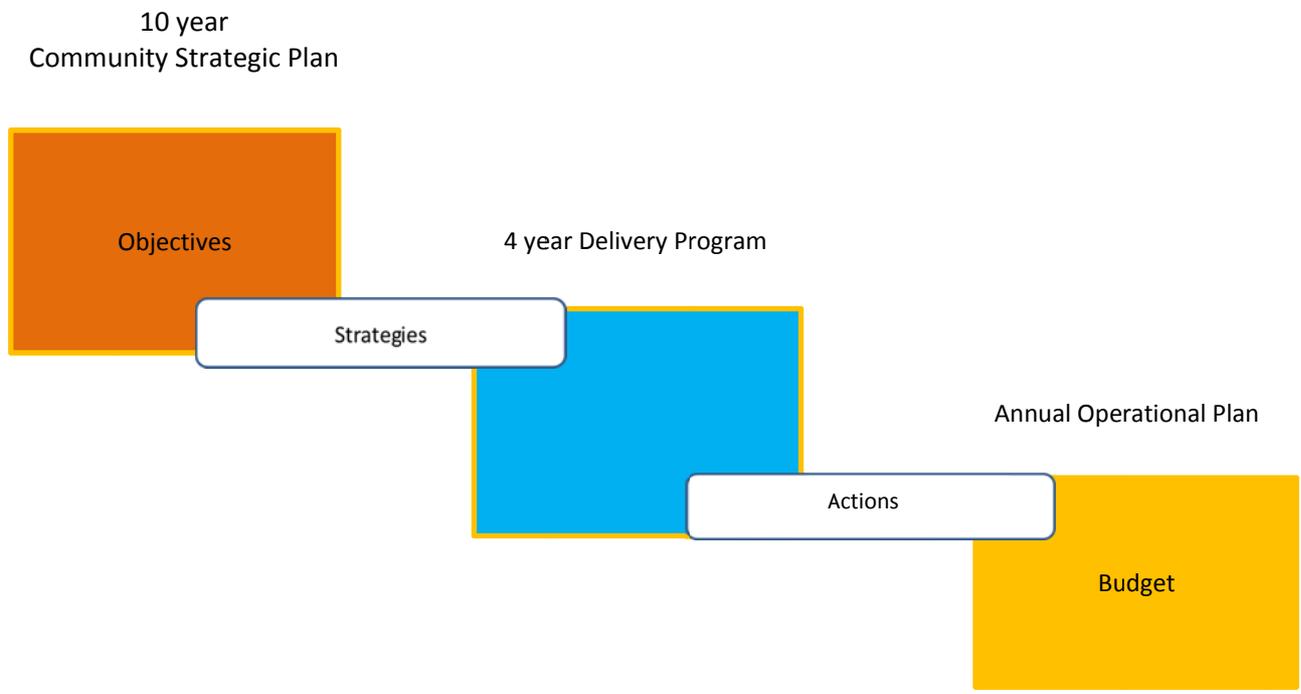
In consideration of all the elements of the Community Strategic Plan and the Resourcing Strategy the Delivery Program identifies the Objectives that Council will meet over the next four years.

Operational Plan

This plan highlights the objectives and actions to be implemented over the financial year in reflection of the Delivery Program and enable Council to report annually on specific objectives.

Annual Report

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



About Narrabri Shire

Over the next decade, Narrabri Shire will cement a reputation for itself as a vibrant community, offering all the advantages of a regional lifestyle along with a wide range of activities to enjoy. We will make the most of the diversity of our economy, returning to the Community the benefits of a busy agricultural sector and growing resources sector. In turn this will strengthen the ability of our Shire to offer a full range of services, including health, education and retail. This will make the area an even more attractive place to live and work.

Our Vision

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

Our Shire Values

Consultation & Facilitation

To deliver services to, and represent the interests of the whole community and provide a quality living environment within available resources.

Innovation

Council will always endeavour to be innovative and will follow a path of creative and lateral thinking.

Leadership & Teamwork

To provide leadership and to evoke a spirit of teamwork within the community and the Council.

Effective Communication

Effective communication between the Council, the community and staff will, at all times, be of paramount importance.

Value For Money

The provision of Council services will always be cost effective and efficient.

Exemplary Customer Service

Council will endeavour to provide the highest level of service to all its customers.

Uncompromising Integrity

Council's integrity will be maintained at the highest level at all times.

Continuous Review And Development

All of Council's operations will be continually reviewed and quality management practices and state of the art technology will be used where appropriate.



About Narrabri Shire

Covering 13,000 km², our Shire is the heart of the rich Namoi Valley in North West NSW. The Newell and Kamilaroi Highways run through Narrabri Shire bringing people from all compass points. With easy access, major attractions, top rate facilities and accommodation, many conferences and high profile performers are drawn to the area. One glimpse of a clear night sky will leave you with no doubts as to why this region is known as "Big Sky" country. The seemingly endless horizons have facilitated the growth of the CSIRO Australia Telescope Compact Array, whose six radio telescopes are gleaming beacons of scientific advancement.

Narrabri Shire is home to over 13,000 people. Approximately 57% of the Narrabri Shire population is centred around the main centre of Narrabri, with the majority of the remaining residents living in the outlying towns of Wee Waa and Boggabri.



Aboriginal and Torres Strait Islander people make up 10.7% of the population compared to the NSW and Australia average of 2.5%. The percentage of people in Narrabri Shire who were born in Australia is relatively high, being 89.5% against the NSW average of 68.6%. In Narrabri Shire, 93.6% of people speak only English at home, a high percentage compared to the NSW average of 72.5%.

The median age of residents in Narrabri Shire has increased in recent years from 37.4 years in 2006 to 39 years in 2011. This increase is higher than that of the NSW average, which was 37.5 years in 2006 and 38 years in 2011. Children aged 0 - 14 years make up 22.2% of the Narrabri Shire population and people aged 65 years and over make up 15.7% of the Narrabri Shire population.

The main Administration Building for Council is located at 46-48 Maitland Street, Narrabri and has a customer service desk to assist anyone wishing to approach Council which is open Monday through to Friday 8.35am to 5pm. Council is accessible to provide feedback, answer enquiries and assist with applications should the public wish to attend the Administration Building.

Contact Details for Council are:

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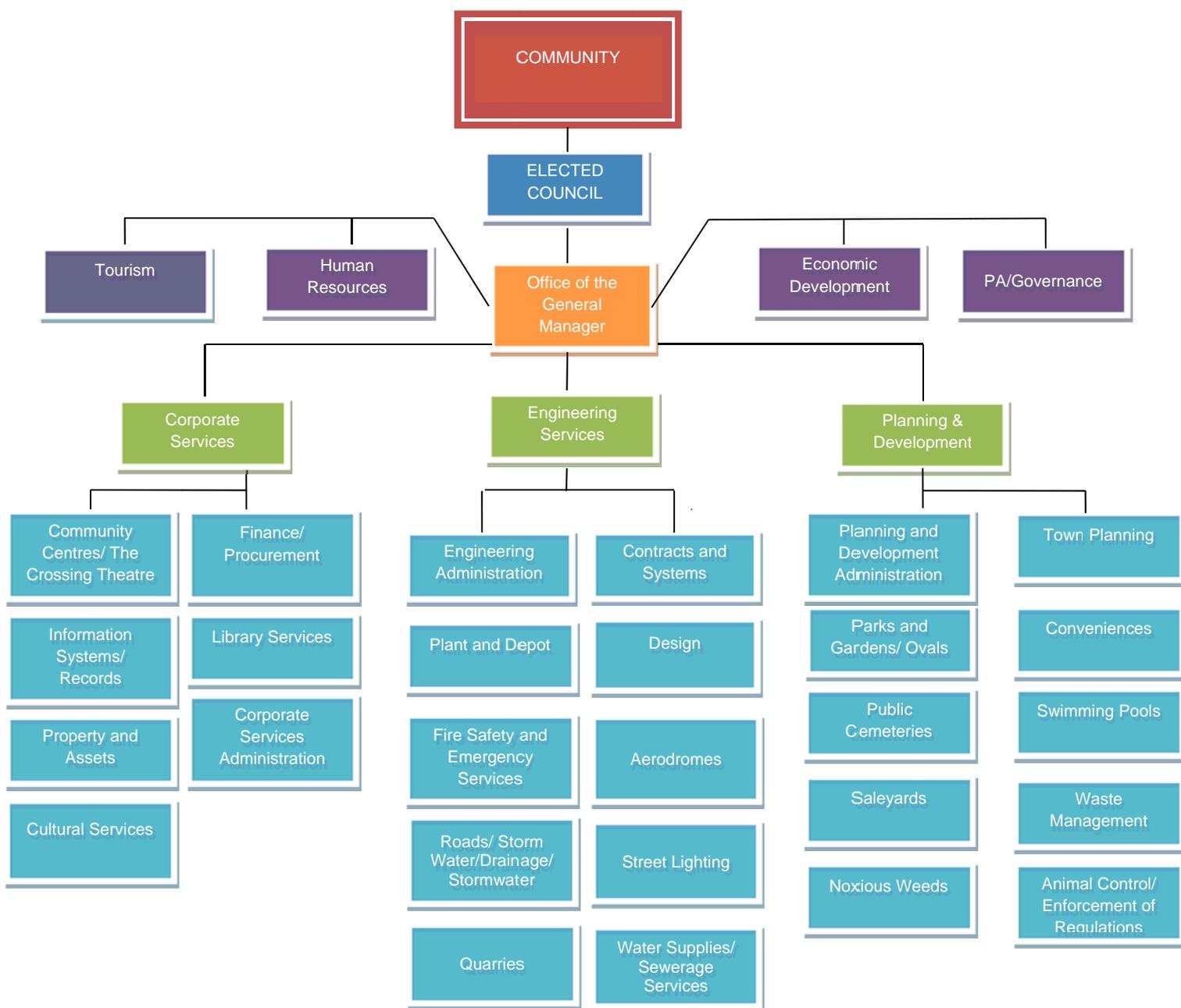
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Our Organisation

Narrabri Shire Council is managed by its General Manager and the Directors of three divisions, Corporate Services, Engineering and Planning and Development. The adopted structure has been established to ensure that Council is well prepared for future works and projects that will improve the way we work and how we are organised. It will change the way we deliver some services, increase efficiency, and improve our ability to deliver more frontline services.

Council will continue to review its structure to ensure it aligns with service level requirements to meet the Community's service expectations.



Total Employee Cost Distribution

Directorate	\$'000
Office of the General Manager	1,232
Corporate Services	3,150
Engineering Services	6,588
Planning and Development	4,248
Total Employee Costs	15,218



Summary for the 10 Year Strategic Objectives

In line with the Communities vision and after applying particular focus on the opportunities for growth while acknowledging the barriers, the following strategic objectives have been established for Narrabri Shire Council:

- 1. Narrabri Shire to be a regional centre**
- 2. Airport to be of regional quality**
- 3. Regional standard Narrabri CBD**
- 4. Regional standard industrial land/parks developments**
- 5. Established and sustainable investment program in place**
- 6. Adequate health services to meet the needs of a regional centre**
- 7. Expanded tertiary educational facilities**
- 8. Adequate accommodation available to meet demand**
- 9. Regional standard infrastructure**
- 10. Revenue and income growth strategy in place**
- 11. Sustainable land use**
- 12. Ensure a clean, green environment for the future**
- 13. A safe place to live, work and experience the diversity of cultural activities**
- 14. Ensure Council is compliant with statutory regulations**
- 15. Proactively engage with the community**

Themes

Extensive community consultation for the Community Strategic Plan was undertaken in May 2012. Council combined the vision and strategic objectives with the input received from the community. The Delivery Program, like the Community Strategic Plan, is based on four central themes that emerged which captured the essence of the community's view of the future of Narrabri Shire.

Theme 1: One Community – Valuing the contributions that everyone can make

Our community believes strongly in the Council's vision statement of an "entire Shire community". Everyone has a contribution to make and everyone deserves to share in investments made by Council. Continuing efforts are needed to engage our young people and to involve the indigenous members of our community.

