

2022/2023
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OPERATIONAL PLAN

NARRABRI SHIRE
DISCOVER THE POTENTIAL

DISCLAIMER

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MESSAGE FROM THE MAYOR



Mayor
Cr Ron Campbell

Narrabri Shire Council is pleased to present the 2022/2023 Operational Plan. This is the first Operational Plan from the 2022/2026 Delivery Program developed for the Narrabri Shire

The 2022/2023 Operational Plan was developed through thorough community engagement conducted for the 2022/2032 Community Strategic Plan. The Community Strategic Plan engagement process has provided Council an opportunity to reassess the community's priorities and vision for the Narrabri Shire.

As we plan for the year ahead, Council has a crucial role to play in ensuring our community continues to feel safe and that we can enjoy a life that is as close to normal as it can be. We have dealt with unprecedented challenges recently, however our resolve as a community and as a Council remains strong. I am very proud of the hard work we are undertaking to ensure we can continue to provide quality services to our City and its residents.

The 2022/2023 Operational Plan outlines out many important projects that Council will endeavour to accomplish. As Council looks to the year ahead, we are guided by the priorities of the Narrabri Shire community, outlined in the 2022/2032 Community Strategic Plan. The 2022/2023 Operational Plan contains more than 350 actions, including \$30 million worth of capital works, which together build on this vision. I look forward to working together as we continue to shape a diverse, liveable, and dynamic Narrabri Shire.

COUNCIL'S VALUES AND STATEMENTS

Values

Narrabri Shire Council's values (**WILCARE**) are at the very core of what we do and help build and maintain our family friendly, cohesive, and progressive culture.

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

Wellbeing	Recognising safety, health, and wellbeing as a priority for all, especially our staff.
Integrity	Ensuring transparency and honesty in all activities.
Leadership	Providing guidance and direction to our community and our people.
Community Focus	Delivering prompt, courteous, collaborative, and helpful service, while empowering and responding to the community's changing needs.
Accountability	Accepting our responsibility for the provision of quality services and information to ensure transparency and honesty in all our activities.
Respect	Treating everyone fairly with courtesy, dignity, empathy.
Excellence	Providing services, programs and information which consistently meet and exceed standards.

Vision

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

Acknowledgement Of Country

"Narrabri Shire Council acknowledges Traditional Owners of Country throughout Australia. We recognise the continuing connection to lands, waters, and communities of people of the Gamilaraay/Gamilaroi/Gomeroy/Kamilaroi Nation, and pay respect to their Elders past, present and emerging."

Narrabri Shire Council acknowledges the various spellings of 'Gamilaraay, Gamilaroi, Gomeroy, and Kamilaroi' and as valid and interchangeable, guided by the Shire's Local Aboriginal Land Councils.

The Narrabri Shire has a rich history of culture. Council endeavours to unite the Community in preserving the unique heritage, celebrating community strengths and diversities, and achieving social justice by redressing past wrongs through Aboriginal Reconciliation

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

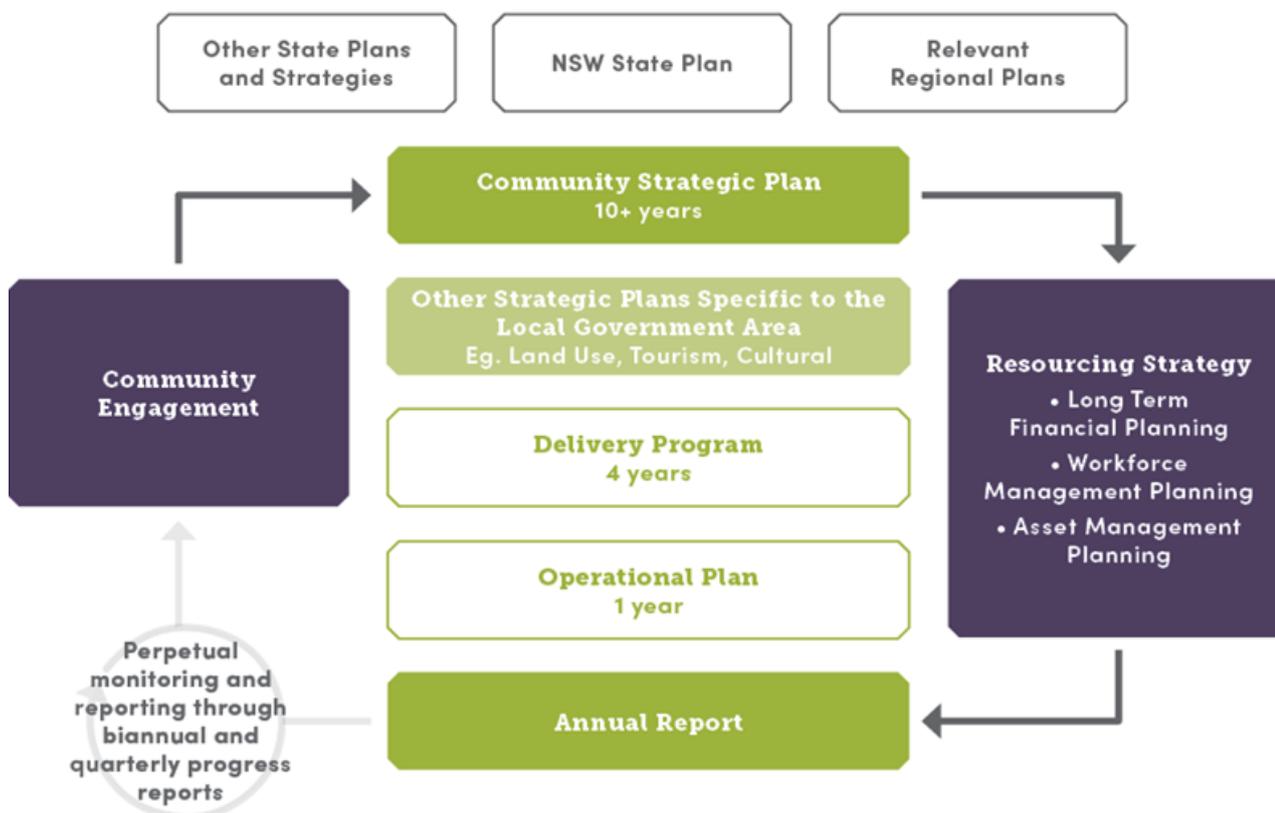
INTEGRATED PLANNING & REPORTING

Framework

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

The components of the framework, and how they fit together, are shown in Figure 1.

Figure 1: Integrated Planning and Reporting Framework



Community Engagement Strategy

The Community Engagement Strategy outlines how Council will engage with the community to develop the Community Strategic Plan for Narrabri Shire.

Community Strategic Plan

The Community Strategic Plan presents the community endorsed vision and strategic plan for Narrabri Shire. The Community Strategic Plan has a minimum 10-year timeframe and is the highest-level document that Council prepares on behalf of the community.

Resourcing Strategy

The Resourcing Strategy outlines the resources available in terms of people, finances, and assets. The Resource Strategy includes the following three (3) components:

- **Workforce Plan** assists Council to have the right number of people who are appropriately skilled to assist in achieving the strategic objectives within Council's budget constraints.
- **Long-Term Financial Plan** outlines how Council will structure its available financial resources to achieve the strategic objectives over a 10-year timeframe.
- **Asset Management Strategy** sets the direction for Council to determine what level of service is required for the infrastructure and assets it has, or is to be developed, to meet the needs of the community.

