



# 2016/2017 Operational Plan

Narrabri Shire Council

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



# Contents

---

- Integrated Planning And Reporting..... 6**
- Vision And Values ..... 8**
- About Narrabri Shire..... 9**
- The Mayor And Councillors..... 10**
- Our Organisation ..... 12**
- Summary For The 10 Year**
- Community Strategic Plan..... 13**
- How To Read This Document ..... 14**

- Theme 1**
- One Community
- Theme 2**
- A Sustainable Environment
- Theme 3**
- A Place To Thrive
- Theme 4**
- Proactive Leadership And Advocacy

**Appendix 1**  
**Revenue Policy And Fees For Services 2016/2017**

**Appendix 2**  
**2016/2017 Budget**

**Appendix 3**  
**Capital Works Program 2016/2017**





## Message From The Mayor

Cr Conrad Bolton



As Mayor of the Narrabri Shire on behalf of Councillors and Staff I would like to present to the Community the 2016 – 2017 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.

Narrabri Shire Council was declared Fit For The Future by the NSW Government ensuring that all obligations, services and infrastructure demands can be met by the Council for the benefit of the communities into the future. Council has implemented the proposed Framework to meet the required benchmarks for the sustainability of the Shire. The Shire 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.

To reflect the direction of the Narrabri Shire to date, the financial investments of development applications for 2014/15 were in excess of \$27 million. Although down on previous years' development remains strong in the Shire. The Australian Bureau of Statistics have released population data for Local Government Areas indicating that Narrabri Shire was increasing in population despite the downturn of other regions. Narrabri Shire was highlighted with a population base of 13,799 which indicates an increase of 405 people over five years.

The investment of \$10million into the revitalisation of the Narrabri Airport facilities ensured the required infrastructure was upgraded to a sustainable standard to attract a new air service provider. Council now enters into an exciting partnership with Northwest Airlines to secure a new air service for the Shire with long term capacity for growth.

The coming elections for Councillors for Narrabri Shire Council will see a historic change for the Shire as the numbers of Councillors will be reduced from twelve to nine. This is a result of a referendum held at the 2012 Council elections. Many NSW Council's conduct business with 9 or less Councillors and find this cost effective and efficient.

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. The next financial year is shaping up to be a year of productive change and growth for Council and for the Shire as a whole. The Council will continue to engage the community and actively explore opportunities to reach further than expected for the Shire's future.





Narrabri Shire Council implemented significant changes to the delivery of services throughout the Shire in the development of clear project management and efficiency in delivery in line with Council's Fit for the Future Improvement Plan. The preparation of the 2016/2017 Operational Plan has finalised the clear deliverables that are significant to the development of the community as a whole for the future of the region. These significant actions are reflective of the key elements of the overarching Community Strategic Plan which highlighted the main areas that the community identified as being priorities for action for the progression of the Shire.

Council's deliverable actions identified for 2016/2017 are led by community direction and legislative requirements and include:

- Implementation of the Narrabri CBD Masterplan
- Cohesive communication and investigations in service shortfalls in health, childcare and education
- Develop formal management framework for all areas of Council to transparently manage Council's extensive public services
- Promote the Shire as a Tourism Destination through the Destination Management Plan actions
- Engage and lobby State and Federal Governments for key issues within the Shire.
- Provide the infrastructure and partner with a sustainable RPT provider to ensure air travel to the Shire to support regional growth and service delivery
- Implement the identified actions for 2016/2017 of the Fit for the Future Framework
- Increase the quality of living for the community through flood investigation, water and roads infrastructure, waste services and economic growth
- Implement identified actions from the Reconciliation Action Plan

As part of Council's Fit for the Future Review conducted to identify the actions required to remain a sustainable entity into the future, Council continues to implement an improvement plan addressing the backlog of asset renewal. In the adopted budget for 2016/2017 Capital Works are identified as in excess of \$30 million, of which two thirds of this budget is targeted at asset renewals which includes, in part:

- \$10.8 million in roads, bridges and footpaths, and
- \$5 million in water and sewer assets.

## General Manager's Foreword

---

Stewart Todd



The principal sources of the Capital Works funding is sourced from:

- \$11 million from reserves
- \$8 million from grants and contributions
- \$8 million from general revenue and untied grants
- \$2 million from mining contributions
- \$2 million from other sources

Narrabri Shire Council is focused on a 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 challenges into the future.



**Executive Management Team:**

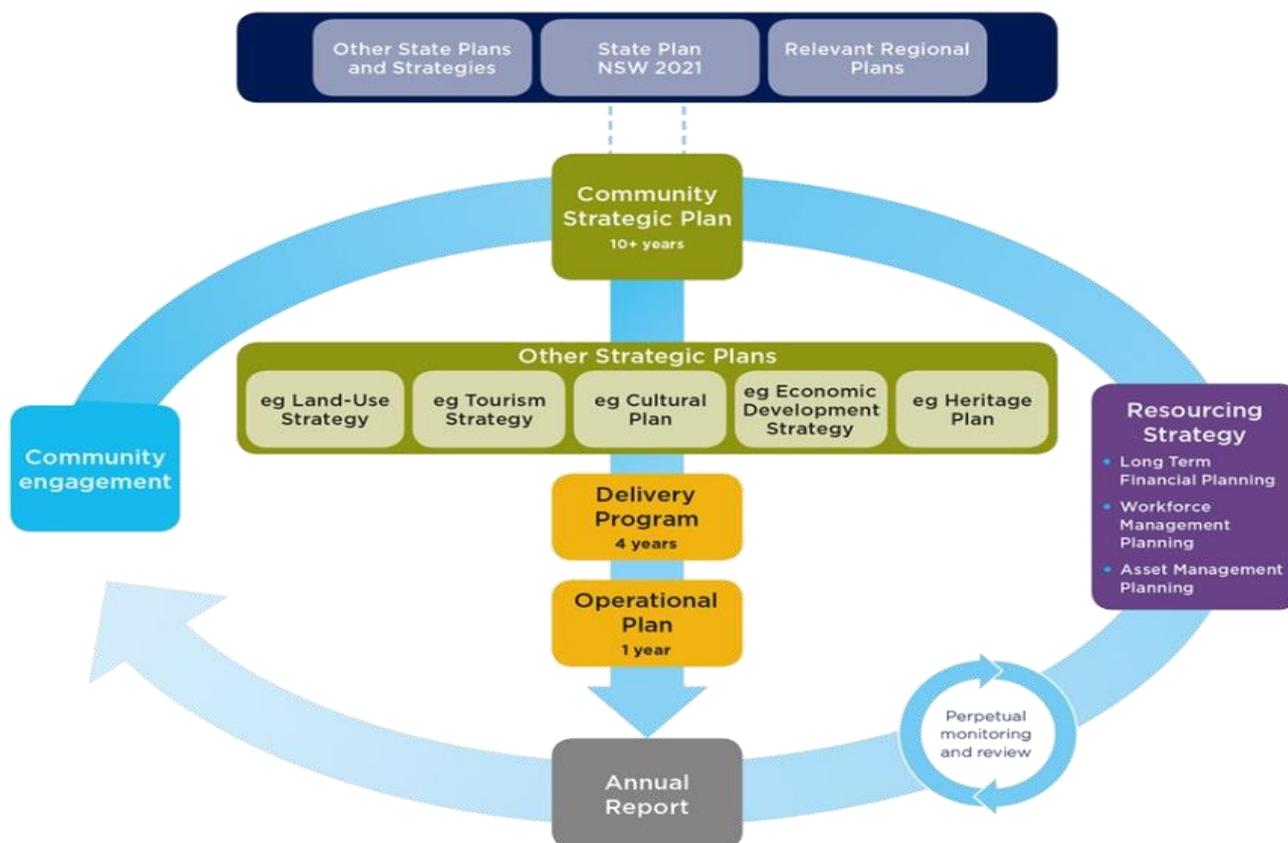
**BACK: Director Infrastructure and Delivery, Mr Alan Lawrance, General Manager, Mr Stewart Todd, Director Development and Economic Growth, Mr Tony Meppem.**