Theme 2: A sustainable environment – Respect for our whole living environment

The community is mindful that the whole of the environment needs to be considered to ensure that "a quality living environment for the entire Shire community" is achievable. Everyone can contribute whether living and working in towns or villages in rural areas.





One Community

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Theme 1: One community - Valuing the contributions that everyone can make

Principal activities – projects and services

Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
Strategic Objective OC1 Regional standard Narrabri CBD						
OC1.2 Retail areas are shaded, attractive and well maintained and provide facilities for the elderly and disabled	OC1.2.2 Retain existing on street parking configuration for all other Precinct Streets but create garden island beds for new tree planting	*	Director Planning and Development	Operational	Retail areas are shaded and aesthetically appealing	30/06/16
	OC1.2.3 Implement recommended landscape plan master plan in relevant stages	*	Director Planning and Development	Operational	CBD Master Plan landscape plan implemented in staged approach	30/06/16
	OC1.2.4 Add a planting area adjacent to the existing residence and motel on Killarney St, east of Newell Highway roundabout	*	Director Planning and Development	Operational	Retail areas are shaded and aesthetically appealing	30/06/16
	OC1.2.6 Pending agreement from Australia Post; and approval by Council for funding engage a Landscape Architect or experienced landscaper to prepare a detailed landscape plan for the Australia Post Courtyard Area	*	Director Planning and Development	Operational	Retail areas are shaded and aesthetically appealing	30/06/16
OC1.3 To deliver adequate main street car parking	OC1.3.1 Promote public transport needs of the Shire to other levels of government	*	General Manager	Operational	Increase in public transport available Increased use of public transport	Ongoing
	OC1.3.2 Promote and support alternative transport methods including buses, walking and cycling to access businesses and services in town centres	*	Planning and Development	Operational	It is easy for people to access the CBD via car, bus, cycling or walking Appropriate parking Implementation of Walk and Cycle Strategy	Ongoing
	OC1.3.3 Narrabri CBD recommendations regarding car parking are implemented to maximise available car parking spaces in and around the CBD	*	Engineering Services	Operational	Available car parking is maximised	30/06/16
	OC1.3.4 Minimise cost on business owners for main street car parking	*	Engineering Services	Operational	Business contributions toward additional car parking are calculated, communicated and funds reserved transparently for future use	30/06/16



Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
OC1.4 Establish and Chair a CBD Master Plan Implementation Committee	OC1.4.3 CBD Master Plan Implementation Committee is to obtain detailed design and costings for agreed high priority Master Plan works	*	Director Planning and Development	Operational	Detailed design for high priority works developed and recommendation made to Council by Committee	30/06/16
Strategic Objective OC2 Regional standard industrial land developments						
OC2.2 Facilitate the development of industrial and commercial land	OC2.2.1 Develop industrial and commercial land for new business	*	Economic Development Manager	Operational	Appropriate land available for new business	Ongoing
Strategic Objective OC3 Adequate health services to meet the needs of a regional centre						
OC3.1 Promotion of walking and cycling	OC3.1.3 Develop a footpath replacement program	*	Director Engineering Services	Operational	Program developed	30/06/16
OC3.2 Provide access to public swimming pools in Narrabri, Wee Waa and Boggabri	OC3.2.1 Conduct a detailed review of the Narrabri Aquatic Centre after 12 months of operations to identify opportunities for efficiencies and continuous improvement	*	Community Facilities Manager	Operational	Narrabri Aquatic Centre operations are reviewed to allow increase in efficient operations Business Plan reviewed	30/06/16
	OC3.2.10 Narrabri Swimming Pool – Replacement of 50 metre pool	*	Community Facilities Manager	Operational	Undertake scoping process	30/06/16
OC3.3 Advocate for adequate health services to meet the needs of a regional centre	OC3.3.1 Meet with relevant parties through the Medical Taskforce to discuss health services	*	General Manager	Operational	Number of specialists, GPs and nurses in the Shire	Ongoing
Strategic Objective OC4 Expanded tertiary educational facilities (agriculture, education, business, mining and health)						
OC4.1 Develop the community and recognise the diverse composition of the community	OC4.1.1 Enable community development through feeder programs such as apprenticeships, traineeships and work experience	*	Human Resources Manager	Operational	Increase in community access to development opportunities Provide assistance to develop local workforce opportunities for all Promotion of apprenticeships	Ongoing

Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
	OC4.1.2 Identify options for how council's workforce can reflect the composition of the community	*	Human Resources Manager	Operational	Options identified and progressed	Ongoing
	OC4.1.3 Provide systems, policies and procedures to enable council's workforce to reflect the composition of the community	*	Human Resources Manager	Operational	Policies and procedures in place	Ongoing
OC4.2 Grow volunteer involvement	OC4.2.1 Enable volunteer involvement through policies and procedures to support their engagement within Council activities	*	Human Resources Manager	Operational	Systems in place for engaging volunteers	Ongoing
OC4.3 Develop increase in local training and population workplace opportunities	OC4.3.1 Meet with TAFE and other educational service providers to discuss training and workforce opportunities	*	Economic Development Manager	Operational	Achieve increase in people obtaining higher skill levels	Ongoing
	OC4.3.2 Introduce potential staff for any industry to the Narrabri Shire area	*	Economic Development Manager	Operational	Facilitate employment growth	Ongoing
OC4.4 Provide opportunities for local operators and businesses to be educated and increase skill levels for tourism	OC4.4.1 Continue to distribute information on relevant training courses and programs to local operators	*	Tourism Manager	Operational	Assist in creating employment opportunities	Ongoing
	OC4.4.2 Continue to make operators aware of statistics and other resource materials produced by State and National tourism agencies	*	Tourism Manager	Operational	Local operators assist in building tourism	Ongoing
	OC4.4.3 Invitations to operators to participate in training programs and briefings run by Destination NSW, New England-North West and Inland Regional Tourism Organisation	*	Tourism Manager	Operational	Training programs held to enable increased tourism	Ongoing
OC4.5 Proactively engage with government agencies for expanded tertiary education facilities	OC4.5.1 Lobby government agencies and the University of New England for expanded tertiary education facilities	*	General Manager	Operational	Continue lobbying for Government funding for facilities upgrades and new development	Ongoing
OC4.6 Provide library services and facilities for the benefit of the community	OC4.6.1 Maintain the partnership with the Central North Regional Library Service coordinated by Tamworth Regional Council	*	Library Manager	Operational	Libraries are maintained as welcome and modern environments Libraries are available for use for all community members	Ongoing

Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
	OC4.6.2 Ensure library buildings are maintained and optimal use of space is achieved	*	Library Manager	Operational	Libraries are maintained as welcome and modern environments	Ongoing
	OC4.6.4 Ensure open hours are appropriate	*	Library Manager	Operational		Ongoing
	OC4.6.5 Ensure branch libraries (Narrabri, Wee Waa and Boggabri) are flexible spaces with multi format content	*	Library Manager	Operational	Libraries are available for use for all community members	Ongoing
	OC4.6.6 Cut-Off Drain Library and Patching	*	Library Manager	Operational		30/06/16
	OC4.6.7 Foster and develop the relationship with Randwick City Council Library	*	Library Manager	Operational		Ongoing
4.7 Encourage schools and private operators to provide additional childcare facilities	OC4.7.1 Discuss childcare needs with providers and community	*	General Manger	Operational	Adequate childcare facilities in the Shire	Ongoing
Strategic Objective OC5 Adequate accommodation available to meet demand (residential, community, industrial, aged and itinerant)						
OC5.1 Timely release of land for residential development	OC5.1.1 Land released when appropriate	*	Economic Development Manager	Operational	Adequate accommodation	Ongoing
OC5.2 More timely Development Applications	OC5.2.1 Approved within legislative guidelines	*	Director Planning and Development	Operational	Decrease in approval timeframes within legislative guidelines	Ongoing
OC5.3 Council applies influence at Government level to provide solutions for those in disadvantaged situations where applicable	OC5.3.1 Council advocates for those who are disadvantaged.	*	General Manager	Operational	Influence applied	Ongoing
Strategic Objective OC6 A safe place to live, work and experience the diversity of cultural activities						
OC6.1 Implement requirements of the Companion Animals	OC6.1.1 Provide and operate a Companion Animals Shelter	*	Director Planning and Development	Operational	Companion animals are appropriately managed Provision and operation of an animal shelter	Ongoing

Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
Act	OC6.1.2 Raise awareness of impounded animals and owner responsibilities under the Companion Animals Legislation	*	Strategy and Land Use Manager	Operational	Community Awareness Raised	Ongoing
	OC6.1.3 Conduct compliance audits of homeless and stray companion animals and impound companion animals where necessary	*	Strategy and Land Use Manager	Operational	Compliance Audits conducted	Ongoing
OC6.2 Ensure that Council's operations can continue to function in times of emergency	OC6.2.1 Develop/review Council's Disaster Recovery and Business Continuity Plan	*	Director Engineering Services	Operational	Flood management strategies are developed	30/06/16
OC6.3 Support the State Emergency Services within the Region	OC6.3.1 Support the State Emergency Services (SES) within the Region	*	Director Engineering Services	Operational	Reduction in property and infrastructure damage due to floods	Ongoing
OC6.4 Take a lead role in the planning and provision of Emergency Management Services	OC6.4.1 General Manager (or his delegate) to act as Local Emergency Management Officer (LEMO)	*	Director Engineering Services	Operational	Attendance at meetings	Ongoing
	OC6.4.2 Coordinate response to natural disasters	*	Director Engineering Services	Operational	Reduction in property and infrastructure damage due to floods	Ongoing
	OC6.4.3 Provide support for combat agencies during disasters	*	Director Engineering Services	Operational	Reduction in property and infrastructure damage due to floods	Ongoing
OC6.5 Offer library services and programs as well as outreach services to disadvantaged sectors of the community	OC6.5.1 Carry out programs in all branch libraries at least on a quarterly basis	*	Library Manager	Operational	Programs conducted each quarter at each branch No. active book group. No. of programs for adults No. of programs for children Program attendance	Ongoing
	OC6.5.2 Develop a plan of children's programs and services that can be applied at branch libraries <ul style="list-style-type: none"> Children's Book week Simultaneous Story time 	*	Library Manager	Operational	Programs prepared and delivered	Ongoing

Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
	<ul style="list-style-type: none"> Preschool Story time 					
	OC6.5.3 Provide home library services to housebound residents	*	Library Manager	Operational	Number of household clients receiving books	Ongoing
	OC6.5.4 Actively seek/foster partnerships with both mainstream and socially isolated sectors of the community	*	Library Manager	Operational	Number of programs for targeted sectors. Number of attendees	Ongoing
OC6.6 Facilitate, coordinate, encourage and develop festivals and events for the Narrabri Shire	OC6.6.1 Continue to support and assist local festivals and events that bring visitors into the Shire	*	Tourism Manager	Operational	Local festivals and events supported	Ongoing
	OC6.6.2 Work with The Crossing Theatre and other conference and meeting venue operators to build the conference and meetings market	*	Tourism Manager	Operational	More conferences and meetings held in Narrabri Shire	Ongoing
	OC6.6.3 Work with The Crossing Theatre to attract and promote major entertainment events	*	Tourism Manager	Operational	More major entertainment events held in Narrabri Shire	Ongoing
	OC6.6.4 Work with transport, accommodation and other operators to develop and market event packages	*	Tourism Manager	Operational	Event packaged developed and marketed	Ongoing
	OC6.6.6 Identify and endeavour to attract foot loose events for the Shire	*	Tourism Manager	Operational	Foot loose events held in Narrabri Shire	Ongoing
	OC6.6.7 Work with local sporting and community groups to bid for and host events within the Shire	*	Tourism Manager	Operational	Events hosted	Ongoing
OC6.7 Provide assistance and advice to local event organisers and individuals / groups looking to organise or bid for events	OC6.7.1 Provide advice and assistance to local organisations looking to hold and /or bid for festivals and events	*	Tourism Manager	Operational	Tourism marketing materials distributed	Ongoing
	OC6.7.2 Continue to maintain the events Calender	*	Tourism Manager	Operational	A Shire-wide calendar is available for local community members to publicise events	Ongoing
	OC6.7.3 Continue to publicise events locally and regionally through print, digital, radio and television advertising	*	Tourism Manager	Operational	Local events publicised where possible	Ongoing
OC6.9 Facilitate and/or coordinate festivals and events at The Crossing Theatre	OC6.9.5 Facilitate touring and planned events and performances	*	The Crossing Theatre Venue Manager	Operational	A number of festivals and events are held for the community at The Crossing Theatre	Ongoing
	OC6.9.6 Facilitate weddings and special occasions	*	The Crossing Theatre Venue	Operational	A number of festivals and events are held for the community at The	Ongoing