Delivery Program

The strategies identified in the Community Strategic Plan flow down into the Delivery Program. The Delivery Program outlines how Council will deliver and resource these strategies over four (4) years .

Operational Plan

The Operational Plan sets specific actions to be achieved within the next financial year. It is supported by an annual budget.

Annual Report

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

End Of Term Report

In the last year of Council's term of office, an end-of-term report is prepared as an additional section for the Annual Report, outlining progress in achieving the objectives of the Community Strategic Plan during its term in office.

DEVELOPING THE OPERATIONAL PLAN

In line with the [Local Government Act 1993](#), Council must prepare and adopt an Operational Plan every year, outlining the activities to be undertaken for that financial year, as part of the Delivery Program.

The Operational Plan must include the Statement of Revenue Policy detailing the estimated income and expenditure, ordinary rates and special rates, proposed fees and charges, Council’s proposed pricing methodology, and proposed borrowings.

Strategies identified in the Community Strategic Plan flow down into the Delivery Program, with the Delivery Program outlining how Council will deliver these strategies over the four-year period. Specific actions to be carried out over a twelve-month period and financial and resource allocation are described in the Operational Plan.

Figure 2: Operational Plan Association



REPORTING & MEASURING PROGRESS

Council must report on the Delivery Program every six months. Council management reports quarterly to Council on the Operational Plan progress against actions, the annual budget and annual capital works program.

Measurable targets have been aligned with actions in this Delivery Program to allow Council to monitor its progress in achieving the plan.

OUR GUIDING PRINCIPLES

Social Justice: NSW local councils are guided by the social justice principles of:

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

Council's Role

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

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

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

Key Partners

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

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

OUR ELECTED COUNCILLORS

Our elected Councillors represent the Narrabri Shire on Council matters in accordance with the Local Government Act and associated legislation. Nine Councillors were elected in December 2021.



Mayor
Cr Ron Campbell



Deputy Mayor
Cr Cathy Redding



Cr Rohan Boehm



Cr Robert Browning



Cr John Clements



Cr Brett Dickinson



Cr Greg Lamont



Cr Lisa Richardson

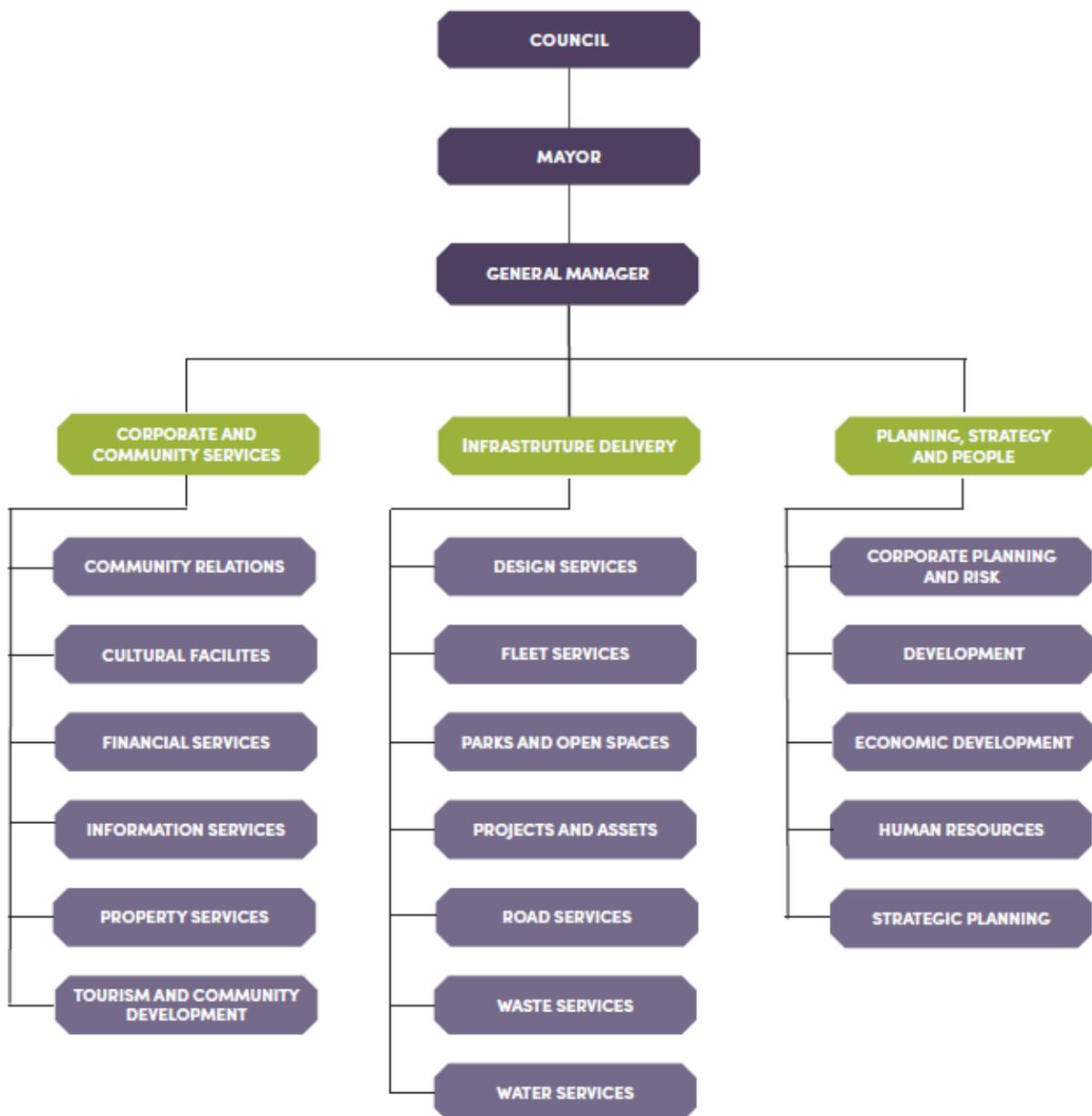


Cr Darrell Tiemens

OUR ORGANISATIONAL STRUCTURE

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

Figure 5: Narrabri Shire Council Organisational Structure



OUR STRATEGIC DIRECTIONS

Our Future Directions

Our Community Strategic Plan is based on four (4) key Strategic Directions. Together, they provide a strong foundation for planning the **social**, **environmental**, **economic**, and **civic leadership** outcomes for our Shire with the purpose of achieving our shared vision and strategic directions.