**FRONT: Director Corporate Services, Mr Paul Wearne and Executive Manager Human Resources, Mrs Jacqui Carolan**



## 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.

## Integrated Planning And Reporting

### 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

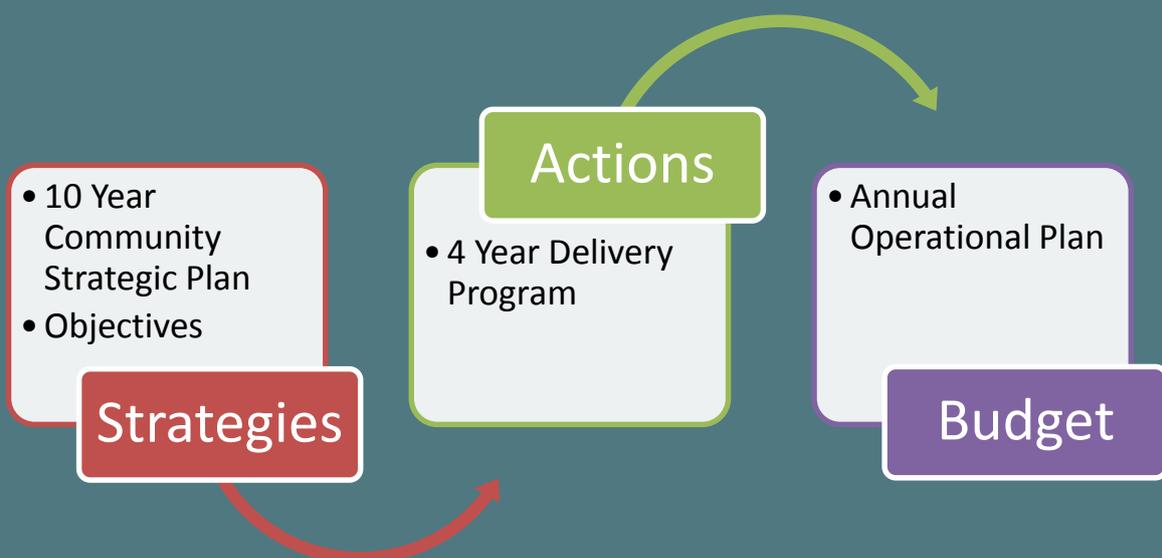
In consideration of all the elements of the Community Strategic Plan and the Resourcing Strategy the Delivery Program identifies the Objectives that Council will meet over the next four years.

### 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.



## Values

### **Consultation and 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 and 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.

## VISION

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

## About Narrabri Shire

Covering 13,000 km<sup>2</sup>, 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 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:

Tel: (02) 6799 6866  
Fax: (02) 6799 6888  
Email: [council@narrabri.nsw.gov.au](mailto:council@narrabri.nsw.gov.au)  
Website: [www.narrabri.nsw.gov](http://www.narrabri.nsw.gov)



## The Mayor | And Councillors



Cr Bolton    Cr Knox    Cr Lowder



Cr Flower    Cr Collyer    Cr Finlay

### Cr Conrad Bolton (Mayor)

Mobile: 0427 954 828

Email: [cr.bolton@narrabri.nsw.gov.au](mailto:cr.bolton@narrabri.nsw.gov.au)

### Cr Leslie Knox

Mobile: 0413 057 038

Email: [cr.knox@narrabri.nsw.gov.au](mailto:cr.knox@narrabri.nsw.gov.au)

### Cr Ron Lowder

Mobile: 0427 944 419

Email: [cr.lowder@narrabri.nsw.gov.au](mailto:cr.lowder@narrabri.nsw.gov.au)

### Cr Ken Flower

Mobile: 0457 811 627

Email: [cr.flower@narrabri.nsw.gov.au](mailto:cr.flower@narrabri.nsw.gov.au)

### Cr Catherine Collyer

Mobile: 0428 674 342

Email: [cr.collyer@narrabri.nsw.gov.au](mailto:cr.collyer@narrabri.nsw.gov.au)

### Cr Lloyd Finlay

Mobile: 0429 612 665

Email: [cr.finlay@narrabri.nsw.gov.au](mailto:cr.finlay@narrabri.nsw.gov.au)



# The Mayor And Councillors

---

**Cr Maxine Booby**

Home: 6796 2251

Email: [cr.booby@narrabri.nsw.gov.au](mailto:cr.booby@narrabri.nsw.gov.au)

**Cr Robyn Faber**

Mobile: 0417 230 762

Email: [cr.faber@narrabri.nsw.gov.au](mailto:cr.faber@narrabri.nsw.gov.au)

**Cr Catherine Redding (Deputy Mayor)**

Mobile: 0428 923 108

Email: [cr.redding@narrabri.nsw.gov.au](mailto:cr.redding@narrabri.nsw.gov.au)

**Cr John Tough**

Mobile: 0408 922 669

Email: [cr.tough@narrabri.nsw.gov.au](mailto:cr.tough@narrabri.nsw.gov.au)

**Cr Bevan O'Regan**

Mobile: 0429 938 641

Email: [cr.oregan@narrabri.nsw.gov.au](mailto:cr.oregan@narrabri.nsw.gov.au)