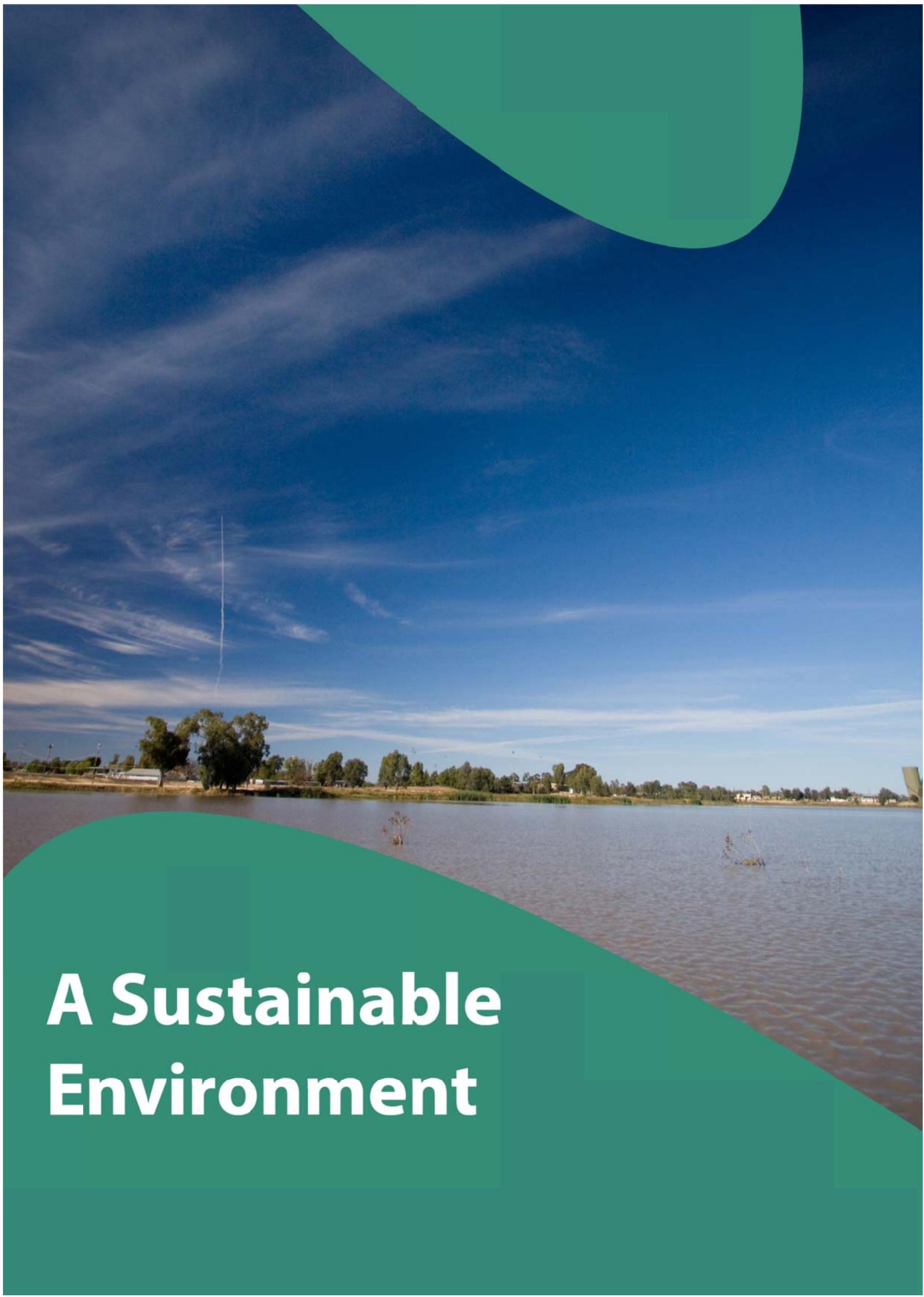
Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
			Manager		Crossing Theatre Community (including youth) active and interested	
	OC6.9.7 Facilitate conferences, meetings	*	The Crossing Theatre Venue Manager	Operational		Ongoing
OC6.10 Facilitate community based programs at The Crossing Theatre	OC6.10.1 Encourage community programs for the centre and evaluate spatial needs and level of Council financial contribution	*	The Crossing Theatre Venue Manager	Operational		Ongoing
OC6.12 Community members are regular users of parks, gardens and sporting venues	OC6.12.1 Develop, adopt, implement, monitor and review a Levels of Service and Maintenance Program for parks, gardens and sporting venues	*	Community Facilities Manager	Operational	Levels of Service adopted by Council	Ongoing
	OC6.12.2 Develop and adopt a Sport and Recreation Plan which reflects the sport and recreation needs of the community	*	Community Facilities Manager	Operational	Narrabri Shire Sport and Recreation Plan developed and adopted by Council	30/06/16
	OC6.12.3 Prepare and adopt a Plan of Management for the Open Space Precinct on the eastern side of the Narrabri Creek including consideration of a future playground adjacent to the Newell Highway	*	Community Facilities Manager	Operational	Plan of Management for eastern side of creek banks developed and adopted	30/06/16
	OC6.12.4 Prepare and adopt a Plan of Management for the Open Space Precinct on the western side of the Narrabri Creek including consideration of a Community Garden adjacent the Hospital car park	*	Community Facilities Manager	Operational	Plan of Management for western side of creek banks developed and adopted	30/06/16
	OC6.12.7 Prepare and adopt Plans of Management for Crown Reserves managed by Council as per developed list in priority order.	*	Community Facilities Manager	Operational	Plans of Management for high priority Crown Reserves developed and adopted	30/06/16
	OC6.12.10 Conduct audit of playgrounds across Shire to ascertain compliance with Playgrounds Risk Management Policy	*	Community Facilities Manager	Operational	Audit of all playgrounds completed and action taken to ensure playgrounds are safe for use	Ongoing
	OC6.12.11 Renew, replace or dispose of Park and Open Space assets in accordance with the Parks and Open Space Asset Management Plan	*	Community Facilities Manager	Operational	Council manages its existing assets in accordance with the adopted Asset Management Plan	Ongoing

Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
	OC6.12.14 Develop and implement a schedule of Narrabri Lake Advisory Committee Meetings in consultation with the elected Committee	*	Community Facilities Manager	Operational	Meetings held regularly to plan and report on outcomes	30/06/16
	OC6.12.15 In consultation with the committee, review the Terms of Reference/Constitution for the Section 355 Narrabri Lake Advisory Committee including defining its role and responsibility for implementation of the Narrabri Lake Plan of Management	*	Community Facilities Manager	Operational	Terms of Reference/Constitution reflects the role and responsibility of committee members and adopted Plan of Management	30/06/16
	OC6.12.16 Install Remote Supervision Signs at Reserves, Beaches and Pools under Council management in accordance with StateCover Guideline	*	Community Facilities Manager	Operational	Appropriate signage clearly details acceptable use of parks, reserves, beaches and pools as well as hazards	30/06/16
	OC6.12.17 Boggabri Tennis Club Electrical rehab	*	Property and Assets Manager	Operational	Completed within budget	30/06/16
	OC6.12.20 Boggabri Parks – CBD Irrigation system	*	Community Facilities Manager	Operational	Completed within budget	30/06/16
	OC6.12.25 Narrabri (Town) parks – Tree Establishment – Killarney Street	*	Community Facilities Manager	Operational	Completed within budget	30/06/16
	OC6.12.32 Wee Waa CBD Seating	*	Community Facilities Manager	Operational	Completed within budget	30/06/16
OC6.13 Towns and Village Entry Points in the Shire are visually and aesthetically appealing to residents and visitors	OC6.13.1 Facilitate the formation of Tidy Towns Committees with documented Terms of Reference for Narrabri and Wee Waa consisting of community representatives	*	Economic Development Manager	Operational	Tidy Towns Committees formed by community members in Narrabri and Wee Waa	30/06/16
OC6.14 Encourage and recognise the work of volunteers	OC6.14.1 Council to host a yearly volunteer celebration to celebrate local volunteers	*	Corporate Services	Operational	Annual celebration held during Volunteers Week	Ongoing



Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
OC6.15 Monitor crime rates and promote Narrabri Shire as a safe and secure environment for families.	OC6.15.1 Council to work with the Crime Prevention Committee, and NSW Police to support a safe environment and implement Councils adopted Crime Prevention Plan	*	General Manager	Operational	Council representation at Crime Prevention Committee meetings Council to liaise with NSW Police where appropriate	Ongoing

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A Sustainable Environment

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Theme 2: A sustainable environment - Respect for our whole living environment

Principal activities – projects and services

Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Measures of Success	Target Date
Strategic Objective SE1 Sustainable land use						
SE1.1 Review and develop statutory and non- statutory plans to provide for orderly and sustainable development	SE1.1.4 Complete a review of all existing Development Control Plans (DCP) and development a single compliant DCP with associated Precinct Plans	*	Director Planning and Development	Operational	Single DCP is adopted	30/06/16
	SE1.1.5 Undertake a review of Council's planning policies to ensure industry standard and provide best practice	*	Director Planning and Development	Operational	Policies reviewed	30/06/16
SE1.2 Review and Develop Contributions Plans to ensure that funding is generated from development to meet the community's needs	SE1.2.1 Review Council's Section 94 Contributions Plan to ensure compliance with statutory provisions and generation of target revenue to fund community infrastructure	*	Director Planning and Development	Operational	Section 94 Plan reviewed Plan provides appropriate charges for growth	30/06/16
	SE1.2.2 Review Council's Section 94A Plan to ensure effective implementation and adherence with expected budgeted outcomes	*	Director Planning and Development	Operational	Section 94A Plan reviewed Plan provides appropriate charges for growth	30/06/16
SE1.3 Ensure comprehensive GIS services are available to support the management of land and property	SE1.3.1 Develop a plan of works for upgrading mapping services including Web Based, GPS and 3D mapping applications	*	Property and Assets Manager	Operational	Software purchased and implemented Initial staff training provided GIS services contribute to best practice design and planning administration services GIS services developed and updated	30/06/16
SE1.4 Determine access requirements to current land bank within towns	SE1.4.1 Develop Urban Streets & intersections upgrade priorities	*	Road Services Manager	Operational	Strategic planning for urban development Adoption by Council	30/06/16
SE1.5 Sustainable use of resources	SE1.5.1 Increased use of recycled materials in road construction	*	Road Services Manager	Operational	Materials recycled where possible	Ongoing
	SE1.5.2 Quarries & gravel pits are managed to allow rehabilitation at the end of their useful life	*	Road Services Manager	Operational	Funds in reserve for quarry rehabilitation	Ongoing
	SE1.5.4 Sustainable management of quarries and gravel pits	*	Road Services Manager	Operational	Manage Quarries and Gravel Pits with sustainability in mind	Ongoing



Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Measures of Success	Target Date
SE1.6 Actively partner with the Northern Inland Weeds Advisory Committee to implement the Weed Action Plan and Invasive Species Plan	SE1.6.1 Identify and capitalise on opportunities to partner with public and private land owners to manage noxious and invasive species to minimise the impact on biodiversity in the Shire	*	Strategy and Land Use Manager	Operational	Weed Action Plan and Invasive species Plan implemented	Ongoing
SE1.7 Develop, implement and monitor the Border Rivers Gwydir Catchment Action Plan	SE1.7.1 Liaise with and integrate noxious and invasive weed management as per Weed Action Plan with actions of the North West Local Lands Services	*	Strategy and Land Use Manager	Operational	Plan implemented	Ongoing
SE1.8 Develop, implement and monitor the Namoi Catchment Action Plan	SE1.8.1 Liaise with and integrate noxious and invasive weed management as per Weed Action Plan with actions of the Namoi Catchment Management Authority	*	Strategy and Land Use Manager	Operational	Plan implemented	Ongoing
Strategic Objective SE2 Ensure a clean, green environment for the future						
SE2.1 Exercise Council's statutory functions under the Environmental Planning and Assessment Act 1979 properly and equitably and determine applications efficiently and in accordance with statutory requirements and / or Council Policy and Standards	SE2.1.1 Assess and determine development applications in accordance with Acts, Regulations, EPI's and Council policies in a timely manner *	*	Strategy and Land Use Manager	Operational	Average Development Applications determination period of less than 35 days from receipt of all information and audit of 15 random files demonstrates compliance with legislation and procedures	Ongoing
	SE2.1.2 Provide building and certification inspection services for construction	*	Strategy and Land Use Manager	Operational	Building Certification Services provided	Ongoing
	SE2.1.3 Assess and determine complying development Certificates as required	*	Strategy and Land Use Manager	Operational	Complying development assessment services provided	Ongoing
	SE2.1.4 Issue approvals and/or inspect work under section 68 of the Local Government Act 1993	*	Strategy and Land Use Manager	Operational	Section 68 Applications assessed and approved	Ongoing
	SE2.1.5 Issue statutory certificates including 149	*	Strategy and	Operational	Issue all certificates within an	Ongoing



Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Measures of Success	Target Date
	certificates (Planning certificates identify property zoning information as well as identify other matters that the Council require current and prospective owners of a property to be aware of)		Land Use Manager		average 7 days of receipt and audit of 10 random certificates demonstrates accuracy	
	SE2.1.6 Prepare, amend and distribute drainage diagrams	*	Strategy and Land Use Manager	Operational	Drainage Diagrams completed	Ongoing
	SE2.1.7 Provide pre and post development application services	*	Strategy and Land Use Manager	Operational	Pre and post Development Application services provided	Ongoing
	SE2.1.8 Local Government (LG) performance monitoring	*	Strategy and Land Use Manager	Operational	LG performance monitoring data submitted	Ongoing
	SE2.1.9 Provide an analysis of development trends being experienced within the Local Government Area	*	Strategy and Land Use Manager	Operational	Analysis of trends provided	Ongoing
	SE2.1.10 Ensure the Council's planning schemes and policies are complied with across the shire	*	Strategy and Land Use Manager	Operational	Complete inspections of all urban areas within the shire on a quarterly basis with action taken to ensure community safety and standards are maintained	Ongoing
SE2.2 Improve the monitoring and management of onsite effluent disposal within the region	SE2.2.1 Implement the On-site Sewerage Management (OSSM) Policy as adopted by the Council	*	Strategy and Land Use Manager	Operational	OSSM policy implemented OSSM supports positive environmental outcomes	Ongoing
	SE2.2.2 Promote community awareness of the OSSM program and provide information on best practice for sustainable outcomes on OSSM	*	Strategy and Land Use Manager	Operational	OSSM community awareness undertaken	Ongoing
SE2.3 Support effective reporting regimes on environmental compliance	SE2.3.1 Undertake a State of the Environment Report for the Local Government Area	*	Director Planning and Development	Operational	State of the Environment Report undertaken Environmental reporting is submitted to State agencies	30/06/16
SE2.6 Capital works are subject to environmental	SE2.6.1 Include environmental assessment in project planning	*	Director Engineering Services	Operational	Reflected in Project Management Plans	Ongoing



Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Measures of Success	Target Date
assessment						
SE2.7 Develop an Environmental Action Plan	SE2.7.1 Apply for funding to develop an Environmental Action Plan to identify environmental features which require preservation and/or protection	*	Corporate Services/ Strategy and Land Use Manager	Operational	Funding source secured to develop Environmental Action Plan	30/06/16
	SE2.7.2 Cross reference the Environmental Action Plan with the Tourism Plan and other relevant plans to ensure consistency	*	Strategy and Land Use Manager/ Tourism Manager	Operational	Other relevant plans align with the Environmental Action Plan to achieve consistency and avoid conflicts in strategies and actions	30/06/16
SE2.8 To participate in Community Consultative Committee (CCC)	SE2.8.1 Council involvement in CCC	*	General Manager	Operational	Council involvement in CCC and environmental monitoring of dust and noise in the resource sector	Ongoing
SE2.9 Provide a safe, reliable and economic waste collection and disposal service which meets modern environmental standards	SE2.9.3 Develop and implement community education strategies regarding waste avoidance, reuse and recycling in consultation with Council Waste Collection Contractor and the Northern Inland Regional Waste Group	*	Strategy and Land Use Manager	Operational	Recycling tonnages increase; waste to landfill tonnages decrease	Ongoing
SE2.10 Manage waste collection, disposal and recycling in accordance with relevant legislation, regulations and guidelines	SE2.10.1 Develop, implement, monitor and review the Narrabri Landfill Environmental Management Plan (LEMP)	*	Strategy and Land Use Manager	Operational	Landfill Environmental Management Plan	Ongoing
	SE2.10.2 Finalise, adopt and commence implementation of the Narrabri Shire Waste Management Strategy	*	Strategy and Land Use Manager	Operational	High priority strategies and actions completed within time, to the quality required and within budget	Ongoing
	SE2.10.3 Manage the Narrabri Landfill and Transfer Stations in compliance with the Narrabri Landfill Environmental Protection Licence and relevant legislation and guidelines	*	Strategy and Land Use Manager	Operational	No breaches of the Environmental Protection Licence or relevant legislation occur	Ongoing
	SE2.10.18 Narrabri Design/Investigation/Planning	*	Strategy and Land Use	Operational	Completed within budget	30/06/16



Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Measures of Success	Target Date
			Manager			
SE2.11 Manage wastewater and effluent in a sustainable manner	SE2.11.1 Operate and maintain sewage treatment plants to meet licence conditions and environmental requirements	*	Water Services Manager	Operational	No Non-Compliances with Environmental Licences	Ongoing
	SE2.11.6 Clean and refurbish line from Sewerage Treatment Plant to Wetlands - Wee Waa	*	Water Services Manager	Operational	Works programs developed, updated and implemented within allocated timeframes	30/06/16
	SE2.11.7 Upgrade and maintain drying beds - Narrabri	*	Water Services Manager	Operational	Works programs developed, updated and implemented within allocated timeframes	30/06/16
	SE2.11.8 Clean Stormwater Detention areas at Sewerage Treatment Plant - Narrabri	*	Water Services Manager	Operational	Works programs developed, updated and implemented within allocated timeframes	30/06/16
	SE2.11.9 Operate and maintain effluent management facilities to meet licence conditions and environmental requirements	*	Water Services Manager	Operational	No Non-Compliances with Environmental Licences	Ongoing
	SE2.11.10 Maintain the sewer reticulation system and pumping stations to serve residential, commercial and industrial customers and convey sewage for treatment and disposal to meet licence conditions and environmental requirements	*	Water Services Manager	Operational	Maintenance targets and upgrade programs achieved	Ongoing
	SE2.11.15 Service all Sewer Pump Station pumps and fittings annually	*	Water Services Manager	Operational	Works programs developed, updated and implemented	Ongoing
	SE2.11.16 Construct new and replacement infrastructure as required	*	Water Services Manager	Operational	Works programs developed, updated and implemented within allocated timeframes	Ongoing
	SE2.11.18 Continue with CCTV assessments of sewerage network	*	Water Services Manager	Operational	Works programs developed, updated and implemented within allocated timeframes	Ongoing
	SE2.11.19 Undertake long term planning of future sewer infrastructure works and effluent reuse facilities to meet legislative drought management and capital works planning requirements	*	Water Services Manager	Operational	Strategies prepared, reviewed and implemented as required	Ongoing
SE2.11.20 Engage consultancy firm to undertake a review of Narrabri Shire wastewater collection network	*	Water Services Manager	Operational	Strategies prepared, reviewed and implemented as required	30/06/16	



Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Measures of Success	Target Date
	SE2.11.21 Review Drought Management Plan as it relates to recycling water	*	Water Services Manager	Operational	Strategies prepared, reviewed and implemented as required	30/06/16
	SE2.11.22 Assess and issue conditions and ensure compliance with sewage related aspects of Development and new subdivisions	*	Water Services Manager	Operational	Trade Waste Policy and discharge agreements maintained and recorded	30/06/16



A Place to Thrive

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Theme 3: A place to thrive - A strong diverse economy that attracts and retains businesses, services and tourists

Principal activities – projects and services

Strategies	Actions	16/17	Responsible Manager	2015/16 Budgets	Performance Indicator	Target Date
Strategic Objective PT1 Narrabri Shire to be a regional centre						
PT1.1 Engage with local business and industry representatives to grow and facilitate opportunities	PT1.1.1 Meet with local businesses	*	Economic Development Manager	Operational	Increased economic growth and diversity Assist existing business to develop	Ongoing
	PT1.1.2 Engage with Narrabri Chamber of Commerce, Wee Waa Chamber of Commerce and Boggabri Business Promotions Group	*	Economic Development Manager	Operational	Broader economic base Monitor and report regularly on the health of the local economy	Ongoing
	PT1.1.3 Meet with research organisations	*	Economic Development Manager	Operational	Build strong relationships with local groups	Ongoing
	PT1.1.4 Meet regularly with industry representatives	*	Economic Development Manager	Operational	Build strong relationships with industry sectors	Ongoing
	PT1.1.5 Attend business events organised by local organisations	*	Economic Development Manager	Operational	Build strong relationships with industry sectors	Ongoing
	PT1.1.6 Support business appreciation event held by Narrabri Chamber of Commerce	*	Economic Development Manager	Operational	Event ongoing and successful	Ongoing
	PT1.1.7 Facilitate meeting between Narrabri Chamber of Commerce and Council	*	Economic Development Manager	Operational	Meeting held or attended twice per year	Ongoing
	PT1.1.8 Facilitate meeting between Wee Waa Chamber of Commerce and Council	*	Economic Development Manager	Operational	Meeting held or attended twice per year	Ongoing
	PT1.1.9 Facilitate meeting between Boggabri Business Promotions Group and Council	*	Economic Development Manager	Operational	Meeting held or attended twice per year	Ongoing

Strategies	Actions	16/17	Responsible Manager	2015/16 Budgets	Performance Indicator	Target Date
PT1.2 Provide assistance to business looking to expand	PT1.2.1 Assist local business organisations with local projects	*	Economic Development Manager	Operational	Assist with local projects	Ongoing
	PT1.2.2 Participate in local business functions as invited	*	Economic Development Manager	Operational	Attend local and regional functions	Ongoing
	PT1.2.3 Send emails to local businesses regarding newly released State and Federal assistance programs	*	Economic Development Manager	Operational	Conveyed funding programmes to industry	Ongoing
	PT1.2.4 Conduct seminars and workshops for businesses in conjunction with partners	*	Economic Development Manager	Operational	Facilitate business workshops	Ongoing
PT1.3 Actively market and promote Narrabri Shire as a business destination	PT1.3.1 Develop business location profile	*	Economic Development Manager	Operational	Regular production of brochures	Ongoing
	PT1.3.2 Develop marketing material regarding available employment lands	*	Economic Development Manager	Operational	Regular production of brochures	Ongoing
	PT1.3.4 Prepare business news/economic updates	*	Economic Development Manager	Operational	Regular production of brochures	Ongoing
	PT1.3.5 Prepare news announcements on economic successes	*	Economic Development Manager	Operational	Articles in paper, radio and TV as appropriate	Ongoing
	PT1.3.6 Maintain existing Shire website	*	Economic Development	Operational	Keep website up to date	Ongoing