These Strategic Directions align with our Community Vision. They also recognise that Narrabri Shire's community share similar aspirations, including:

- An empowered, inclusive, and connected community
- A sustainable and compatible natural and built environment
- A strong, diverse, and sustainable economy
- Strong leadership for the community

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

1. **Society - An empowered, inclusive, and connected community**
2. **Environment - A sustainable and compatible natural and built environment**
3. **Economy - A strong, diverse, and sustainable economy**
4. **Civic Leadership - Council as strong leaders for the community**

Theme 1:	Society - An empowered, inclusive, and connected community
Objective 1.1:	A safe and healthy community
Strategy 1.1.1:	Support, encourage and enhance health and wellbeing services and programs across the Shire
Strategy 1.1.2:	Implement programs to improve crime prevention and risk management across the Shire
Strategy 1.1.3:	Enhance opportunities for participation in sport and recreation across the Shire
Strategy 1.1.4:	Work to ensure that aged and child care services meet the current and future needs of the Shire
Objective 1.2:	A vibrant and connected community
Strategy 1.2.1:	Improve digital connectivity and access to technology across the Shire
Strategy 1.2.2:	Develop, maintain, and enhance quality community spaces and facilities
Strategy 1.2.3:	Ensure an accessible Shire for all
Strategy 1.2.4:	Enhance access to arts and culture across the Shire
Objective 1.3:	A resilient and strong community
Strategy 1.3.1:	Implement programs to revitalise townships across the Shire
Strategy 1.3.2:	Empower the community's volunteers
Strategy 1.3.3:	Strengthen community resilience through collaboration and capacity building
Strategy 1.3.4:	Increase public amenity across all townships
Theme 2:	Environment - A sustainable and compatible natural and built environment
Objective 2.1:	A protected and enhanced natural environment
Strategy 2.1.1:	Protect Aboriginal and non-Indigenous heritage whilst educating the broader community on its significance
Strategy 2.1.2:	Protect and enhance the Shire's natural bushland, open spaces, and national parks
Strategy 2.1.3:	Protect the Shire's natural environment through improved awareness and mitigation of destructive and invasive flora and fauna
Strategy 2.1.4:	Promote and implement where appropriate sustainable practices, energy efficient and renewable technologies
Objective 2.2:	An integrated and strategic built environment
Strategy 2.2.1:	Maintain, enhance, and support an integrated, diverse and safe transport network: Pedestrian; Road; Rail; and Air
Strategy 2.2.2:	Support the development of appropriate housing across the Shire
Strategy 2.2.3:	Reduce the impact the built environment has on the natural environment
Strategy 2.2.4:	Support strategic and non-conflicting land use that supports sustainable growth through zoning and advocacy
Objective 2.3:	A resilient and sustainable environment
Strategy 2.3.1:	Mitigate impacts of adverse events through strategic planning and preparedness
Strategy 2.3.2:	Ensure appropriate planning controls are implemented for the benefit of the community
Strategy 2.3.3:	Responsibly manage, conserve, and protect water resources
Strategy 2.3.4:	Responsibly manage waste disposal and support the transition to a circular waste economy
Theme 3:	Economy - A strong, diverse, and sustainable economy
Objective 3.1:	A diverse economy
Strategy 3.1.1:	Support local employment opportunities
Strategy 3.1.2:	Actively engage with and support capacity building opportunities for local businesses and innovators
Strategy 3.1.3:	Attract and support opportunities for investment and value-add industries within the Shire
Strategy 3.1.4:	Advocate for and support diverse education and personal development opportunities to ensure available skills meet local demand
Objective 3.2:	A regionally renowned economy
Strategy 3.2.1:	Develop a state significant manufacturing, transport, and logistics hub
Strategy 3.2.2:	Promote the Shire as an attractive environment to invest, visit and live
Strategy 3.2.3:	Develop and support a variety of events and tourism opportunities in the Shire
Strategy 3.2.4:	Capitalise on state significant development that occurs in the Shire for the benefit of the community
Objective 3.3:	A resilient and sustainable economy
Strategy 3.3.1:	Support the resilience, growth, and diversity of the local economy
Strategy 3.3.2:	Revenue from grants and funding programs is maximised and responsibly managed
Strategy 3.3.3:	Achieve economic sustainability through supporting local businesses
Strategy 3.3.4:	Advocate for and invest in infrastructure to support and future-proof the local and broader economy.
Theme 4:	Civic Leadership – Council as a strong leader for the Community
Objective 4.1:	A transparent and accountable Council
Strategy 4.1.1:	Ensure all operations are pre-planned and executed in the best interests of the community
Strategy 4.1.2:	Enforce good governance, risk management, and statutory compliance
Strategy 4.1.3:	Increase awareness of Council's role in the community including the services and facilities provided
Strategy 4.1.4:	Ensures transparent and accountable decision making for our community
Objective 4.2:	A strong Council that advocates for the Community
Strategy 4.2.1:	Communicate and engage with the community regarding decision-making
Strategy 4.2.2:	Work cooperatively and appropriately with external parties to advocate for the community's best interests
Strategy 4.2.3:	Deliver clear and effective communication
Strategy 4.2.4:	Deliver high quality and informative customer service
Objective 4.3:	A resilient and sustainable Council
Strategy 4.3.1:	Ensure policies and procedures are effective and implemented in accordance with legislative requirements and best practice principles
Strategy 4.3.2:	Sustainably manage Council's finances, assets, and workforce
Strategy 4.3.3:	Deliver reliable and quality services through innovation and continuous improvement
Strategy 4.3.4:	Provide a safe and healthy working environment



THEME 1

Our Society

THEME 1: OUR SOCIETY

STRATEGIC DIRECTION 1: AN EMPOWERED, INCLUSIVE, AND CONNECTED COMMUNITY

COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire community identified several social priority areas to be actioned over the 2022/2023 financial year.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

- Community development
- Community health and safety
- Community arts, events, and entertainment
- Community care services and transport
- Parks, open spaces, and sporting facilities
- Children, youth, and aged care services
- Disability access services
- Library services

COMMUNITY OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following social strategic objectives:

- A safe and healthy community
- A vibrant and connected community
- A resilient and strong community

KEY STAKEHOLDERS

- Narrabri Shire Council
- Narrabri Shire Community
- Not for Profit Organisations
- Narrabri Shire Sporting Clubs
- NSW Police Force
- NSW Communities and Justice
- Create NSW
- Local Health Care Providers
- Child Care Providers
- Aged Care Providers
- Regional Arts NSW
- NSW Office of Sport
- NSW Health

ACHIEVEMENT MEASURES AND INDICATORS

CSP	Measure	Source
1.1.1	Length of dedicated walking and cycling trails	Council Data and National Parks Data
1.1.1	Perception of lifestyle opportunities	Community Satisfaction Survey
1.1.1	Number of mental health services across the Shire	NSW Health Data
1.1.2	Reported criminal incidents in the Shire	Bureau of Crime Statistics and Research
1.1.2	Incidents of major road incidents and fatalities in the Shire	Australian Road Deaths Database and Transport for NSW Data
1.1.2	Incidents of animal attacks in the Shire	Council Data
1.1.3	Participation in sports and recreational activities	Community Satisfaction Survey
1.1.3	Hectares of Sports fields maintained by Council	Council Data
1.1.3	Pool utilisation rates	Council Data
1.1.4	Number of available child care spaces across the Shire	Provider Data
1.2.4	Number of available aged care spaces across the Shire	Provider Data
1.2.1	Connections to high-speed internet	Australian Bureau of Statistics
1.2.1	Number of digital connectivity and Science, Technology, Engineering, Arts and Mathematics (STEAM) programs run by Council	Council Data
1.2.2.	Library utilisation rates	Council Data
1.2.2	Number of community bookings at The Crossing Theatre	Council Data
1.2.2	Number of accessible public meeting spaces across the Shire	Council Data
1.2.3	Perception of accessibility	Community Satisfaction Survey
1.2.3	Range of community transport available locally	Council Data
1.2.4	Participation in arts and cultural activities	Community Satisfaction Survey
1.2.4	Quantity of arts and cultural activities across the Shire	Community Satisfaction Survey
1.3.1	Satisfaction with the Shire's CBDs attractiveness	Community Satisfaction Survey
1.3.1	Vacant shops in CBDs	Council Data
1.3.1	Council revitalisation and upgrade projects	Council Data
1.3.2	Youth (16-24 years) volunteer activity across the Shire	Community Satisfaction Survey
1.3.2	Percentage of Shire who volunteer	Australian Bureau of Statistics
1.3.3	Number of community programs run by Council	Council Data
1.3.3	Funds granted through the community grants program	Council Data
1.3.4	Number of public toilets across the Shire	Council Data
1.3.4	Number of public Disability Discrimination Act (DDA) compliant toilets across the Shire	Council Data
1.3.4	Shire's Socio-Economic Index for Areas (SEIFA)	Australian Bureau of Statistics