**Cr Booby   Cr Faber   Cr Redding**



**Cr Tough   Cr O'Regan**

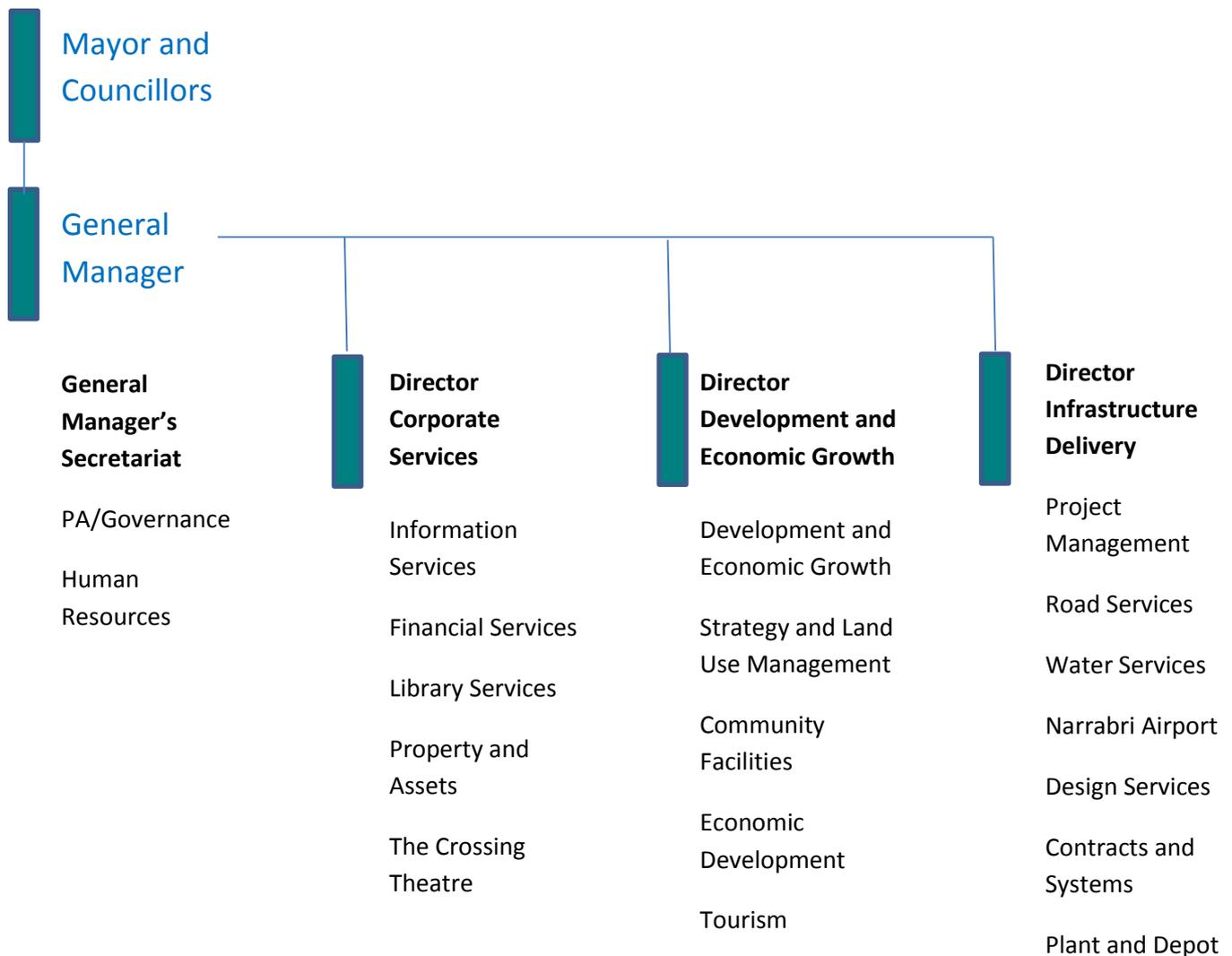


## Our Organisation

As part of its Fit for the Future Improvement Plan, Council committed to a variety of changes to modernise the organisation and improve service delivery. Council recently made changes to its Organisational Structure to better reflect the role of the Directorates of Council.

One major alteration was the expansion and name change of the Planning and Development Department to Development and Economic Growth. The change in this name has involved the movement of Tourism and Economic Development into this new Directorate. These services combined with strategic land use planning contribute greatly to the future prosperity of our Shire. Strategically grouping them will give Council a better position to capitalise on future economic, social and environmental opportunities. This strategic reorganisation of staff resources will provide more efficient and effective services to the community. The Engineering Department has also been redefined as Infrastructure Delivery which encompasses the various Infrastructure focused services which are conducted under this Directorate.

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



## 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.

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

The people of Narrabri Shire are very proud of the region in which they work and live. The community has a strong desire to see its Shire prosper. They want the Shire to be attractive as a destination for people to live, run businesses and visit.

#### **Theme 4: Proactive leadership and advocacy – Managing for all and standing up for our Shire**

Our community recognises that Council does not have complete control over every aspect of the Shire. Sometimes we need contributions from state and federal governments and agencies in order to make changes. However, the community does look to Council for strong leadership, clear communication, efficient support of development and a preparedness to meet commitments.

# How to Read This Document

The activities and programs in the Operational Plan are categorised according to the four themes that were identified in the Community Strategic Plan.

These themes are:

1. One Community
2. A Sustainable Environment
3. A Place To Thrive
4. Proactive Leadership

The Operational Plan outcomes for the 2016/2017 financial year have been summarised under the theme that the actions relate to as identified in the Delivery Program.

In order to assist in the monitoring and reporting of activities against the Operational Plan and Delivery Program a numbering system has been created to identify individual actions. The numbers are coloured coded to reference the Theme of which the action corresponds to. The tables in the document will only reference activities to be carried out during the 2016/2017 financial year in reference to the Operational Plan.

Understanding the Tables:

Strategies	Actions	Responsible Manager	2016/17 Budget	Target Date	Partners	Source
Strategic Objective OC6: Safe place to live, work and experience the diversity of cultural activities						
OC6.16 Develop and Implement a Disability Inclusion Plan for the Shire	OC6.16.1 Council to Develop a Disability Inclusion Plan and plan for implementation in conjunction with the Australian National Disability Strategy and NSW Disability Inclusion Plan	Strategy and Land Use Manager	Operational	28/02/2017	Australian National Disability Strategy	Disability Inclusion Act

**Callouts:**

- Strategies:** This row contains the Strategies as identified in the Four Year Delivery Program
- Actions:** This column contains the actions Council identified to undertake in 2016/17
- Responsible Manager:** This row contains the Strategic Objectives as identified in the Community Strategic Plan
- Partners:** This column identifies any potential partnerships with external organisation/departments
- Responsible Manager:** This column contains the Council Manager responsible to carry out the action
- 2016/17 Budget:** This column contains the Budget the Action is to funded from
- Target Date:** This column identifies the target date for completion of the Action
- Source:** This column identifies if the Action is sourced from another adopted plan or strategy