Strategies	Actions	16/17	Responsible Manager	2015/16 Budgets	Performance Indicator	Target Date
			Manager			
	PT1.3.9 Work with the agricultural sector to attract further investment	*	Economic Development Manager	Operational	Increase in additional agricultural service related industries	Ongoing
	PT1.3.10 Distribution of Council information through social media platforms	*	Economic Development Manager	Operational	Provide ongoing relevant information	Ongoing
PT1.4 Ensure that the Council is well represented at Regional, State and Federal Forums to promote the interests of Narrabri Shire	PT1.4.1 Participate in Regional and State Forums including: <ul style="list-style-type: none"> - Namoi Councils - Association of Mine Related Councils 	*	General Manager	Operational	Continued membership involvement and attendance at meetings	Ongoing
	PT1.4.2 Advocate for the interests of the Shire with other Government Departments and organisations on relevant issues as they arise	*	General Manager	Operational	Ongoing and as opportunities arise	Ongoing
PT1.6 Participate in the development of Regional and State tourism marketing and Destination Management Plans and in tourism and other committees, working parties etc	PT1.6.1 Continue to participate in Tourism related organisations relevant to Narrabri Shire	*	Tourism Manager	Operational	Council's continued representation	Ongoing
	PT1.6.2 Participate in the development of DMPs for the Inland NSW Region, New England-North West and sub regions	*	Tourism Manager	Operational	Deliver positive tourism outcomes for Narrabri Shire	Ongoing
PT1.7 Participate in the development of touring routes, products and experiences at a local, sub-regional, regional and state level	PT1.7.1 Continued involvement in the Newell Highway Promotions Committee	*	Tourism Manager	Operational	Council's continued representation	Ongoing
	PT1.7.4 Continued involvement in the development of the Great Artesian Drive	*	Tourism Manager	Operational	Council's continued representation	Ongoing
	PT1.7.7 Continue to promote the Baradine – Pilliga link	*	Tourism Manager	Operational	Tourists using the link	Ongoing
	PT1.7.8 Support the joint Council funding submission for the Baradine to Mungindi Road	*	Tourism Manager	Operational	Baradine to Mungindi Road receives funding	Ongoing
	PT1.7.9 Continue to lobby for MR127 – Pilliga Road to be a designated Tourist Route	*	Tourism Manager	Operational	MR 127 classified as a Designated Tourist Route	30/06/16

Strategies	Actions	16/17	Responsible Manager	2015/16 Budgets	Performance Indicator	Target Date
PT1.8 Continued liaison with Government Agencies and other agencies that manage tourism assets	PT1.8.1 Continue to work with relevant State Government organisations	*	Tourism Manager	Operational	Deliver positive tourism outcomes for Narrabri Shire	Ongoing
	PT1.8.2 Provide input from a tourism perspective into Plans Of Management prepared for areas within the Shire	*	Tourism Manager	Operational	Deliver positive tourism outcomes for Narrabri Shire	Ongoing
PT1.9 Develop and implement marketing and promotional strategies and campaigns in conjunction with Destination NSW, the Regional Tourism Organisation, Touring Route marketing groups, surrounding LGAs and the local tourism sector	PT1.9.1 Continue to be involved in the development of marketing campaigns and participate in relevant cooperative marketing initiatives with the following organisations: <ul style="list-style-type: none"> • Destination NSW • Inland RTO • NE-NW Tourism • Warrumbungle Cluster • Tourism route marketing committees • Surrounding LGAs • Tourism and business operators 	*	Tourism Manager	Operational	Deliver positive tourism outcomes for Narrabri Shire	Ongoing
	PT1.9.2 Attend relevant trade and consumer shows throughout Australia	*	Tourism Manager	Operational		Ongoing
	PT1.9.3 Participate in journalist and industry families where relevant	*	Tourism Manager	Operational		Ongoing
	PT1.9.4 Work with CountryLink to develop new packages for Narrabri Shire	*	Tourism Manager	Operational		Ongoing
	PT1.9.5 Continue to produce information on Narrabri Shire including updating visitors guides and information fliers, maintain and continue to develop touch screen and DVDs, maintain and expand image (photo and film) library etc	*	Tourism Manager	Operational		Ongoing
	PT1.9.6 Continue to maintain and update tourism website, and use social media to communicate with the market	*	Tourism Manager	Operational		Ongoing
	PT1.9.7 Continue to update State Tourism Data Warehouse data base	*	Tourism Manager	Operational		Ongoing



Strategies	Actions	16/17	Responsible Manager	2015/16 Budgets	Performance Indicator	Target Date
PT1.10 Encourage involvement of tourism operators/attractions and other key partners in the production of information and marketing collateral and promoting the Shire	PT1.10.1 Continue to work with Tourism operators to produce information and marketing and promotional collateral	*	Tourism Manager	Operational	Continue to ensure that visitor information is available in each of the towns and villages throughout the Shire	Ongoing
PT1.11 Continue to showcase local industries and products through the Narrabri Visitor Information Centre	PT1.11.1 Ensure that all major industries / economic activities that are of interest to visitors are showcased in the Narrabri Visitor Information Centre	*	Tourism Manager	Operational	Local business supported by Tourism	Ongoing
	PT1.11.2 Continue to develop exhibits – including an Aboriginal art / artefact display	*	Tourism Manager	Operational	Promotion of aboriginal culture and history	Ongoing
PT1.12 Encourage involvement of the community and other key partners	PT1.12.1 Inclusion in historical exhibits across the Shire	*	Corporate Services	Operational	Indigenous community included and engaged in tourism activities	Ongoing
	PT1.12.2 Support the Friends of the Crossing Theatre	*	Corporate Services	Operational	Attend meetings and support where possible	Ongoing
Strategic Objective PT2 Airport to be of regional quality						
PT2.2 Potential airlines supported and encouraged through improved infrastructure	PT2.2.1 Lobby government agencies to provide support for a regional standard airport	*	General Manager	Operational	Funding secured for upgrades to Narrabri Airport recognising its regional significance	30/06/16
	PT2.2.4 Implement interim measures to the existing Terminal to ensure its structural integrity whilst planning for a new terminal is underway	*	Airport Manager	Operational	Airport Terminal remains functional prior to new Terminal completion	30/06/16
	PT2.2.7 Manage Narrabri Airport operations in accordance with relevant federal and state legislation, regulations and the Aerodrome Manual	*	Airport Manager	Operational	Annual CASA Audits result in nil or minimal Corrective Actions	Ongoing
Strategic Objective PT3 Regional standard infrastructure						
PT3.1 Lobby State and Commonwealth	PT3.1.1 Meet with local State and Federal MPs	*	Economic Development Manager	Operational	Economic growth and diversity Share best practices and successes with other Councils	Ongoing

Strategies	Actions	16/17	Responsible Manager	2015/16 Budgets	Performance Indicator	Target Date
Government for infrastructure and service provision	PT3.1.2 Travel to Sydney to meet with State Government Ministers and Agencies	*	Economic Development Manager	Operational	Meetings held	Ongoing
	PT3.1.3 Travel to Canberra to meet with Commonwealth Government Ministers and Agencies	*	Economic Development Manager	Operational	Meetings held	Ongoing
PT3.2 Ensure that all public buildings are developed, renewed and maintained at adopted service levels for the use of Council and the community	PT3.2.2 Ensure that all buildings are safe in terms of the provision of electricity supply and develop maintenance work schedule	*	Property and Assets Manager	Operational	Agreed service levels achieved Inspection of all buildings undertaken and schedule developed. Completed as per works schedule	30/06/16
	PT3.2.3 Develop and implement a painting schedule for all painted public buildings and structures	*	Property and Assets Manager	Operational	Agreed service levels achieved All painted buildings and structures inspected and schedule developed Completed as per works schedule	30/06/16
	PT3.2.4 Carry out routine maintenance on The Crossing Theatre	*	Property and Assets Manager	Operational	Maintenance carried out within budget	Ongoing
	PT3.2.15 Solar Panels 90kw at The Crossing Theatre	*	The Crossing Theatre Venue Manager	Operational	Completed within budget	30/06/16
PT3.3 Develop and maintain visitor facilities and infrastructure within the Narrabri Shire	PT3.3.1 Develop walking track and viewing areas at Gins Leap	*	Tourism Manager	Operational	Seek funding for project	30/06/16
	PT3.3.6 Improve presentation and signpost lookouts within the Shire	*	Tourism Manager	Operational	Completed	30/06/16
	PT3.3.8 Organise and administer leases for Council Caravan Parks	*	Tourism Manager	Operational	Completed	30/06/16
	PT3.3.9 Continued monitoring of tourism signs and notification to Council / RMS when signs are damaged or missing	*	Tourism Manager	Operational	Damaged/ removed signs are replaced in a timely manner	Ongoing
	PT3.3.10 Where requested, assist tourist attraction operators to prepare funding submissions for tourist attraction signage	*	Tourism Manager	Operational	Funding secured for tourist attraction signage	Ongoing



Strategies	Actions	16/17	Responsible Manager	2015/16 Budgets	Performance Indicator	Target Date
PT3.4 Improve flood immunity for remote communities	PT3.4.1 Determine priority links for upgrade	*	Director Engineering Services	Operational	Priorities adopted by Council for flood events	30/06/16
	PT3.4.2 Lobby State Government for funding to improve flood immunity at Glencoe Channel (SH29 Kamilaroi Highway)	*	Director Engineering Services	Operational		Ongoing
PT3.5 Provide a secure, reliable water supply to the community	PT3.5.1 Operate and maintain water sources, water treatment plants, reservoirs and distributions systems to provide potable water to consumers with water meeting Australian Drinking Water Guidelines health standards	*	Water Services Manager	Operational	No health related drinking water quality incidents	Ongoing
	PT3.5.3 Review Narrabri Water Services Standard Work Methods (SWM) associated with reticulation maintenance activities	*	Water Services Manager	Operational	SWPs reviewed	Ongoing
	PT3.5.6 Review, investigate and undertake any required improvements to water storage infrastructure, water treatment processes and control systems to meet demand and growth	*	Water Services Manager	Operational	Priority works planned, designed and completed on time, to a satisfactory standard and within the allocated budget	Ongoing
	PT3.5.7 Complete programmed upgrades of Narrabri Shire water: <ul style="list-style-type: none"> • Supervisory, Control And Data Acquisition (SCADA) telemetry system • Treatment processes and components • Reservoirs, booster stations, bore pump stations • Water Meters 	*	Water Services Manager	Operational	Works completed on time, to a satisfactory standard and within the allocated budget	30/06/16
	PT3.5.11 Maintain the reticulation systems to serve consumers and meet fire fighting requirements as appropriate	*	Water Services Manager	Operational	Maintenance targets and upgrade programs achieved within allocated timeframes, to a satisfactory standard and within the allocated budget	Ongoing
	PT3.5.12 Service and when necessary replace Hydrants and Mains Valves	*	Water Services Manager	Operational	Completed	Ongoing
	PT3.5.14 Adhere to preventive maintenance program	*	Water Services Manager	Operational	Maintenance targets and upgrade programs produced	Ongoing



Strategies	Actions	16/17	Responsible Manager	2015/16 Budgets	Performance Indicator	Target Date
					within allocated timeframes, to a satisfactory standard and within the allocated budget	
	PT3.5.15 Reactive and preventive maintenance carried out as programmed and as required	*	Water Services Manager	Operational	Work documented to comply with licence requirements and times taken to responded to/complete works recorded and analysed	Ongoing
	PT3.5.29 Undertake long-term planning of future water infrastructure works including supply to village areas, water security for urban areas to meet legislative drought management and capital works planning requirements and future growth	*	Water Services Manager	Operational	Strategies prepared, reviewed and implemented as required	Ongoing
	PT3.5.30 Prepare an integrated Water Cycle Management Plan including water conservation and demand management	*	Water Services Manager	Operational	Water Cycle Management Plan Completed	30/06/16
	PT3.5.31 Assess and issue conditions and ensure compliance with water related aspects of Development and new subdivisions	*	Water Services Manager	Operational	New developments conform with Council requirements	Ongoing
	PT3.5.32 Investigate and undertake improvements to enhance the drought emergency supply to meet legislative drought management and capital works planning requirements	*	Water Services Manager	Operational	Work program delivered on time within budget and report to council	Ongoing
	PT3.5.33 Review Drought Management Plan as it relates to potable water	*	Water Services Manager	Operational	Work program delivered on time within budget and report to council	30/06/16
	PT3.5.34 Undertake and review Water Supply Modelling for towns/villages and update Development Servicing Plans for Towns/villages to meet legislative demand management and capital works planning requirements	*	Water Services Manager	Operational	Servicing plans updated within allocated time frames	30/06/16
	PT3.5.36 Provide WaterWise education programs	*	Water Services Manager	Operational	Programs delivered on time, to a satisfactory standard and within the allocated budget	Ongoing