Strategy	Action	Responsible Directorate	Service Area	Source	Target	
Objective 1.1: A safe and healthy community						
Strategy 1.1.1: Support, encourage and enhance health and wellbeing services and programs across the Shire	1.1.1.1	Shire Wide - Support and encourage the provision of education programs in collaboration with other services to reduce the impacts of health issues (including mental health and addiction)	Corporate and Community Services	Community Development	30/06/2023 (Ongoing)	
	1.1.1.2	Work collaboratively with government and local agencies to promote and support health and wellbeing programs (including mental health services)	Corporate and Community Services	Community Development	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
	1.1.1.5	Boggabri - Construct Doctor's House (VPA Funded)	Corporate and Community Services	Property Services		30/06/2023
Strategy 1.1.2: Implement programs to improve crime prevention and risk management across the Shire	1.1.2.1	Shire Wide - Support and encourage the provision of education programs in collaboration with other services to decrease the impact of domestic violence within the community	Corporate and Community Services	Community Development	Community Safety and Crime Prevention Action Plan 2019-2023	30/06/2023 (Ongoing)
Strategy 1.1.3: Enhance opportunities for participation in sport and recreation across the Shire	1.1.3.4	Boggabri - Jubilee Oval - Carpark Entry Area	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.1.3.5	Boggabri - Jubilee Oval - Install Irrigation	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.1.3.6	Boggabri - Jubilee Oval - Storage Shed	Infrastructure Delivery	Parks and Open Spaces		30/06/2024
	1.1.3.11	Narrabri - Collins, Hogan, and Leitch Ovals - Access Roads	Infrastructure Delivery	Road Services		30/06/2023

Strategy	Action	Responsible Directorate	Service Area	Source	Target
Strategy 1.1.4: Work to ensure that aged and child care services meet the current and future needs of the Shire	1.1.4.1	Conduct a childcare skills shortage study and investigate how Council can work to improve this	Corporate and Community Services	Community Development	30/06/2023
Objective 1.2: A vibrant and connected community					
Strategy 1.2.2: Develop, maintain, and enhance quality community spaces and facilities	1.2.2.2	Boggabri - Pool - Investigate and implement accessibility upgrades	Infrastructure Delivery	Aquatic Facilities	30/06/2023 (Ongoing)
	1.2.2.5	Boggabri - Pool - Renew Access Stairs for Pool Entry	Infrastructure Delivery	Aquatic Facilities	30/06/2023
	1.2.2.6	Boggabri - Pool - Renew change room area	Infrastructure Delivery	Aquatic Facilities	30/06/2023
	1.2.2.7	Boggabri - Pool - Replace the Gas BBQ with Electric	Infrastructure Delivery	Aquatic Facilities	30/06/2023
	1.2.2.9	Narrabri - Investigate the feasibility of a large-scale aquatic recreational facility	Infrastructure Delivery	Aquatic Facilities	30/06/2023 (Ongoing)
	1.2.2.10	Narrabri - Pool - Install Shade Shelter and Tables	Infrastructure Delivery	Aquatic Facilities	30/06/2023
	1.2.2.11	Narrabri - Pool - Investigate and complete an upgrade of the 50m pool and equipment – Phase 1 Scope Works	Infrastructure Delivery	Aquatic Facilities	30/06/2026
	1.2.2.12	Narrabri - Pool - Investigate and implement accessibility upgrades	Infrastructure Delivery	Aquatic Facilities	30/06/2023 (Ongoing)

Strategy	Action	Responsible Directorate	Service Area	Source	Target
	1.2.2.13	Narrabri - Pool - Replace Tiles and Paint Pool Shell	Infrastructure Delivery	Aquatic Facilities	30/06/2023
	1.2.2.16	Wee Waa - Investigate and implement accessibility upgrades	Infrastructure Delivery	Aquatic Facilities	30/06/2023 (Ongoing)
	1.2.2.19	Wee Waa - Pool - Paint Pool Shell and Surrounds	Infrastructure Delivery	Aquatic Facilities	30/06/2023
	1.2.2.20	Wee Waa - Pool - Renew Access Stairs for Pool Entry	Infrastructure Delivery	Aquatic Facilities	30/06/2023
	1.2.2.21	Wee Waa - Pool - Replace the Gas BBQ with Electric	Infrastructure Delivery	Aquatic Facilities	30/06/2023
	1.2.2.24	Boggabri - Lawn Cemetery - Install water tank and pump	Infrastructure Delivery	Cemetery Services	30/06/2023
	1.2.2.26	Narrabri - Lawn Cemetery - Install two concrete plinth rows	Infrastructure Delivery	Cemetery Services	30/06/2023
	1.2.2.28	Wee Waa - Cemetery - Install toilet and amenities block	Infrastructure Delivery	Cemetery Services	30/06/2023
	1.2.2.29	Wee Waa - Dangar Park - Develop Master Plan	Infrastructure Delivery	Cemetery Services	30/06/2024
	1.2.2.31	Investigate the demand and viability for youth spaces across the Shire	Corporate and Community Services	Community Development	30/06/2023 (Ongoing)
	1.2.2.33	Boggabri - Vickery Park - Install outdoor gym equipment (subject to funding)	Infrastructure Delivery	Parks and Open Spaces	30/06/2023

Strategy	Action	Responsible Directorate	Service Area	Source	Target
	1.2.2.35	Narrabri - Collins Park - Upgrade Grandstand and Amenities (Carryover 2021/2022)	Infrastructure Delivery	Parks and Open Spaces	30/06/2023
	1.2.2.37	Narrabri - Pirate Park - Install bubblers and bottle refill stations	Infrastructure Delivery	Parks and Open Spaces	30/06/2024
	1.2.2.39	Narrabri - Tourism Hub - Stage 1 - Car Park	Infrastructure Delivery	Parks and Open Spaces	30/06/2023
	1.2.2.43	Pilliga - Bore Baths - Resheet internal road	Infrastructure Delivery	Parks and Open Spaces	30/06/2023
	1.2.2.46	Shire Wide - Conduct ongoing Facilities Maintenance	Infrastructure Delivery	Parks and Open Spaces	30/06/2023 (Ongoing)
	1.2.2.47	Wee Waa - Dangar Park - Implement an off-leash area	Infrastructure Delivery	Parks and Open Spaces	30/06/2024
	1.2.2.49	Wee Waa - Dangar Park - Upgrade Irrigation	Infrastructure Delivery	Parks and Open Spaces	30/06/2023
	1.2.2.50	Boggabri - Caravan Park- Investigate opportunities for expansion and increased utilisation	Infrastructure Delivery	Property Services	30/06/2023 (Ongoing)
	1.2.2.52	Boggabri - Develop the old bowling club into a Civic Precinct (Carryover 2021/2022) – Phase 1: Demolish & Design and Consultation	Corporate and Community Services	Property Services	30/06/2024
	1.2.2.53	Develop Council's Asbestos Removal Strategy for Council property	Infrastructure Delivery	Property Services	30/06/2023