# One Community

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

### Principal activities – projects and services

Strategies	Actions	Responsible Manager	Target Date	Partners	Source
<b>Strategic Objective OC1 Regional standard Narrabri CBD</b>					
<b>OC1.2 Retail areas are shaded, attractive and well maintained and provide facilities for the elderly and disabled</b>	<b>OC1.2.3</b> Implement Narrabri CBD Master Plan projects in priority order	Community Facilities Manager	30/06/2017	Narrabri & District Chamber of Commerce	Narrabri CBD Master Plan 2014
<b>Strategic Objective OC2 Regional standard industrial land developments</b>					
<b>OC2.2 Facilitate the development of industrial and commercial land</b>	<b>OC2.2.1</b> Monitor industrial and commercial land availability for new business	Economic Development Manager	30/06/2017		
<b>Strategic Objective OC3 Adequate health services to meet the needs of a regional centre</b>					
<b>OC3.1 Promotion of walking and cycling</b>	<b>OC3.1.3</b> Seek grant funding options to implement the Pedestrian Access Management Plan (PAMP) Plan adopted by Council	Design Services Manager	30/06/2017	Roads and Maritime Services	
	<b>OC3.1.4</b> Seek grant funding to achieve a cycleway/footpath on the eastern side of George Street between Boundary and Mitchell Streets Wee Waa under the RMS Pedestrian Access and Mobility Plan (PAMP) Plan program	Design Services Manager	30/06/2017	Roads and Maritime Services	
<b>OC3.2 Provide access to public swimming pools in Narrabri, Wee Waa and Boggabri</b>	<b>OC3.2.3</b> Review operating hours for all public swimming pools to ensure cost effective provision of service with a maximum subsidy per user/per use of \$15.00	Community Facilities Manager	30/09/2016		
	<b>OC3.2.10</b> Investigate structural effectiveness of pool infrastructure at all three outdoor pools	Community Facilities Manager	30/11/2016		



Strategies	Actions	Responsible Manager	Target Date	Partners	Source
<b>OC3.3 Advocate for adequate health services to meet the needs of a regional centre</b>	<b>OC3.3.1</b> Monitor provision of health services throughout the Shire and lobby NSW Health for deficiencies to be rectified	Economic Development Manager	30/06/2017	Hunter New England Health	
<b>Strategic Objective OC4 Expanded tertiary educational facilities (agriculture, education, business, mining and health)</b>					
<b>OC4.2 Grow volunteer involvement</b>	<b>OC4.2.1</b> Enable volunteer involvement through policies and procedures to support their engagement within Council activities	Executive Manager Human Resources	31/12/2016	Volunteer Organisations	
<b>OC4.3 Develop increase in local training and population workplace opportunities</b>	<b>OC4.3.1</b> Identify shortfalls in provision of training locally for relevant local industries	Economic Development Manager	31/12/2016	TAFE NSW and Universities	
<b>OC4.4 Provide opportunities for local operators and businesses to be educated and increase skill levels for tourism</b>	<b>OC4.4.3</b> Implement adopted tourism plans and strategies, Tourism Destination Management Plan Volume 1, 2014-2019 and Tourism Destination Management Plan Volume 2, Strategic Action Plan 2014-2019	Tourism Manager	30/06/2017		
<b>OC4.5 Proactively engage with government agencies for expanded tertiary education facilities</b>	<b>OC4.5.1</b> Lobby for expanded tertiary education facilities	Economic Development Manager	30/06/2017	TAFE NSW and Universities	
<b>OC4.6 Provide library services and facilities for the benefit of the community</b>	<b>OC4.6.3</b> Review refurbishment/ replacement of Library fit out and furnishing	Library Manager	31/12/2016		



Strategies	Actions	Responsible Manager	Target Date	Partners	Source
<b>OC4.7 Encourage schools and private operators to provide additional childcare facilities</b>	<b>OC4.7.1</b> Review Shire wide childcare needs with providers and community to identify gaps between supply and demand	Economic Development Manager	31/10/2016	Childcare Providers	
	<b>OC4.7.2</b> Investigate the design, renovation costs and potential funding options of developing the Boggabri Bowling Club building into a usable community facility	Property and Assets Manager	30/06/2017		Resolution 448/2015
<b>Strategic Objective OC5 Adequate accommodation available to meet demand (residential, community, industrial, aged and itinerant)</b>					
<b>OC5.2 More timely Development Applications</b>	<b>OC5.2.1</b> Review Development approval processes	Strategy and Land Use Manager	31/12/2016		
<b>Strategic Objective OC6 A safe place to live, work and experience the diversity of cultural activities</b>					
<b>OC6.1 Implement requirements of the Companion Animals Act</b>	<b>OC6.1.3</b> Implement a companion animals compliance program to reduce the number of reported dog attacks and complaints received regarding companion animals	Strategy and Land Use Manager	30/09/2016	RSPCA	
<b>OC6.2 Ensure that Council's operations can continue to function in times of emergency</b>	<b>OC6.2.1</b> Develop an overarching Council Business Continuity Plan	Director Corporate Services	30/06/2017		
<b>OC6.5 Offer library services and programs as well as outreach services to disadvantaged sectors of the community</b>	<b>OC6.5.1</b> Develop education programs in all branch libraries at least on a quarterly basis	Library Manager	30/06/2017	Central Northern Regional Library	
	<b>OC6.5.3</b> Provide home library services to housebound residents	Library Manager	30/06/2017		