Strategies	Actions	16/17	Responsible Manager	2015/16 Budgets	Performance Indicator	Target Date
PT3.6 Develop and adopt Business Plan for the Narrabri Livestock Selling Centre (Saleyards)	PT3.6.2 Pending the adopted preferred option above, implement the recommendations of the NLSC Safety Management System	*	Strategy and Land Use Manager	Operational	Completed	Ongoing
PT3.7 Provide modern depots and reliable Plant to support the infrastructure activities to meet best practice management principles	PT3.7.7 Review operational requirements for the Wee Waa and Boggabri Depots	*	Plant and Depot Manager	Operational	Completed	30/06/16
	PT3.7.10 Develop and implement ongoing plant operational training needs for all plant	*	Plant and Depot Manager	Operational	Developed	30/06/16
	PT3.7.11 Review workshop infrastructure and operations to be in line with Workcover requirements	*	Plant and Depot Manager	Operational	Reviewed	Ongoing
PT3.8 Provide lasting repair solutions to Council owned roads	PT3.8.1 Work with and influence government agencies to improve roads	*	Road Services Manager	Operational	Increase in external roads funding	Ongoing
	PT3.8.2 Maintain & improve Road Infrastructure	*	Road Services Manager	Operational	Road infrastructure maintained and improved where possible	Ongoing
	PT3.8.5 Review routine rural road grading program	*	Road Services Manager	Operational	Rural unsealed roads are maintained according to agreed service standards	Ongoing
	PT3.8.6 Develop & implement gravel road re-sheeting program in accordance with Asset Management Plan	*	Road Services Manager	Operational	Funds are available to undertake re-sheeting	30/06/16
	PT3.8.8 Review & implement rural road unsealed floodway program	*	Road Services Manager	Operational	Funds are available to undertake upgrades	30/06/16
	PT3.8.9 Develop dust suppression seal program	*	Road Services Manager	Operational	Funds are available to undertake upgrades	30/06/16
	PT3.8.10 Review an annual bitumen resealing program for sealed roads & streets	*	Road Services Manager	Operational	Funds are available to undertake upgrades	30/06/16
	PT3.8.11 Annual reseal program (including forecast annual renewal plus 10% of reseal backlog)	*	Road Services Manager	Operational	Project completed on time & on budget	Ongoing
	PT3.8.12 Review kerb & gutter replacement program	*	Road Services Manager	Operational	Funds are available to undertake upgrades	30/06/16
PT3.8.14 Liaise with industry to promote investment in road infrastructure	*	Road Services Manager	Operational	Industry views upgraded road infrastructure as a worthy	Ongoing	



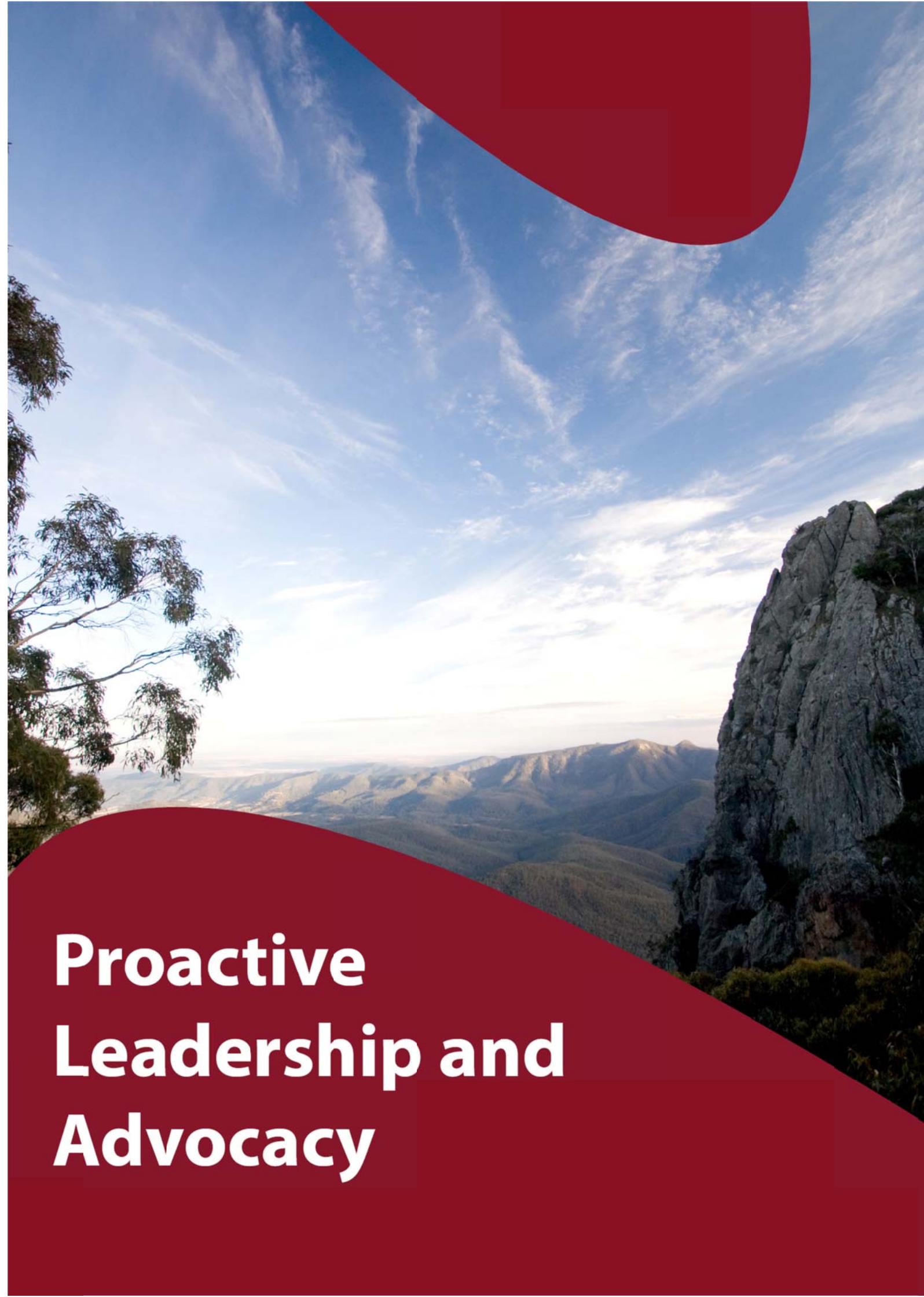
Strategies	Actions	16/17	Responsible Manager	2015/16 Budgets	Performance Indicator	Target Date
					investment	
	PT3.8.18 Maintain Council participation in RMS RMCC contract	*	Road Services Manager	Operational	State Highways are maintained to an acceptable standard	Ongoing
	PT3.8.20 Deliver appropriate stormwater services for existing residential, commercial and industrial development.	*	Road Services Manager	Operational	Services delivered	Ongoing
	PT3.8.21 Liaise with developers regarding stormwater infrastructure who are considering new estates or properties for residential, commercial and industrial development	*	Road Services Manager	Operational	Liaising where required	Ongoing
	PT3.8.22 Maintain and improve stormwater infrastructure	*	Road Services Manager	Operational	Infrastructure maintained and improved	Ongoing
	PT3.8.23 Plan for future works to ensure flood management infrastructure is in place and maintained	*	Road Services Manager	Operational	Future works planned for	Ongoing
	PT3.8.24 Ensure compliance of all legal access, stormwater, water and sewer engineering conditions are included in DAs	*	Road Services Manager	Operational	Development Applications comply	Ongoing
	PT3.8.33 Lobby federal government for application of funding for upgrades to infrastructure which is repeatedly damaged by flooding	*	General Manager	Operational	Betterment funding applied to flood damage restoration projects	Ongoing
	PT3.8.34 Supplement flood damage restoration funds to achieve infrastructure upgrades instead of renewals	*	Engineering Services	Operational	Upgrades are incorporated with flood damage restoration	Ongoing
	PT3.8.35 Maintain staff training in the application of up to date technology	*	Engineering Services	Operational	Continuous improvement	Ongoing
	PT3.8.36 Collaborate with other local Government agencies to achieve industry best practice	*	Engineering Services	Operational	Continuous improvement	Ongoing
PT3.9 Reduction in property and infrastructure damage due to floods	PT3.9.2 Consider flood immunity in the design of all new works	*	Director Engineering Services	Operational	Reduced disruption to residents and businesses	Ongoing
	PT3.9.3 Maintain Wee Waa Levee to ensure it protects people and property from flood	*	Engineering Services	Operational	Regularly inspect the Wee Waa town levee	Ongoing
	PT3.9.7 Plan for future flood bypass management in Narrabri township	*	Director Engineering	Operational	Future flood bypass management in Narrabri	Ongoing



Strategies	Actions	16/17	Responsible Manager	2015/16 Budgets	Performance Indicator	Target Date
			Services		township planned for	
	PT3.9.8 Utilise recycled materials in construction & maintenance works where practical	*	Director Engineering Services	Operational	Recycled materials in construction & maintenance works utilised where practical	Ongoing
PT3.10 Mitigate concerns about the quality and availability of water supplies with the Shire	PT3.10.1 Prepare and execute a long term, cost effective, sustainable water supply infrastructure expansion program	*	Water Services Manager	Operational	Program prepared	30/06/16
PT3.11 Mitigate concerns about the quality and availability of sewage collection and treatment systems with the Shire	PT3.11.1 Prepare and execute a long term, cost effective, sustainable sewage collection and treatment infrastructure expansion program	*	Water Services Manager	Operational	Program prepared	30/06/16
PT3.12 Identify infrastructure Improvements	PT3.12.1 Assess future growth & demand for infrastructure improvements	*	Director Planning and Development / Director Engineering Services	Operational	Engage with existing and new local business	Ongoing
PT3.13 Benchmark performance/ standards against other Councils	PT3.13.1 Share best practice and successes with other Councils	*	Appropriate Division	Operational	Continuous improvement	Ongoing
	PT3.13.2 Continue regular attendance at peer exchange group meetings	*	Appropriate Division	Operational	Continuous improvement	Ongoing
PT3.14 Improve funding for infrastructure and services	PT3.14.1 Develop 1-2 page Fact Sheets on key strategic issues for the Community/Council to allow Councillors, Senior Management and Community Representatives to lobby State and Federal Members	*	Planning and Development	Operational	Funding identified and applied for	30/06/16



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Proactive Leadership and Advocacy

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Theme 4: Proactive leadership and advocacy - Managing for all and standing up for our Shire

Principal activities – projects and services

Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
Strategic Objective LA1 Established and sustainable investment program in place						
LA1.1 Identify prospective investors to grow economy	LA1.1.1 Subscribe to and review industry publications for target industries	*	Economic Development Manager	Operational	Keep updated through industry publications	Ongoing
	LA1.1.2 Conduct industry market research	*	Economic Development Manager	Operational	Increase economic growth and diversity	Ongoing
	LA1.1.3 Conduct market research (lead generation) to identify prospective investors	*	Economic Development Manager	Operational	Economic growth and diversity	Ongoing
LA1.2 Engage with prospective investors	LA1.2.1 Attend regular industry networking events Conduct business development trips to engage with prospective investors and partners	*	Economic Development Manager	Operational	Build strong relationships with industry sectors	Ongoing
	LA1.2.2 Attend industry specific trade shows or conferences for target industries to identify prospective investors	*	Economic Development Manager	Operational	Economic growth and diversity	Ongoing
	LA1.2.3 Engage with partners (business multipliers) to identify partners and prospective investors	*	Economic Development Manager	Operational	Economic growth and diversity	Ongoing
	LA1.2.4 Conduct familiarisation tours of the region	*	Economic Development Manager	Operational	Facilitate employment growth	Ongoing
	LA1.2.5 Provide packages of information specific to development projects	*	Economic Development Manager	Operational	Economic growth and diversity	Ongoing
LA1.3 Proactively work towards attracting investment to the Shire	LA1.3.1 Meet with potential businesses	*	Economic Development Manager	Operational	Investment in Narrabri Shire is facilitated by Council	Ongoing



Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
LA1.4 Ensure that investment in community infrastructure is fairly and transparently distributed around the Shire	LA1.4.1 Community feedback on distribution of funds	*	General Manager	Operational	Community satisfaction survey	Ongoing
LA1.5 Provide assistance to facilitate investment and increase total jobs in Shire	LA1.5.1 Provide assistance to businesses in finding suitable sites	*	Economic Development Manager	Operational	Economic growth and diversity New jobs created	Ongoing
	LA1.5.2 Offer to organise pre-lodgement meetings between businesses and planning department	*	Economic Development Manager	Operational	Economic growth and diversity More employment opportunities	Ongoing
Strategic Objective LA2 Revenue and income growth strategy in place						
LA2.1 Maintain a high performing workforce that is responsive to the needs of the organisation and the community	LA2.1.1 Develop and maintain a highly skilled workforce	*	General Manager	Operational	Actions from Delivery Program and Operational Plans implemented Realign management and organisation structure to be in line with Council services offered	Ongoing
	LA2.1.2 Align employee performance with organisational plans and goals	*	General Manager	Operational		Ongoing
	LA2.1.3 Develop and maintain a current and relevant workforce plan	*	General Manager	Operational		Ongoing
	LA2.1.4 Provide a range of resources, services and systems that support the attraction and retention of employees and knowledge	*	General Manager	Operational		Ongoing
LA2.2 Seek funding from external sources to support Council programs	LA2.2.1 Apply for funding from Government Departments, Authorities and Private Enterprise	*	Director Corporate Services	Operational	When opportunities arise	Ongoing
	LA2.2.2 Identify and apply for funding and grants including from government and private sponsorship for programs at The Crossing Theatre	*	Director Corporate Services	Operational	When opportunities arise	Ongoing
LA2.3 Ensure Council's procurement practices achieve best	LA2.3.1 Review procurement practices	*	Financial Services Manager	Operational	Annual review completed	30/06/16



Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
value for the Council and Community						
LA2.4 Plan for long term provision of Information Services	LA2.4.1 Develop a long term replacement and maintenance programme for systems, servers and software for Council	*	Information Services Manager	Operational	All systems are current and meet Councils requirements	30/06/16
	LA2.4.2 Assist with the assessment and implementation of new systems and software. (eg Asset Management Software)	*	Information Services Manager	Operational	Asset Management software operational by 30/6/16	Ongoing
	LA2.4.3 Review Information Services policies and procedures	*	Information Services Manager	Operational	Annual review completed	30/06/16
LA2.5 Maintain and coordinate the renewal of information technology software and systems	LA2.5.2 Ensure annual licence fees are up to date	*	Information Services Manager	Operational	Annual review completed	30/06/16
	LA2.5.3 Install Exponare Public mapping software	*	Information Services Manager	Operational	Completed with budget	30/06/16
LA2.6 Maintain and coordinate the renewal of information technology infrastructure	LA2.6.1 Maintain an asset register of all information technology infrastructure/items	*	Information Services Manager	Operational	Register maintained and up to date	Ongoing
LA2.7 Assist staff to remain up to date with new information technology advances	LA2.7.1 Coordinate training for staff as new technology is implemented	*	Information Services Manager	Operational	Ongoing and as required	Ongoing
LA2.8 Ensure staff have sound knowledge of Council process and procedures	LA2.8.1 Provide training to staff as required	*	Information Services Manager	Operational	Staff are using InfoXpert to its full potential	Ongoing



Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
LA2.9 Develop and review plans for the effective long term development and management of commercial business units	LA2.9.3 Develop an Asset Management Plan for The Crossing Theatre that links with Council's Asset Management Strategy	*	Property and Assets / Corporate Services	Operational	Plan developed	30/06/16
Strategic Objective LA3 Ensure Council is compliant with statutory regulations						
LA3.1 Council leads by example	LA3.1.1 Ensure Council HR operations and management meets legislative compliance and best practice standards	*	General Manager	Operational	Council is recognised as an employer of choice	Ongoing
	LA3.1.2 Develop staff skills and expertise and ensure safe work practices and conditions	*	General Manager	Operational	Council is a safe place to work	Ongoing
	LA3.1.7 Enable a workforce that reflects the composition of the community	*	General Manager	Operational	Work experience opportunities Inclusion and engagement of indigenous communities	Ongoing
LA3.2 Adopt a service attitude across Council	LA3.2.1 Ensure council systems, policies, processes and workforce support a business requirement	*	General Manager	Operational	Desired culture achieved Employee satisfaction Low turnover of staff Customer first approach is realised Customer Service training "How can we help" attitude	Ongoing
LA3.3 Effective and efficient council operations	LA3.3.1 Identify possibilities for improvement and change	*	General Manager	Operational	Improvements identified and implemented successfully	Ongoing
LA3.4 Exercise Council's regulatory functions to ensure compliance with statutory	LA3.4.1 Implement and conduct an illegal dumping program to identify, manage and prosecute illegal dumping	*	Strategy and Land Use Manager	Operational	Illegal Dumping Program Conducted	30/06/16
	LA3.4.2 Implement and conduct a parking control program to identify, manage and prosecute illegal parking within the CBD areas	*	Strategy and Land Use Manager	Operational	Parking Control Program conducted	30/06/16

Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
requirements	LA3.4.3 Implement a swimming pool monitoring and inspection regime for all domestic and commercial swimming pools within the urban areas of the LGA	*	Strategy and Land Use Manager	Operational	Swimming Pool Program conducted	30/06/16
	LA3.4.4 Implement a program for the review of abandoned vehicles within the LGA upon roads and road related areas	*	Strategy and Land Use Manager	Operational	Program for abandoned vehicles undertaken	30/06/16
	LA3.4.5 Implement a program for the monitoring and review of Liquid Trade Waste premises within the shire	*	Strategy and Land Use Manager	Operational	Program implemented for Liquid Trade Waste	30/06/16
LA3.5 Maintain and improve food safety standards in accordance with the NSW partnership program	LA3.5.1 Undertake inspections of regulated businesses to ensure appropriate public health standards are met	*	Strategy and Land Use Manager	Operational	Food Premises Inspections undertaken	30/06/16
	LA3.5.2 Implement education and awareness activities on food safety and handling	*	Strategy and Land Use Manager	Operational	Education and awareness of food safety has been implemented Food safety standards within Narrabri Shire are to a standard required by the food authority	30/06/16
LA3.6 Ensure Council adheres to all Legislation under which it operates	LA3.6.1 Ensure that Council officers comply with the Local Government Act and any legislative framework under which they operate	*	Director Corporate Services	Operational	No reported breaches	Ongoing
	LA3.6.2 Ensure that delegations for Council officers are up to date	*	General Manager	Operational	Annual Review completed	Ongoing
	LA3.6.3 Meet statutory requirements of Government Information Public Access Act (GIPA), Privacy & Personal Information Protection Act (PPIPA) & Public Interest Disclosure (PID)	*	Director Corporate Services	Operational	No reported breaches Annual returns completed on time	Ongoing
LA3.7 Ensure that sound systems and processes are in place for good governance at Councillor level	LA3.7.1 An allocation for Local Government Elections is provided for annually and support is provided to the Electoral Office for the running of elections as required	*	Director Corporate Services	Operational	Budget allocation adopted each year	Ongoing
	LA3.7.2 Provide training and support for the Mayor and Councillors	*	General Manager	Operational	Access to training provided each year	Ongoing



Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
	LA3.7.3 Provide administrative support to the Mayor to enable the Mayor to undertake his role	*	General Manager	Operational	Position of Personal Assistant to Mayor and GM be retained	Ongoing
	LA3.7.4 Provide financial payment to Councillors as per legislative constraints and Council's Policy – Payment of Expenses and Provision of Facilities to Councillors	*	Director Corporate Services	Operational	Councillors Fees and Reimbursement of expenses are made	Ongoing
	LA3.7.5 Ensure Council agendas and reports are prepared in such a way that they enable sound decision making	*	General Manager	Operational	Ongoing review of agendas and reports before distribution Comprehensively prepared reports	Ongoing
	LA3.7.6 Ensure Code of Meeting Practice and Code of Conduct are current and relevant	*	Director Corporate Services	Operational	Annual reviews are undertaken	Ongoing
LA3.8 Develop and review Integrated Planning Documents to cover all of Council's responsibilities, current and into the future	LA3.8.1 Ensure Council decisions are consistent with Community Strategic Plan	*	General Manager	Operational	Ongoing	Ongoing
	LA3.8.2 Review Workforce Plan to meet Council's human resource requirements	*	Human Resources Manager	Operational	Annual review completed	30/06/16
	LA3.8.3 Review Asset Management Strategy and Policy	*	Property and Assets Manager	Operational	Annual review completed	30/06/16
	LA3.8.4 Review Long-term Financial Plan (10 years)	*	Financial Services Manager	Operational	Annual review completed	30/06/16
	LA3.8.5 Review and report on achievements of 4 year Delivery Program	*	Corporate Services	Operational	6 monthly reviews completed	Ongoing
	LA3.8.6 Review annually in line with preparation of Operational Plan	*	Corporate Services	Operational	Quarterly reviews completed	Ongoing
	LA3.8.7 Review and develop Operational Plan including budget estimates	*	Director Corporate Services	Operational	Annual review completed	Ongoing



Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
	LA3.8.8 Review and report on annual budget	*	Director Corporate Services	Operational	Quarterly reviews completed	Ongoing
	LA3.8.9 Prepare Annual Report	*	Director Corporate Services	Operational	Annual review completed	Ongoing
	LA3.8.10 Prepare State of Environment Report	*	Planning and Development	Operational	Annual review completed	30/06/16
LA3.9 Ensure Council is guided by relevant and current Policies	LA3.9.1 Review (and develop as required) Council policies, statement of business ethics and customer service charter as required	*	General Manager	Operational	Statutory review within first 12 months of Elections is completed Review /development of new policies is undertaken when required	Ongoing
LA3.10 Implement and maintain Accounting Best Practice and financial management principles to ensure all performance, legislative and reporting requirements are satisfied	LA3.10.1 Provide financial and performance reporting in accordance with management and statutory requirements	*	Director Corporate Services	Operational	Quarterly reports to Council Six monthly report on Delivery Plan to Council Annual Report endorsed by Council by 30 November each year	Ongoing
	LA3.10.3 Ensure debtors, creditors and payroll systems and processes are in place	*	Financial Services Manager	Operational	Timely completion of processes	Ongoing
	LA3.10.4 Review policies that direct financial operations (eg investment, purchasing, debt collection, hardship, contributions)	*	Director Corporate Services	Operational	Annual review completed	Ongoing
	LA3.10.6 Review Fees and Charges annually	*	Director Corporate Services	Operational	Annual review completed	Ongoing
	LA3.10.7 Accurate monthly income and expenditure report provided to Council	*	Director Corporate Services	Operational	Councillors know what things cost	Ongoing
	LA3.10.8 Internal audit review process	*	Director Corporate	Operational	Internal reviews occur to ensure compliance	Ongoing

Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
			Services			
	LA3.10.9 Projects delivered on time within $\pm 10\%$ of budget or report must be provided to Council	*	Director Corporate Services	Operational	Much better financial management Deliver projects on time and on budget Local roads funding stop reducing	Ongoing
LA3.11 Ensure that Council's Long Term Financial Plan aligns with long term and annual budget requirements	LA3.11.1 Ensure that Council's financial system integrates with Council's long term financial plan	*	Financial Services Manager	Operational	Annual review completed	Ongoing
	LA3.11.2 Undertake an annual review of Council's Long Term Financial Plan in conjunction with the preparation of the Annual Operational Plan	*	Director Corporate Services	Operational	Annual review completed Long term financial plan is completed and accurate	Ongoing
	LA3.11.3 Develop and review a loan strategy in line with the Council's Long Term Financial Plan	*	Financial Services Manager	Operational	Annual review completed	Ongoing
	LA3.11.4 Identify any need for and develop plan if applicable for a special rates variation application	*	Financial Services Manager	Operational	Annual review completed	Ongoing
LA3.12 Maintain an assets register that includes all of the Council's assets	LA3.12.1 Review asset listing and record valuations of assets	*	Property and Assets Manager	Operational	Annually and as Class of Assets Revaluations become due as per legislation	Ongoing
	LA3.12.2 Develop and maintain a register of leases of Council property	*	Property and Assets Manager	Operational	Register developed by 30/6/16 Annual review completed	30/06/16
LA3.13 Maintain appropriate insurance levels for Council	LA3.13.1 Renew Council's insurance	*	Property and Assets Manager	Operational	Annual review completed	30/06/16
LA3.14 Provide Quality, comprehensive, accessible and relevant records	LA3.14.2 Ensure registration of all council written and electronic correspondence	*	Information Services Manager	Operational	Documents registered	Ongoing
	LA3.14.3 Retention and disposal project to commence for all files from previous records	*	Information Services	Operational	RecFind	Ongoing

Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
	system, RecFind		Manager			
	LA3.14.4 Review requirements for the upgrade to next version of InfoXpert	*	Information Services Manager	Operational	As required	Ongoing
LA3.15 Ensure Asset Management Strategy, Policy and Plans provide best practice directions for the development, renewal and maintenance of all of Council's infrastructure assets	LA3.15.1 Review the Asset Management Strategy and Policy annually prior to the preparation of the annual Operations Plan	*	Property and Assets Manager	Operational	Lifecycle plans developed with 10+ years focus Captured as part of the GIS	Ongoing
	LA3.16.2 Investigate and implement a software program to assist with best practice management of assets	*	Property and Assets Manager	Operational	Assets upgraded to meet identified service levels	30/06/16
LA3.17 Implement Buildings and Land Improvements Asset Management Plan	LA3.17.3 Collect better data and financial variables for each asset class and category and update the Building and Land Improvements Asset Management Plan	*	Property and Assets Manager	Operational	Completed	Ongoing
LA3.18 Put in place policies and procedures within Council that will streamline and facilitate the hosting of events in the Shire	LA3.18.1 Put in place the policies and procedures within Council to support events – including an events manual and templates and internal protocols and procedure guidelines	*	Director Corporate Services	Operational	Events manual and templates and internal protocols and procedure guidelines produced	30/06/16
	LA3.18.2 Ensure that the Events Manual is available on-line from the Council and Tourism websites	*	Director Corporate Services	Operational	Available on website	Ongoing
LA3.19 Ensure that Plans of Management produced for Council and Crown Reserves permit the use of the parks and reserves for events	LA3.19.1 Ensure that Plans of Management produced for Council and Crown Reserves permit the use of the parks and reserves for events and activities	*	Community Facilities Manager	Operational	Parks and reserves permit events	Ongoing



Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
LA3.20 Maintain & update Asset Management Plans	LA3.20.1 Review roads asset management plan	*	Property and Assets Manager	Operational	Asset management plan reviewed annually	30/06/16
	LA3.20.3 Review bridge asset management plan	*	Property and Assets Manager	Operational	Asset management plan reviewed annually	30/06/16
LA3.22 Manage and operate cemeteries to meet all legislative requirements	LA3.22.1 Manage interments, reservations, liaison with funeral directors, record keeping, and genealogy enquiries for cemeteries in Narrabri Shire	*	Community Facilities Manager	Operational	Legislative requirements are complied with	Ongoing
	LA3.22.2 Implement required maintenance at Council Cemeteries in accordance with adopted Levels of Service	*	Community Facilities Manager	Operational	Narrabri Cemeteries are kept neat and tidy	Ongoing
	LA3.22.3 Construct and landscape future section of Narrabri Lawn Cemetery to meet design	*	Community Facilities Manager	Operational	Project completed to required standard, on time and within budget	30/06/16
Strategic Objective LA4 Proactively engage with the community						
LA4.1 Support effective and transparent information to the public on Development Matters	LA4.1.1 Implement an electronic DA tracking and assessment system to support internal operational procedures and provision of information to the public	*	Director Planning and Development	Operational	Electronic DA tracking System implemented	30/06/16
	LA4.1.2 Conduct a review of information on Council's website to ensure appropriate information delivery to the community	*	Director Planning and Development	Operational	Information on Council's website reviewed	30/06/16
LA4.2 Regularly communicate with the community on activities of Council	LA4.2.1 Inform the community of Council activities through local media (newspaper and radio), Council website and social media	*	Economic Development Manager	Operational	Proactively engage with and transparently inform the community about Council activities	Ongoing
	LA4.2.2 Proactively engage with and transparently inform the Community about Council activities	*	Economic Development Manager	Operational	Community kept informed of Council activities	Ongoing
	LA4.2.3 Develop a Communication Plan for all Council Officers to implement detailing the who,	*	Economic Development	Operational	Communication Plan documented which provides	30/06/16



Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
	when, how, why and what using various communication mediums for application to promote all services, programs and projects of Council		Manager		clear expectations and guidelines to Council Officers	
LA4.3 Council encourages the dissemination of community information and awareness of activities, programs and trends within Narrabri Shire	LA4.3.1 Attend meetings with various community groups and provide opportunities for service providers to share information and professional development on a regular basis	*	Economic Development Manager	Operational	Community Groups are supported by Council and community information is shared	Ongoing
	LA4.3.2 Community Directory regularly updated and distributed	*	Economic Development Manager	Operational		Ongoing
	LA4.3.3 Community information generated and received by Council is displayed where applicable throughout the Administration Building, Tourism, Libraries and The Crossing Theatre and on Council's website	*	Economic Development Manager	Operational		Ongoing
LA4.4 Undertake community focussed strategies	LA4.4.1 Undertake Community Economic Development Strategic Plans	*	Economic Development Manager	Operational	Successfully facilitated the undertaking of the CEDSP	30/06/16
LA4.5 Council to actively encourage community activity and promote the participation, involvement and engagement of the community	LA4.5.1 Participate in the NSW Rural Doctors Network Bush Bursary Scheme	*	Economic Development Manager	Operational	Improved medical services and more practitioners in Narrabri Shire	Ongoing
	LA4.5.2 Council to facilitate a yearly International Women's Day event	*	Economic Development Manager	Operational	Council to actively promote the participation, involvement and engagement of women	Ongoing
	LA4.5.3 Council to apply for funding for Youth Week and facilitate Youth Week activities	*	Economic Development Manager	Operational	Provide opportunities for youth	Ongoing
	LA4.5.4 Organise Shire Snapshot Competition	*	Economic Development Manager	Operational	Provide opportunity for community involvement	Ongoing
	LA4.5.5 Council to assist and support Seniors Week activities within Narrabri Shire	*	Economic Development	Operational	Celebrate older people	Ongoing



Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
			Manager			
	LA4.5.7 Review Social Plan 2010-2015	*	Economic Development Manager	Operational	Social plan reviewed and updated	30/06/16
	LA4.5.8 Engage with community groups	*	Economic Development Manager	Operational	Meetings attended	Ongoing
LA4.6 Celebrate and acknowledge achievements of the community	LA4.6.1 Carry out Civic ceremonies and Functions to celebrate and acknowledge achievements of the community	*	Director Corporate Services / Economic Development Manager	Operational	Council to acknowledge and recognise the work of volunteers	Ongoing
	LA4.6.2 Annual volunteer celebration held	*	Director Corporate Services	Operational	Council to encourage and recognise the work of volunteers	Ongoing
	LA4.6.3 Annual NAIDOC Week celebration held	*	Director Corporate Services	Operational	Involvement of indigenous community	Ongoing
LA4.7 Ensure that the community has a range of opportunities to engage with the Council	LA4.7.1 Review Community Engagement Strategy to ensure it remains relevant to Council's consultation requirements	*	General Manager	Operational	Annual review completed	Ongoing
	LA4.7.2 Convene and/or support s355 Committees of the Council	*	General Manager	Operational	Regular meetings are held and reported to Council	Ongoing
	LA4.7.3 Councillors and/or officers attend community forums including: - Chambers of Commerce - Crime Prevention - Medical Taskforce	*	General Manager	Operational	Regular attendance at meetings reported to Council	Ongoing
LA4.8 Prepare and Promote Council	LA4.8.1 Distribute and advertise business papers and meeting dates	*	General Manager	Operational	Provide easy access to Council for total community	Ongoing



Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
meetings						
LA4.9 Provide quality, comprehensive, accessible and relevant customer services	LA4.9.1 Maintain a Customer Request System that monitors enquiries and response times	*	Director Corporate Services	Operational	Improvement in quality and response times to queries	Ongoing
	LA4.9.2 Undertake bookings for council facilities	*	Director Corporate Services	Operational	Minimal complaints	Ongoing
	LA4.9.3 Provide Customer service training to all staff and adopt a "How can we help?" attitude	*	Director Corporate Services	Operational	Perception that Council staff are friendly and helpful All staff adhere to Customer Service Policy	Ongoing
	LA4.9.4 Acknowledgement letters sent on day on receipt of correspondence received from the public. 14 day response time set for staff to reply to all general correspondence Adhere to Customer Service Policy	*	Director Corporate Services	Operational	Community Satisfaction with enquiries	Ongoing
LA4.10 Provide quality information to customers	LA4.10.1 Develop and maintain a suite of commonly asked questions and answers for dissemination to customer inquiries	*	Director Corporate Services	Operational	Annual review completed All staff adhere to Customer Service Policy	30/06/16
LA4.11 Ensure the community can be kept informed via web based media	LA4.11.1 Review and maintain the contract with the third party provider to ensure Council's web server operates efficiently	*	Economic Development Manager	Operational	Ongoing and as required	Ongoing
LA4.12 Develop and implement Marketing and Promotions Program at The Crossing Theatre	LA4.12.1 Implement the Marketing Plan in the following ways: Develop annual program of activities and promote	*	The Crossing Theatre Venue Manager	Operational	Marketing and Promotions Program developed and utilised	Ongoing
	LA4.12.2 Promote program through advertising in local, regional and state media	*	The Crossing Theatre Venue Manager	Operational		Ongoing
	LA4.12.3 Participate in the Australian Business Events Expo	*	The Crossing Theatre Venue	Operational		Ongoing



Strategies	Actions	15/16	Responsible Manager	2015/16 Budget	Performance Indicator	Target Date
			Manager			
	LA4.12.4 Promote the use of The Crossing Theatre to regional touring shows and as a performance venue	*	The Crossing Theatre Venue Manager	Operational		Ongoing
	LA4.12.5 Promote the use of The Crossing Theatre to the Weddings and Special Occasions Market	*	The Crossing Theatre Venue Manager	Operational		Ongoing
	LA4.12.6 Promote the use of The Crossing Theatre to the Meetings and Conference Market	*	The Crossing Theatre Venue Manager	Operational		Ongoing
	LA4.12.7 Promote the use of The Crossing Theatre with an Annual Membership Subscription Program	*	The Crossing Theatre Venue Manager	Operational		Ongoing
LA4.13 Increased use of Council website and web based services	LA4.13.1 Recognise and utilise Council's website as a powerful tool in disseminating information worldwide regarding the community and Council services, programs and projects	*	Economic Development Manager	Operational	Website is current and is accessed regularly by people independently sourcing information to their questions about the community and council services, programs and projects	Ongoing
	LA4.13.2 Continue to publicise events locally and regionally through print, digital, radio and television advertising	*	Economic Development Manager	Operational		Ongoing
LA4.15 Clear & up to date information is available across the region regarding road conditions & closures	LA4.15.1 Liaise with RMS & neighbouring Councils to develop road status communication system	*	Director Engineering Services	Operational	System is implemented	Ongoing