Strategy	Action	Responsible Directorate	Service Area	Source	Target	
	1.2.2.54	Gwabegar - Investigate and pursue opportunities to increase amenities at the Hall	Corporate and Community Services	Property Services		30/06/2024
	1.2.2.56	Wee Waa - Identify appropriate community use for the former NAB building	Corporate and Community Services	Property Services		30/06/2023
	1.2.2.57	Wee Waa - Old NAB Building - Refurbishment	Corporate and Community Services	Property Services		30/06/2023
Strategy 1.2.3: Ensure an accessible Shire for all	1.2.3.1	Advocate for local businesses to become more accessible and inclusive	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	30/06/2023
	1.2.3.3	Boggabri - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	Infrastructure Delivery	Design and Investigation		30/06/2023 (Ongoing)
	1.2.3.4	Develop a Safe Routes for Seniors program in the Shire by auditing popular routes in association with a senior/aged care facility, make improvements and then promote their use (including signage of routes).	Infrastructure Delivery	Design and Investigation		30/06/2023 (Ongoing)
	1.2.3.5	Narrabri - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	Infrastructure Delivery	Design and Investigation		30/06/2023 (Ongoing)
	1.2.3.6	Narrabri - Library - Investigate increasing the number of disabled access parking spaces	Infrastructure Delivery	Design and Investigation	2022/2026 Disability Inclusion Action Plan	30/06/2023

Strategy	Action	Responsible Directorate	Service Area	Source	Target	
	1.2.3.7	Review and update the Narrabri Shire Pedestrian Access and Mobility Plan (PAMP)	Infrastructure Delivery	Design and Investigation	2022/2026 Disability Inclusion Action Plan	30/06/2023
	1.2.3.8	Wee Waa - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	Infrastructure Delivery	Design and Investigation		30/06/2023 (Ongoing)
	1.2.3.9	Increase the accessibility and inclusivity of Rhyme Time at the Shire's Libraries	Corporate and Community Services	Library Services		30/06/2023
	1.2.3.11	Boggabri - Shared Pathway - (Stage 1) Hospital to the Pool via Vickery Park	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.2.3.12	Boggabri - Shared Pathway - (Stage 2) Jubilee Oval to the Pool (subject to funding)	Infrastructure Delivery	Parks and Open Spaces		30/06/2024
	1.2.3.16	Gwabegar - Walking Track - Investigate the installation of a walking track between the township via the cemetery to the waste transfer station	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.2.3.17	Narrabri - Install additional bike racks at the Barwon Street Carpark, The Crossing Theatre, Parks, and Shared Pathways	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.2.3.19	Narrabri - Selina Street and Guest Street - Shared Pathway	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.2.3.22	Shire Wide - Investigate the installation of additional inclusive amenities	Infrastructure Delivery	Parks and Open Spaces	2022/2026 Disability Inclusion Action Plan	30/06/2023
	1.2.3.23	Wee Waa - Dangar Park - Upgrade Pathways	Infrastructure Delivery	Parks and Open Spaces		30/06/2024

Strategy	Action	Responsible Directorate	Service Area	Source	Target	
	1.2.3.25	Audit project management process to ensure disability standards and guidelines are considered for capital works projects	Infrastructure Delivery	Projects and Assets	2022/2026 Disability Inclusion Action Plan	30/06/2023
Strategy 1.2.4: Enhance access to arts and culture across the Shire	1.2.4.1	Engage with community-based art groups to develop an exhibition program at The Crossing Theatre and The Crossing Café	Corporate and Community Services	The Crossing Theatre		30/06/2023 (Ongoing)
	1.2.4.2	Identify external funding opportunities to assist with the provision of events through The Crossing Theatre	Corporate and Community Services	The Crossing Theatre		30/06/2023 (Ongoing)
	1.2.4.3	Identify new products and opportunities for the community to engage with at The Crossing Theatre	Corporate and Community Services	The Crossing Theatre		30/06/2023 (Ongoing)
	1.2.4.4	Develop the Narrabri Shire Public Art Strategy	Corporate and Community Services	Tourism		30/06/2023
Objective 1.3: A resilient and strong community						
	1.3.1.3	Narrabri - CBD - Review and Update Master Plan	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.3.1.4	Shire Wide - Investigate opportunities for beautification of entryways to townships	Infrastructure Delivery	Parks and Open Spaces		30/06/2024
	1.3.1.6	Narrabri - Old Gaol - Investigate opportunities for revitalisation	Corporate and Community Services	Property Services		30/06/2023

Strategy	Action	Responsible Directorate	Service Area	Source	Target	
	1.3.1.8	Wee Waa - Investigate and implement more opportunities to portray agricultural heritage	Corporate and Community Services	Tourism		30/06/2025 (Ongoing)
	1.3.1.9	Shire Wide - Complete the upgrade of Gateway Signage (Carryover 2020/2021)	Corporate and Community Services	Tourism		30/06/2023
	1.3.1.10	Shire Wide - Complete the upgrade of Town Signage (Carryover 2020/2021)	Corporate and Community Services	Tourism		30/06/2023
Strategy 1.3.2: Empower the community's volunteers	1.3.2.1	Successfully organise and run National Volunteers Week	Corporate and Community Services	Community Development		30/06/2023 (Annual)
	1.3.2.2	Successfully organise and run the Lillian Hulbert Scholarship and award presentation	Corporate and Community Services	Community Development		30/06/2023 (Annual)
	1.3.2.3	Work with local response agencies and support organisations to build their volunteer base	Corporate and Community Services	Community Development	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
	1.3.2.4	Review volunteering policy to ensure Council volunteering opportunities are accessible and inclusive	Planning, Strategy and People	Risk	2022/2026 Disability Inclusion Action Plan	30/06/2023
Strategy 1.3.3: Strengthen community resilience	1.3.3.1	Advocate for the introduction of 'neighbour helping neighbour' and 'phone a friend' programs	Corporate and Community Services	Community Development	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)

Strategy	Action	Responsible Directorate	Service Area	Source	Target
through collaboration and capacity building	1.3.3.2	Shire Wide - Investigate the implementation of a Community Connect Day	Corporate and Community Services	Community Development	30/06/2023
	1.3.3.3	Wee Waa - Advocate for the communities needs regarding access to face-to-face financial services	Planning, Strategy and People	Economic Development	30/06/2023
Strategy 1.3.4: Increase public amenity across all townships	1.3.4.1	Narrabri - CBD - Identify an appropriate area and install an inclusive amenities block – Phase 1: Identify	Infrastructure Delivery	Parks and Open Spaces	30/06/2023
	1.3.4.2	Shire Wide - Conduct Keep Australia Beautiful programs	Infrastructure Delivery	Waste Services	30/06/2023



THEME 2

Our Environment

THEME 2: OUR ENVIRONMENT

STRATEGIC DIRECTION 2: A SUSTAINABLE AND COMPATIBLE NATURAL AND BUILT ENVIRONMENT

Through extensive community engagement, the Narrabri Shire community identified several environmental priority areas to be actioned over the 2022/2023 financial year.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

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

COMMUNITY OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following environmental strategic objectives:

- A protected and enhanced natural environment
- An integrated and strategic built environment
- A resilient and sustainable environment

KEY STAKEHOLDERS

- Narrabri Shire Council
- Narrabri Shire Community
- Not for Profit Organisations
- NSW Department of Planning and Environment
- NSW Department of Primary Industries
- Local Emergency Services
- Local Primary Producers
- Local Extractive Industries
- Water NSW
- Resilience NSW
- NSW Office of Environment and Heritage
- NSW Environment Protection Authority
- Community Consultative Committees
- Transport for NSW
- Passenger Transport Providers
- Freight and Logistics Companies
- Energy Providers
- Australian Rail Track Corporation
- Telecommunications Providers