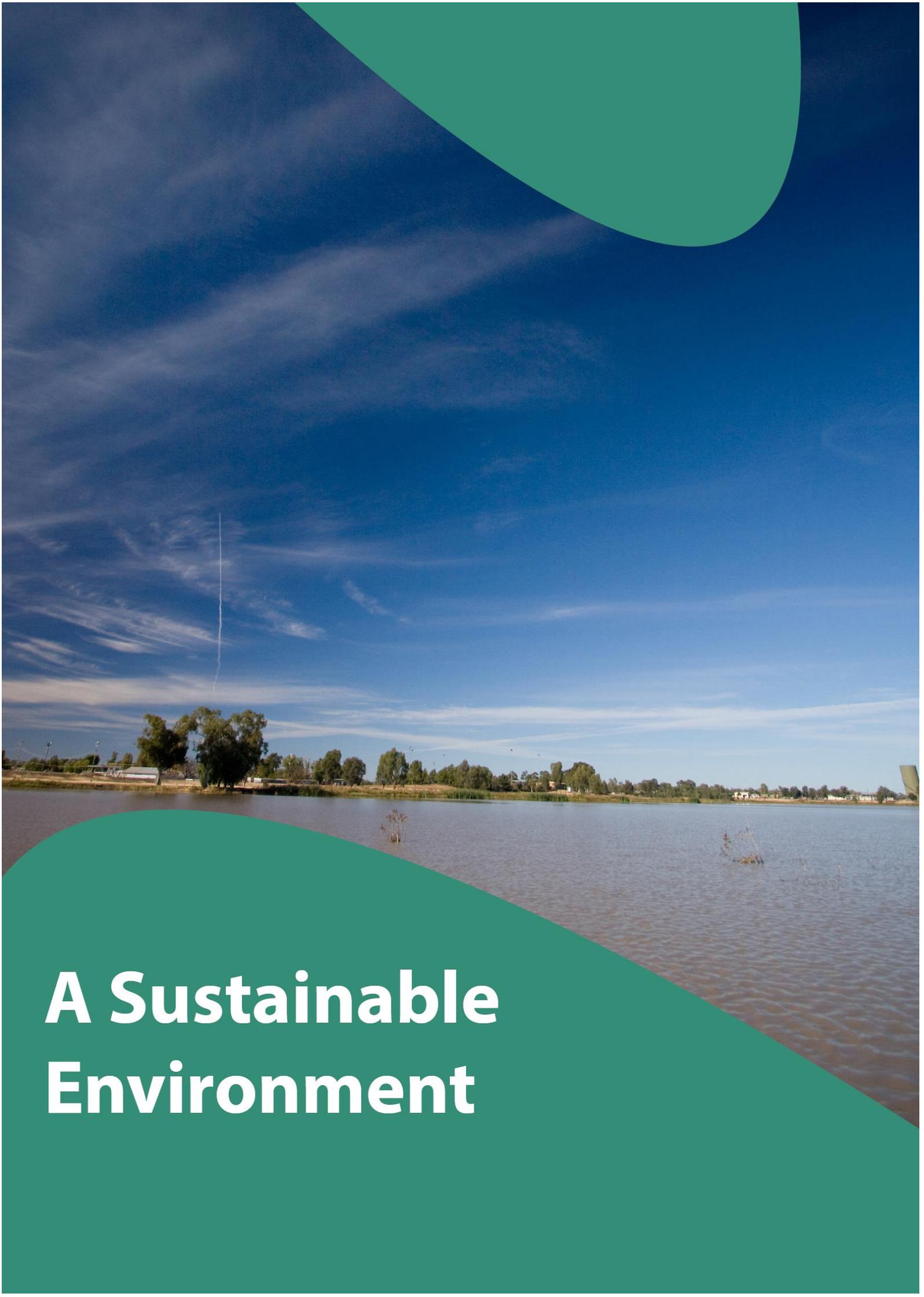


Strategies	Actions	Responsible Manager	Target Date	Partners	Source
<b>OC6.6 Facilitate, coordinate, encourage and develop festivals and events for the Shire</b>	<b>OC6.6.1</b> Build community capacity to develop festivals and events for the Shire	Tourism Manager	30/06/2017		
	<b>OC6.6.4</b> Work with transport, accommodation and other operators to develop and market event packages	Tourism Manager	30/06/2017		
<b>OC6.7 Provide assistance and advice to local event organisers and individuals / groups looking to organise or bid for events</b>	<b>OC6.7.2</b> Provide assistance and advice to community event organisers and individuals / groups organising or bidding for events	Economic Development Manager	30/06/2017		
<b>OC6.12 Community members are regular users of parks, gardens and sporting venues</b>	<b>OC6.12.1</b> Develop, adopt, implement, monitor and review Levels of Service and Maintenance Programs for parks, gardens and sporting venues	Community Facilities Manager	31/12/2016		
	<b>OC6.12.3</b> Develop Plans of Management for all open space precincts maintained by Council's parks and gardens section	Community Facilities Manager	30/06/2017		
	<b>OC6.12.7</b> Develop priority listing of Plans of Management for Crown Reserves managed by Council and begin development	Property and assets Manager	31/12/2016		
	<b>OC6.12.10</b> Integrate adopted Sport and Recreation Plan into Council's Strategic Planning	Community Facilities Manager	31/01/2017		
<b>OC6.13 Towns and Village Entry Points in the Shire are visually and aesthetically appealing to residents and visitors</b>	<b>OC6.13.1</b> Investigate the formation of an "Adopt a Road" Program	Community Facilities Manager	30/04/2017		



Strategies	Actions	Responsible Manager	Target Date	Partners	Source
<b>OC6.15 Monitor crime rates and promote Shire as a safe and secure environment for families</b>	<b>OC6.15.1</b> Integrate Councils adopted Crime Prevention Plan into Council's Strategic Planning	Economic Development Manager	30/06/2017	NSW Police	
	<b>OC6.15.2</b> Investigation and report to be completed that evaluates the merits of upgrading the existing CCTV system in the Narrabri CBD	Information Services Manager	30/06/2017	NSW Police	
<b>OC6.16 Develop and Implement a Disability Inclusion Plan for the Shire</b>	<b>OC6.16.1</b> Council to Develop a Disability Inclusion Plan and plan for implementation in conjunction with the Australian National Disability Strategy and NSW Disability Inclusion Plan	Strategy and Land Use Manager	28/02/2017	Australian National Disability Strategy	Disability Inclusion Act





# **A Sustainable Environment**

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

### Principal activities – projects and services

Strategies	Actions	Responsible Manager	Target Date	Partner	Source
<b>Strategic Objective SE1 Sustainable land use</b>					
<b>SE1.4 Determine access requirements to current land bank within towns</b>	SE1.4.2 Install traffic counters on Sarina Street to identify traffic types and volumes to allow further assessment of the merits of upgrading Sarina Street, Narrabri	Road Services Manager	30/06/2017		
<b>SE1.5 Sustainable use of resources</b>	SE1.5.2 Establish Management Plans for quarries and gravel pits to allow rehabilitation at the end of their useful life by maintaining appropriate Restricted Asset levels	Road Services Manager	30/06/2017		
<b>SE1.6 Actively partner with the Northern Inland Weeds Advisory Committee to implement the Weed Action Plan and Invasive Species Plan</b>	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	30/06/2017	NSW Department Primary Industries and Northern Inland Weeds Advisory Committee	
<b>Strategic Objective SE2 Ensure a clean, green environment for the future</b>					
<b>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</b>	SE2.1.9 Provide an analysis of development trends being experienced within Council's Local Government Area	Strategy and Land Use Manager	30/06/2017		



Strategies	Actions	Responsible Manager	Target Date	Partner	Source
<b>and / or Council Policy and Standards</b>					
<b>SE2.2 Improve the monitoring and management of on-site effluent disposal within the Region</b>	SE2.2.1 Implement Council's On-site Sewerage Management Policy	Strategy and Land Use Manager	30/06/2017		
<b>SE2.9 Provide a safe, reliable and economic waste collection and disposal service which meets modern environmental standards</b>	SE2.9.3 Develop and implement community education strategies regarding waste avoidance, reuse and recycling	Strategy and Land Use Manager	30/09/2016	Council Waste Collection Contractor, Northern Inland Regional Waste Group	
<b>SE2.10 Manage waste collection, disposal and recycling in accordance with relevant legislation, regulations and guidelines</b>	SE2.10.2 Finalise, adopt and commence implementation of the Narrabri Shire Waste Management Strategy	Strategy and Land Use Manager	30/06/2017		
	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	30/06/2017		
<b>SE2.11 Manage wastewater and effluent in a sustainable manner</b>	SE2.11.1 Operate and maintain sewage treatment plants and reticulation systems to meet licence conditions and environmental requirements	Water Services Manager	30/06/2017		
	SE2.11.18 Continue with CCTV assessments of sewerage network to support asset management planning	Water Services Manager	30/06/2017		





**A Place to Thrive**

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

#### **Principal activities – projects and services**

<b>Strategies</b>	<b>Actions</b>	<b>Responsible Manager</b>	<b>Target Date</b>	<b>Partner</b>	<b>Source</b>
<b>Strategic Objective PT1 Narrabri Shire to be a regional centre</b>					
<b>PT1.1 Engage with local business and industry representatives to grow and facilitate opportunities</b>	<b>PT1.1.2</b> Engage with Narrabri & District Chamber of Commerce, Boggabri Business Promotions Group and Wee Waa Chamber of Commerce to review and implement existing adopted strategic plans	Economic Development Manager	31/10/2016	Narrabri & District Chamber of Commerce, Boggabri Business Promotions Group, Wee Waa Chamber of Commerce	
<b>PT1.2 Provide assistance to business looking to expand</b>	<b>PT1.2.3</b> Inform local businesses regarding newly released State and Federal assistance programs	Economic Development Manager	30/06/2017	Narrabri & District Chamber of Commerce, Boggabri Business Promotions Group, Wee Waa Chamber of Commerce	
<b>PT1.3 Actively market and promote Narrabri Shire as a business destination</b>	<b>PT1.3.1</b> Review marketing materials containing relevant information to actively promote Narrabri Shire as a business destination	Economic Development Manager	30/06/2017		
<b>PT1.4 Ensure that the Council is well represented at Regional, State and Federal Forums to promote the interests of Shire</b>	<b>PT1.4.1</b> Participate in Regional and State Forums	General Manager	30/06/2017	State and Federal Government Agencies	



Strategies	Actions	Responsible Manager	Target Date	Partner	Source
<b>PT1.7 Participate in the development of touring routes at a local, sub-regional, regional and state level</b>	<b>PT1.7.10</b> An investigation and report to be completed that evaluates the merits of the construction of local history story boards at Wee Waa, Pilliga and Gwabegar	Tourism Manager	30/06/2017		
<b>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 Local Government Areas (LGAs) and the local tourism sector</b>	<b>PT1.9.5</b> Develop a consistent "Brand" across all Council activity	Economic Development Manager	30/06/2017		
	<b>PT1.9.6</b> Continue to maintain and update tourism website, and use social media to communicate with the market with up to date information	Tourism Manager	30/06/2017		
<b>PT1.11 Continue to showcase local industries and products through the Narrabri Visitor Information Centre</b>	<b>PT1.11.1</b> Ensure that all major industries / economic activities that are of interest to visitors are showcased in the Narrabri Visitor Information Centre	Tourism Manager	30/06/2017		
	<b>PT1.11.2</b> Develop an exhibition of Aboriginal art / artefact display through grant funding	Tourism Manager	30/06/2017		
<b>Strategic Objective PT2 Airport to be of regional quality</b>					
<b>PT2.2 Potential airlines supported and encouraged through improved infrastructure</b>	<b>PT2.2.5</b> Review Narrabri Shire Airport Master Plan's staged trigger points and priorities	Airport Manager	30/09/2016		
	<b>PT2.2.10</b> Partner with a Regular Passenger Transport operator to provide a Narrabri to Sydney air service for the Shire	Economic Development Manager	30/06/2017		

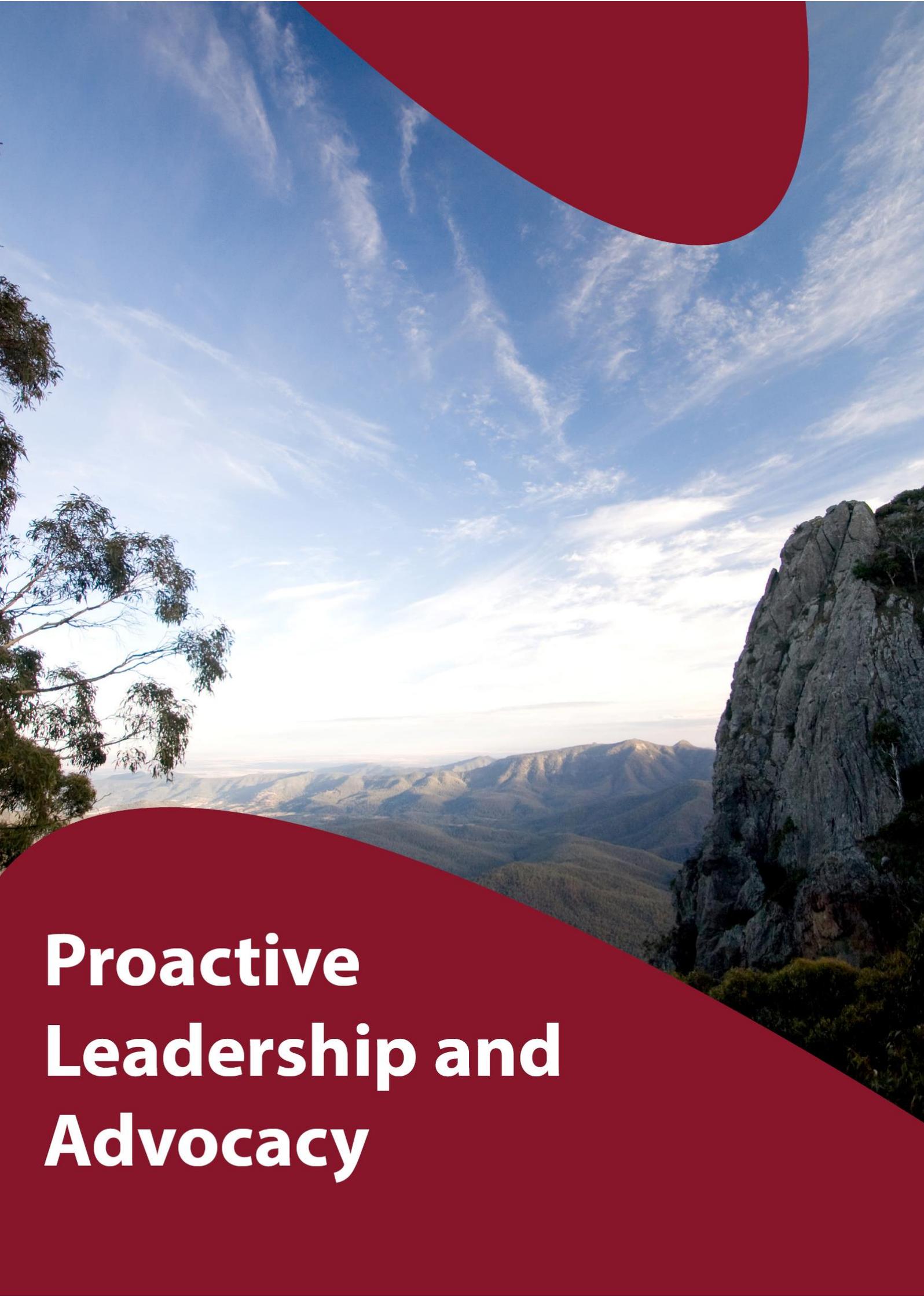


Strategies	Actions	Responsible Manager	Target Date	Partner	Source
<b>Strategic Objective PT3 Regional standard infrastructure</b>					
<b>PT3.2 Ensure that all public buildings are developed, renewed and maintained at adopted service levels for the use of Council and the community</b>	<b>PT3.2.15</b> Investigate viability of installing Solar Panels at appropriate Council facilities	Property and Assets Manager	30/06/2017		
<b>PT3.3 Develop and maintain visitor facilities and infrastructure within the Narrabri Shire</b>	<b>PT3.3.6</b> Provide appropriate signage for lookouts within the Shire	Tourism Manager	30/06/2017		
<b>PT3.5 Provide a secure, reliable water supply to the community</b>	<b>PT3.5.6</b> Review the Integrated Water Cycle Management Plans and investigate/undertake any required improvements to water storage infrastructure, water treatment processes and control systems to meet demand and growth	Water Services Manager	30/06/2017		
<b>PT3.7 Provide modern depots and reliable Plant to support the infrastructure activities to meet best practice management principles</b>	<b>PT3.7.2</b> Develop a Plan of Management for Council Depots	Plant and Depot Manager	31/03/2017		
<b>PT3.8 Provide lasting repair solutions to Council owned roads</b>	<b>PT3.8.33</b> Lobby Government for flood betterment funding for upgrades to infrastructure, which in the long term will reduce reliance on recurring flood damage funding	Design Services Manager	30/06/2017		
	<b>PT3.8.73</b> Investigate the potential options and funding regarding the upgrade of Culgoora Road and associated intersections for the purpose of creating a heavy vehicle bypass of Wee Waa	Design Services Manager	30/06/2017		Resolution 608/2014