ACHIEVEMENT MEASURES AND INDICATORS

CSP	Measure	Source
2.1.1	Number of Aboriginal heritage listed sites across the Shire	Aboriginal Heritage Information Management System (AHIMS)
2.1.1	Number of Historic (non-Indigenous) heritage listed sites across the Shire	State Heritage Register
2.1.1	Number of educational programs implemented (including info sign installations etc)	Council Data
2.1.2	Trees planted by Council across the Shire	Council Data
2.1.2	Hectares of greenspaces maintained by Council	Council Data
2.1.2	Quantity of funds allocated to environmental initiatives	Council Data
2.1.3	Educational programs regarding responsible companion animal ownership	Council Data
2.1.3	Educational programs regarding effective biosecurity management	Council Data
2.1.3	Application of weeds management programs in the Shire	Council Data
2.1.4	Percentage of Council's facilities run through renewable energy	NSW Department of Primary Industries Data and Council Data
2.1.4	Council's fuel usage	Council Data
2.1.4	Percentage of electricity demand in the Shire met by renewable sources	Council Data
2.2.1	Average length of road closures	NSW EPA Data
2.2.1	Number of intermodal facilities in the Shire	Council Data
2.2.1	Regular Passenger Transport rates	Council Data
2.2.2	Number of new residential developments approved in the Shire	Council Data
2.2.2	Hectares of residential zones in the Shire	Council Data
2.2.2	Estimated rate of homelessness in the Shire	Council Data
2.2.3	Air quality pollution concentrations do not exceed National Environment Protection Measure Guidelines	Australian Bureau of Statistics
2.2.3	Quantity of income secured through Voluntary Planning Agreements	NSW DPE Regional Monitoring Data
2.2.4	Hectares of industrial and commercial zones	Council Data
2.2.4	Hectares of environmental zones, national parks, and nature reserves	Council Data
2.2.4	Local Environmental Plan housekeeping reviews completed	Council Data
2.3.1	Number of dwellings damaged by natural disasters	Council Data
2.3.2	Income generated through the Section 7.12 Contributions Scheme	Resilience NSW and Local Emergency Services Data
2.3.2	Value of projects funded through the Section 7.12 Contributions Scheme	Council Data
2.3.3	Council's water consumption	Council Data
2.3.3	Volume of ground water extracted	Council Data
2.3.3	Average water consumption rate per household	NSW Water
2.3.4	Percentage of waste diverted from landfill	Council Data
2.3.4	Average volume of household waste	Council Data
2.3.4	Volume of material reused	Council Data
2.3.4	Rate of Effluent Reuse	Council Data

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
Objective 2.1: A protected and enhanced natural environment						
Strategy 2.1.1: Protect Aboriginal and historic (non-Indigenous) heritage whilst educating the broader community on its significance	2.1.1.1	Boggabri - Investigate the development of an Aboriginal Cultural Centre and Meeting Place	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	2.1.1.2	In partnership with local indigenous Community stakeholders, facilitate Reconciliation Week and NAIDOC Week	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	2.1.1.3	Narrabri - Investigate the development of an Aboriginal Cultural Centre and Meeting Place	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	2.1.1.4	Review and update the Narrabri Shire Reconciliation Action Plan	Corporate and Community Services	Community Development		30/06/2023
	2.1.1.5	Wee Waa - Investigate the development of an Aboriginal Cultural Centre and Meeting Place	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	2.1.1.6	Develop a Long-term Transport Strategy to align with State Government priorities and documents	Infrastructure Delivery	Design and Investigation	Local Strategic Planning Statement 2040	30/06/2023
	2.1.1.8	Develop conservation management policies for heritage items and areas to provide for sympathetic and adaptive use of heritage items and assets	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020	30/06/2023
	Strategy 2.1.2: Protect and enhance the Shire's	2.1.2.1	Pilliga - Bore Baths - Tree planting program	Infrastructure Delivery	Parks and Open Spaces	

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
natural bushland, open spaces, and national parks	2.1.2.2	Shire Wide - Street Tree Strategy and Program	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	2.1.2.3	Develop and implement Plans of Management for urban open spaces and environmental areas	Corporate and Community Services	Property Services		30/06/2023
Strategy 2.1.3: Protect the Shire's natural environment through improved awareness and mitigation of destructive and invasive flora and fauna	2.1.3.1	Boggabri - Dripping Rock Access Road - Investigate and determine possible resolution of access issues	Infrastructure Delivery	Projects and Assets		30/06/2023
	2.1.3.2	Apply for funding to undertake programs related to companion animals	Planning, Strategy and People	Regulatory Compliance		30/06/2023 (Ongoing)
	2.1.3.3	Narrabri - New Animal Management Facility - Complete construction	Planning, Strategy and People	Regulatory Compliance		30/06/2023
	2.1.3.4	Review and update companion animal information and resources on Council's website in line with the relevant legislation	Planning, Strategy and People	Regulatory Compliance		30/06/2023 (Ongoing)
	2.1.3.5	Undertake educational programs targeted at increasing responsible companion animal ownership	Planning, Strategy and People	Regulatory Compliance		30/06/2023 (Ongoing)
	2.1.3.6	Conduct at least two educational programs targeted at biosecurity (as per the Department of Industries' requirements)	Infrastructure Delivery	Weeds		30/06/2023 (Ongoing)
	2.1.3.7	Continue to apply for funding to undertake programs related to biosecurity and land management	Infrastructure Delivery	Weeds		30/06/2023 (Ongoing)
	2.1.3.8	Investigate the feasibility of procuring drones to reduce biosecurity and regulatory compliance risks	Infrastructure Delivery	Weeds		30/06/2023

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	2.1.3.9	Write and release six (6) Media Releases targeted at biosecurity (as per the Department of Primary Industries' requirements)	Infrastructure Delivery	Weeds		30/06/2023 (Ongoing)
Strategy 2.1.4: Promote and implement where appropriate sustainable practices, energy efficient and renewable technologies	2.1.4.1	Identify opportunities to reduce Council's fuel consumption	Infrastructure Delivery	Fleet		30/06/2023 (Ongoing)
	2.1.4.5	Continue to encourage innovation and adoption of sustainable land management practices and agritech in the primary production sector	Planning, Strategy and People	Strategic Planning	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
	2.1.4.6	Develop an urban greening strategy to combat the urban heat island effect	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040	30/06/2023
	2.1.4.8	Identify locations for EV charging sites within Narrabri including Tourism Precinct and ensure statutory planning documents facilitate EV charging infrastructure to be located in appropriate zones	Corporate and Community Services	Tourism	Local Strategic Planning Statement 2040	30/06/2023
Objective 2.2: An integrated and strategic built environment						
Strategy 2.2.1: Maintain, enhance, and support an integrated, diverse, and safe transport network: Pedestrian; Road; Rail; and Air	2.2.1.1	Review and update the Narrabri Airport Master Plan and Hanger Sub-division Plans (including land use review and needs analysis)	Corporate and Community Services	Airport		30/06/2023
	2.2.1.2	Narrabri - Airport - Conduct an assessment of the runway	Corporate and Community Services	Airport		30/06/2023