Strategies	Actions	Responsible Manager	Target Date	Partner	Source
	PT3.8.75 Investigate potential funding for the installation of a pedestrian refuge island and associated infrastructure to Wee Waa Street (adjacent to Brent Street intersection) Boggabri	Design Services Manager	30/09/2016		Resolution 690/2014
	PT3.8.76 Investigate and apply for funding for the purposes of engaging an independent consultant to conduct a thorough, Narrabri wide and surrounds, review of traffic and pedestrian movements including future accommodation of heavy vehicle movements	Design Services Manager	30/06/2017		Resolution 504/2015
<b>PT3.9 Reduction in property and infrastructure damage due to floods</b>	PT3.9.1 Complete the integrated Narrabri Flood Study and the Wee Waa Levy Risk Strategy and Plan	Strategy and Land Use Manager	31/03/2017		
	PT3.9.5 Develop a Floodplain Management Program of works based on strategies identified in the Flood Management Studies for Narrabri and Wee Waa and utilise and determine priorities for future projects	Strategy and Land Use Manager	30/06/2017		
<b>PT3.12 Conduct an annual review to identify infrastructure Improvements</b>	PT3.12.1 Review annually strategic growth plans which are completed in advance in consultation with other Council departments so that required infrastructure is available and has capacity to service growth	Strategy and Land Use Manager	30/06/2017		
<b>PT3.14 Improve funding for infrastructure and services</b>	PT3.14.1 Identify key strategic issues and development fact sheets for the Community and Council to allow Councillors, Senior Management and Community Representatives to lobby State and Federal Members	General Manager	30/09/2016		





# **Proactive Leadership and Advocacy**

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

### Principal activities – projects and services

Strategies	Actions	Responsible Manager	Target Date	Partner	Source
<b>Strategic Objective LA2 Revenue and income growth strategy in place</b>					
<b>LA2.1 Maintain a high performing workforce that is responsive to the needs of the organisation and the community</b>	LA2.1.1 Develop training plans to fill skill gaps for employees	Executive Manager Human Resources	30/08/2016		
	LA2.1.2 Align employee performance with organisational plans and goals	Executive Manager Human Resources	30/09/2016		
<b>LA2.3 Ensure Council's procurement practices achieve best value for the Council and Community</b>	LA2.3.1 Review procurement practices	Financial Services Manager	31/12/2016		
	LA2.3.2 Consider increasing supplier diversity opportunities for Council	Financial Services Manager	28/02/2017		Reconciliation Action Plan
<b>LA2.4 Plan for long term provision of Information Services</b>	LA2.4.1 Develop an IT Asset Management Plan	Information Services Manager	31/01/2017		
<b>LA2.5 Maintain and coordinate the renewal of information technology software and systems</b>	LA2.5.3 Provide a community accessible GIS interface for Council's Capital Works Program	Property and Assets Manager	31/07/2016		
<b>LA2.9 Develop and review plans for the effective long term development and management of commercial business units</b>	LA2.9.3 Develop an Asset Management Plan for The Crossing Theatre that links with Council's Asset Management Strategy	The Crossing Theatre Venue Manager	31/01/2017		



Strategies	Actions	Responsible Manager	Target Date	Partner	Source
<b>Strategic Objective LA3 Ensure Council is compliant with statutory regulations</b>					
<b>LA3.1 Council leads by example</b>	LA3.1.2 Develop staff skills and expertise and ensure safe work practices and conditions lead to lower incidents of unsafe work practices	Executive Manager Human Resources	30/06/2017		
	LA3.1.4 Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols.	Economic Development Manager	30/06/2017	Local Aboriginal Land Council	Reconciliation Action Plan
	LA3.1.5 Investigate opportunities to increase Council employee's knowledge around Aboriginal and Torres Strait Islander cultures, histories and achievements	Executive Manager Human Resources	28/02/2017		Reconciliation Action Plan
	LA3.1.6 Create a culturally welcoming and respectful environment for Aboriginal and Torres Strait Islander peoples	Director Corporate Services	30/06/2017		Reconciliation Action Plan
	LA3.1.7 Explore opportunities to increase Aboriginal and Torres Strait Islander employment opportunities for Council	Executive Manager Human Resources	30/06/2017		Reconciliation Action Plan
	LA3.1.8 Explore opportunities to support Council's commitment to Reconciliation	Economic Development Manager	28/02/2017		Reconciliation Action Plan
	LA3.1.9 Build support to ensure our Reconciliation Action Plan is sustainable	General Manager	31/07/2016		Reconciliation Action Plan
<b>LA3.3 Effective and efficient council operations</b>	LA3.3.2 Review of new financial policies including Fiscal Responsibility Principles, Restricted Assets and Focus on Core Business	Financial Services Manager	30/06/2017		Fit for the Future Framework
	LA3.3.3 Implement a Councillor professional development program	General Manager	30/09/2016		Fit for the Future Framework
	LA3.3.4 Establish Internal Audit Committee	General Manager	30/06/2017	Namoi JO	Fit for the Future Framework
	LA3.3.6 Review a minimum of three operational areas per annum	General Manager	30/06/2017		Fit for the Future Framework



Strategies	Actions	Responsible Manager	Target Date	Partner	Source
	LA3.3.9 Link strategic outcomes to performance objectives of senior staff and management positions	General Manager	30/06/2017		Fit for the Future Framework
	LA3.3.10 Develop and introduce structured development program for leadership team enabling: * Fiscal responsibility * Lean management * Inspirational leadership	Executive Manager Human Resources	30/06/2017		Fit for the Future Framework
	LA3.3.12 Introduce systems for better information capture relating to the workforce	Executive Manager Human Resources	30/06/2017		Fit for the Future Framework
	LA3.3.13 Prepare a Local Youth Employment Strategy and identify opportunities for addressing skills shortage areas through offering traineeships and cadetships to the local community	Economic Development Manager	30/06/2017		Fit for the Future Framework
	LA3.3.14 Investigate introduction of Workplace Agreements	Executive Manager Human Resources	30/06/2017		Fit for the Future Framework
	LA3.3.20 Commence work exchange program	Executive Manager Human Resources	30/06/2017		Fit for the Future Framework
	LA3.3.22 Review internal, external and Section 355 Committees to ensure they are relevant, effective and efficient in making decisions	Director Corporate Services	30/06/2017		Fit for the Future Framework
	LA3.3.23 Review policies and practices to promote greater participation of volunteers in the delivery of Council services	Executive Manager Human Resources	30/06/2017		Fit for the Future Framework
	LA3.3.27 Make an SRV Application to IPART in accordance with prescribed timeframes	Financial Services Manager	30/06/2017		



Strategies	Actions	Responsible Manager	Target Date	Partner	Source
	LA3.3.28 Maintain membership of the Alliance and active involvement to maximise fiscal and operational benefits for water and sewerage supply funds	General Manager	30/06/2017	Namoi Joint Organisation, Regional Water Utilities Alliance	
<b>LA3.4 Exercise Council's regulatory functions to ensure compliance with statutory requirements</b>	LA3.4.3 Implement a swimming pool monitoring and inspection regime for all domestic and commercial swimming pools within the urban areas of the Local Government Area	Strategy and Land Use Manager	31/12/2016		
	LA3.4.5 Review the program for the monitoring and review of Liquid Trade Waste premises within the Shire	Strategy and Land Use Manager	30/06/2017		
<b>LA3.5 Maintain and improve food safety standards in accordance with the NSW partnership program</b>	LA3.5.2 Implement education and awareness activities on food safety and handling	Strategy and Land Use Manager	31/12/2016		
<b>LA3.6 Ensure Council adheres to all Legislation under which it operates</b>	LA3.6.2 Review delegations for Council officers	Director Corporate Services	31/12/2016		
<b>LA3.7 Ensure that sound systems and processes are in place for good governance at Councillor level</b>	LA3.7.1 Assist in the delivery of the Local Government Election	Director Corporate Services	30/09/2016	NSW Electoral Commission	
	LA3.7.6 Ensure Code of Meeting Practice and Code of Conduct are current and relevant	Director Corporate Services	30/09/2016		
<b>LA3.8 Develop and review Integrated Planning Documents to cover all of Council's responsibilities, current and into the future</b>	LA3.8.2 Review Workforce Plan	Executive Manager Human Resources	31/01/2017	NSW Office of Local Government	
	LA3.8.3 Review Asset Management Strategy and Policy	Property and Assets Manager	31/12/2016	NSW Office of Local	



Strategies	Actions	Responsible Manager	Target Date	Partner	Source
				Government	
	LA3.8.4 Review Long-Term Financial Plan (10 years)	Financial Services Manager	31/12/2016	NSW Office of Local Government	
	LA3.8.5 Report on achievements of 4 year Delivery Program	Director Corporate Services	30/09/2016	NSW Office of Local Government	
<b>LA3.11 Ensure that Council's Long Term Financial Plan aligns with long term and annual budget requirements</b>	LA3.11.3 Develop and review a loan strategy in line with the Council's Long Term Financial Plan	Financial Services Manager	31/12/2016		
<b>LA3.12 Maintain an assets register that includes all of the Council's assets</b>	LA3.12.1 Review asset listing and record valuations of assets	Property and Assets Manager	30/09/2016		
<b>LA3.16 Develop and implement an Asset Management Program that identifies all factors required for implementing the Asset Management Strategy and Plans</b>	LA3.16.1 Undertake a gap analysis for all Asset Management Plans to identify gaps in data including: <ul style="list-style-type: none"> <li>• Asset register</li> <li>• Asset condition assessments</li> <li>• Asset maintenance and management systems</li> <li>• Predictive modelling</li> <li>• Deterioration modelling</li> <li>• Risk analysis</li> <li>• Lifecycle costing's</li> <li>• Backlogs</li> </ul>	Property and Assets Manager	31/07/2016		
<b>LA3.18 Put in place policies and procedures</b>	LA3.18.2 Ensure that the Events Manual is available on-line from the Council and Tourism websites	Tourism Manager	30/09/2016		



Strategies	Actions	Responsible Manager	Target Date	Partner	Source
within Council that will streamline and facilitate the hosting of events in the Shire					
<b>LA3.22 Manage and operate cemeteries to meet all legislative requirements</b>	LA3.22.1 Review supply of interment sites across the Shires cemeteries and ensure minimum of five (5) years forward supply is available	Community Facilities Manager	30/06/2017		
<b>Strategic Objective LA4 Proactively engage with the community</b>					
<b>LA4.3 Council encourages the dissemination of community information and awareness of activities, programs and trends within Shire</b>	LA4.3.2 Community Directory regularly updated and distributed	Economic Development Manager	30/06/2017		
<b>LA4.4 Undertake community focussed strategies</b>	LA4.4.1 Review two (2) Community Economic Development Strategic Plans annually and develop associated implementation plans	Economic Development Manager	30/06/2017	Narrabri & District Chamber of Commerce, Boggabri Business Promotions Group, Wee Waa Chamber of Commerce	
<b>LA4.5 Council to actively encourage community activity and promote the participation, involvement and engagement of the community</b>	LA4.5.2 Seek funding for International Women's Day and facilitate activities for events	Economic Development Manager	30/05/2017	Narrabri and Community District Aid Services	
	LA4.5.3 Seek funding for Youth Week and facilitate activities for events	Economic Development Manager	30/06/2017	Narrabri and Community District Aid	



Strategies	Actions	Responsible Manager	Target Date	Partner	Source
				Services	
	LA4.5.4 Organise Shire Snapshot Competition	Economic Development Manager	28/02/2017		
	LA4.5.5 Seek funding for Seniors Week and facilitate activities for events	Economic Development Manager	30/05/2017	Home and Community Care	
	LA4.5.9 Increase participation and community visibility in local Aboriginal and Torres Strait Islander Communities	Director Development & Economic Growth	31/12/2016		Reconciliation Action Plan
	LA4.5.10 Raise internal and external awareness of Council's commitment to Reconciliation	Economic Development Manager	30/06/2017		Reconciliation Action Plan
	LA4.5.11 Develop and maintain external relationships with Aboriginal and Torres Strait Islander Peoples, Organisations and Communities	Economic Development Manager	31/07/2016	Local Aboriginal Land Council	Reconciliation Action Plan
<b>LA4.6 Celebrate and acknowledge achievements of the community</b>	LA4.6.1 Undertake appropriate Civic ceremonies and functions to celebrate and acknowledge achievements of the community	Director Corporate Services	30/06/2017		
	LA4.6.3 Continue to celebrate Aboriginal and Torres Strait Islander cultures and achievements by participating in NAIDOC Week	Director Planning and Economic Development	31/08/2016		Reconciliation Action Plan
	LA4.6.4 Celebrate National Reconciliation Week to build relationships with Aboriginal and Torres Strait Islander Peoples and the broader Australian Community	Economic Development Manager	30/06/2017		Reconciliation Action Plan
<b>LA4.9 Provide quality, comprehensive, accessible and relevant customer services</b>	LA4.9.3 Review Customer Service Procedures	Information Services Manager	31/12/2016		