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	2.2.1.3	Narrabri - Airport - Install LED Apron	Corporate and Community Services	Airport		30/06/2023
	2.2.1.4	Narrabri - Airport - Investigate opportunities for increased utilisation	Corporate and Community Services	Airport		30/06/2023
	2.2.1.5	Narrabri - Airport - Terminal Design (Carryover 2020/2021)	Corporate and Community Services	Airport		30/06/2024
	2.2.1.6	Consult with relevant stakeholders on opportunities to increase efficiencies on freight movements to, through and from the Narrabri Shire and report findings to Council.	Infrastructure Delivery	Design and Investigation		30/06/2023 (Ongoing)
	2.2.1.7	Ensure appropriate regulatory and guidance signage is provided on all existing and proposed walk and cycle facilities.	Infrastructure Delivery	Design and Investigation		30/06/2023 (Ongoing)
	2.2.1.8	Facilitate more recreational walking and cycling paths, linkages with centres and public transport, and expand inter-regional and intra-regional walking and cycling links	Infrastructure Delivery	Design and Investigation	Growth Management Strategy 2020	30/06/2023 (Ongoing)
	2.2.1.9	In association with schools, audit key routes to school and improve the facilities along these routes and report to Council	Infrastructure Delivery	Design and Investigation		30/06/2023 (Ongoing)
	2.2.1.12	Narrabri - CBD - Replace pavers	Infrastructure Delivery	Parks and Open Spaces		30/06/2023

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	2.2.1.14	Baan Baa - Harparary Road - Seal to Browns Lane Intersection (VPA Funded) (Carryover 2021/2022)	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.15	Bellata - Millie Road - Upgrade (6.5km) (Fixing Local Roads Program Funded) (Carryover 2021/2022)	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.16	Boggabri - Boston Street Bridge - Upgrade (Resources for Regions Funded) (Carryover 2021/2022)	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.17	Boggabri - Caloola Road - Upgrade	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.18	Boggabri - Complete installation of shared pathway (Carryover 2021/2022)	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.19	Boggabri - MR 357 Rangari Road - Upgrade	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.20	Boggabri - Tullamullen Bridge and Green Hills Quarry - Design and Investigation (Carryover 2021/2022)	Infrastructure Delivery	Road Services		30/06/2024
	2.2.1.21	Develop a Rural Roads Maintenance Strategy	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.22	Ensure Council's quarries and small mines are operated and maintained in an environmentally compliant manner	Infrastructure Delivery	Road Services		30/06/2023 (Ongoing)
	2.2.1.23	Eulah Creek - Bullawa Creek Bridge - Upgrade (Resources for Regions Funded)	Infrastructure Delivery	Road Services		30/06/2023

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	2.2.1.24	Merah North - Doreen Lane - Rehabilitation (Fixing Local Roads Program Funded)	Infrastructure Delivery	Road Services		30/06/2024
	2.2.1.26	Narrabri - Selina Street to Tibbereena Street - Renewal	Infrastructure Delivery	Road Services		30/06/2024
	2.2.1.27	Pilliga - SR 127 Pilliga Road - Upgrade (Grant Funded) – Phase 1	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.28	Shire Wide - Flood Damage Restoration (March 2021 Augmentation)	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.29	Shire Wide - Flood Damage Restoration (November 2021 Augmentation)	Infrastructure Delivery	Road Services		30/06/2024
	2.2.1.30	Shire Wide - Footpaths - Renewal programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.31	Shire Wide - Install Concrete Causeways	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.32	Shire Wide - Kerb and Gutter - Replacement programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.33	Shire Wide - Transport Assets - Roads Condition Assessments and Revaluations	Infrastructure Delivery	Road Services	2022/2026 Resourcing Strategy: Asset Management Strategy	30/06/2023
	2.2.1.34	Shire Wide - Rural Roads - Rehabilitation Programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	2.2.1.35	Shire Wide - Rural Roads - Reseal Programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.36	Shire Wide - Shire Roads - Gravel Resheeting	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.37	Shire Wide - Shire Roads - Rehabilitation Programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.38	Shire Wide - Shire Roads - Reseal Programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.39	Shire Wide - Stormwater - Renewal programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.40	Shire Wide - Town Streets - Rehabilitation Programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.41	Shire Wide - Town Streets - Reseal Programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.42	Upgrade SR29 Yarrie Lake Road to provide all-weather, flood free access between Narrabri and the outskirts of Wee Waa, whilst maintaining consideration for Northern NSW Inland Port (N2IP)'s priorities	Infrastructure Delivery	Road Services	Narrabri Shire Adverse Event Plan	30/06/2023
	2.2.1.43	Wee Waa - Culgoora Road - Upgrade (Carryover 2021/2022)	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.45	Wee Waa - SR29 Yarrie Lake Road to SR127 Pilliga Road - Upgrade Freight Route (11km)	Infrastructure Delivery	Road Services		30/06/2024

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
Strategy 2.2.2: Support the development of appropriate housing across the Shire	2.2.2.1	Market and transact Council's developed sites	Corporate and Community Services	Property Services		30/06/2023 (Ongoing)
	2.2.2.2	Ensure rural residential development is delivered consistently with the Interim Settlement Planning Principles and in appropriately zoned areas as endorsed by the Department of Planning and Environment	Planning, Strategy and People	Statutory Planning	Growth Management Strategy 2020	30/06/2023 (Ongoing)
	2.2.2.3	Continue to work with the NSW Government to advocate for Shire's need to access affordable housing	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020	30/06/2023 (Ongoing)
Strategy 2.2.3: Reduce the impact the built environment has on the natural environment	2.2.3.1	Narrabri - Sewer Treatment Plant - Environmental Improvements (Stage 2)	Infrastructure Delivery	Sewer Services		30/06/2023
Strategy 2.2.4: Support strategic and non-conflicting land use that supports sustainable growth through zoning and advocacy	2.2.4.6	Review RU1 zoning permissible land uses to enable complementary uses that support a stronger agricultural sector	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040	30/06/2023
Objective 2.3: A resilient and sustainable environment						
Strategy 2.3.1: Mitigate impacts of adverse events	2.3.1.4	Advocate for information sharing processes between response agencies	Infrastructure Delivery	Emergency Services	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
through strategic planning and preparedness	2.3.1.6	Assess and manage the impacts of climate change (such as heat, floods, storms, and drought) on Council's assets and services	Infrastructure Delivery	Projects and Assets	Local Strategic Planning Statement 2040; 2022/2026 Resourcing Strategy; Asset Management Strategy	30/06/2023 (Ongoing)
	2.3.1.7	Advocate for the provision of generators to power emergency facilities and critical infrastructure	Corporate and Community Services	Property Services	Narrabri Shire Adverse Event Plan	30/06/2023
	2.3.1.9	Narrabri - The Crossing Theatre - Gas Bottle relocation	Corporate and Community Services	Property Services		30/06/2023
	2.3.1.12	Narrabri - Sewer Treatment Plant - Upgrade generator capabilities	Infrastructure Delivery	Sewer Services		30/06/2023
	2.3.1.13	Update Risk and Emergency Response Plans for Sewer Services	Infrastructure Delivery	Sewer Services		30/06/2023
	2.3.1.15	Boggabri - Flood Plain Management Plan Program - Develop Risk Management Strategy and Plan – Year 1 of 3	Planning, Strategy and People	Strategic Planning		30/06/2023
	2.3.1.16	Gwabegar - Flood Plain Management Plan Program - Investigate implementing the program	Planning, Strategy and People	Strategic Planning		30/06/2023
	2.3.1.18	Narrabri - Flood Plain Management Plan Program - Undertake community consultation regarding the Risk Management Strategy and Plan	Planning, Strategy and People	Strategic Planning		30/06/2023

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	2.3.1.21	Wee Waa - Flood Plain Management Plan Program - Levy Feasibility Study	Planning, Strategy and People	Strategic Planning		30/06/2023
	2.3.1.22	Shire Wide - Conduct Hydrant Maintenance	Infrastructure Delivery	Water Services		30/06/2023 (Annual)
	2.3.1.23	Update Risk and Emergency Response Plans for Sewer Services	Infrastructure Delivery	Water Services		30/06/2023
	2.3.1.24	Wee Waa - Hydrology Options Assessment	Infrastructure Delivery	Water Services		30/06/2023
	2.3.1.25	Wee Waa - Install Bulk Water Filling Station	Infrastructure Delivery	Water Services		30/06/2023
	2.3.1.26	Wee Waa - Stop Valve Replacement	Infrastructure Delivery	Water Services		30/06/2023
	2.3.1.27	Wee Waa - Water Main Renewals	Infrastructure Delivery	Water Services		30/06/2023
Strategy 2.3.2: Ensure appropriate planning controls are implemented for the benefit of the community	2.3.2.3	Develop Factsheets regarding State and Local Government planning legislation and framework changes (such as updates to State Environmental Planning Policies (SEPPs), Local Environmental Plan (LEP) and Development Control Plan (DCP))	Planning, Strategy and People	Strategic Planning		30/06/2023 (Ongoing)
Strategy 2.3.3: Responsibly manage, conserve and protect water resources	2.3.3.1	Bellata - Install Bulk Water Filling Station	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.2	Boggabri - Install Bulk Water Filling Station	Infrastructure Delivery	Water Services		30/06/2023

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	2.3.3.3	Boggabri - Sewerage Treatment Works Augmentation	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.4	Boggabri - Water Main Renewals	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.5	Develop and adopt the Narrabri Shire Integrated Water Cycle Management Strategy to consider regional climate change, water security, sustainable demand and growth, and the natural environment	Infrastructure Delivery	Water Services	Growth Management Strategy 2020	30/06/2023
	2.3.3.6	Develop Narrabri Shire Rural Fire Station Water Access Point Strategy	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.7	Encourage the use of alternate water sources on local government assets, including playing fields	Infrastructure Delivery	Water Services	Growth Management Strategy 2020	30/06/2024
	2.3.3.8	Gwabegar - Investigate opportunities to rectify water quality issues	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.9	Narrabri - Decommission Tibbereena Street Bore	Infrastructure Delivery	Water Services		30/06/2025
	2.3.3.10	Narrabri - Safe Chlorine Storage Unit	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.11	Narrabri - Saleyards Bore and Rising Main - Design and Construction	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.12	Narrabri - Selina Street and Hind Street Water Towers - Repaint	Infrastructure Delivery	Water Services		30/06/2023

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	2.3.3.13	Narrabri - Selina Street Reservoir - Access Stairs and Roof Upgrade	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.14	Narrabri - Water Main Renewals	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.15	Pilliga - Bore Augmentation	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.16	Shire Wide - Conduct additional community engagement regarding water quality	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.17	Shire Wide - Conduct water efficiency education to make the Narrabri Shire more Water Wise	Infrastructure Delivery	Water Services		30/06/2023 (Ongoing)
	2.3.3.18	Shire Wide - Environmental and Water Extraction - Monitoring Compliance	Infrastructure Delivery	Water Services		30/06/2023 (Ongoing)
	2.3.3.19	Shire Wide - Investigate opportunities for water service expansion	Infrastructure Delivery	Water Services		30/06/2023 (Ongoing)
	2.3.3.20	Shire Wide - Scouring Program	Infrastructure Delivery	Water Services		30/06/2023 (Ongoing)
	2.3.3.21	Shire Wide - Water Mains - Replacement program	Infrastructure Delivery	Water Services		30/06/2023 (Annual)
	2.3.3.22	Narrabri - Water Pump Station Rehabilitation and Water Pump Service and Replacement Program	Infrastructure Delivery	Water Services		30/06/2023 (Annual)
	2.3.3.23	Shire Wide - Water Reservoir - Maintenance program	Infrastructure Delivery	Water Services		30/06/2023 (Annual)

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	2.3.3.24	Shire Wide - Water tower access upgrades	Infrastructure Delivery	Water Services		30/06/2023
Strategy 2.3.4: Responsibly manage waste disposal and support the transition to a circular waste economy	2.3.4.1	Shire Wide - Investigate additional opportunities for reuse of treated effluent and encourage the use of alternate water sources on local government assets, including playing fields	Infrastructure Delivery	Sewer Services	Growth Management Strategy 2020	30/06/2023
	2.3.4.2	Narrabri - Zimmerman Street - Sewer Pump Station Update	Infrastructure Delivery	Sewer Services		30/06/2023
	2.3.4.3	Shire Wide - Investigate opportunities for sewer service expansion	Infrastructure Delivery	Sewer Services		30/06/2023
	2.3.4.4	Shire Wide - Sewer Pump Station - Rehabilitation Program	Infrastructure Delivery	Sewer Services		30/06/2023 (Annual)
	2.3.4.5	Shire Wide - Sewer Mains - Relining and Rehabilitation (including manholes and chambers)	Infrastructure Delivery	Sewer Services		30/06/2023 (Annual)
	2.3.4.6	Shire Wide - Sewer Pumps - Service and replacement program	Infrastructure Delivery	Sewer Services		30/06/2023 (Annual)
	2.3.4.7	Wee Waa - Sewer Mains - Replacement program	Infrastructure Delivery	Sewer Services		30/06/2023
	2.3.4.8	Narrabri - Sewer Treatment Plant - Conduct compliance audit	Infrastructure Delivery	Sewer Services		30/06/2023
	2.3.4.9	Narrabri - Sewer Treatment Plant - Upgrade Access Road	Infrastructure Delivery	Sewer Services		30/06/2023

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	2.3.4.10	Wee Waa - Sewer Treatment Plant - Works Augmentation	Infrastructure Delivery	Sewer Services		30/06/2023
	2.3.4.17	Boggabri - Investigate the implementation of a Container Deposit Scheme	Infrastructure Delivery	Waste Services		30/06/2024
	2.3.4.18	Deliver Waste Education Programs	Infrastructure Delivery	Waste Services		30/06/2023 (Ongoing)
	2.3.4.19	Finalise Council's Waste Strategy	Infrastructure Delivery	Waste Services		30/06/2023
	2.3.4.21	Narrabri - Waste Management Facility - Advocate for soft plastics receptacle	Infrastructure Delivery	Waste Services		30/06/2023 (Ongoing)
	2.3.4.22	Narrabri - Waste Management Facility - Investigate and implement a Buy Back Centre – Phase 1: Scope Works	Infrastructure Delivery	Waste Services		30/06/2024
	2.3.4.23	Narrabri - Waste Management Facility - Investigate funding opportunities to implement green waste processing locally	Infrastructure Delivery	Waste Services		30/06/2023 (Ongoing)
	2.3.4.24	Narrabri - Waste Management Facility - New Cell No. 1 - Complete construction (Year 2 of 2)	Infrastructure Delivery	Waste Services		30/06/2023
	2.3.4.26	Narrabri - Waste Management Facility - New Cell No. 2, 3, 4 - Complete Land and Environmental Assessments and Investigate appropriate design	Infrastructure Delivery	Waste Services		30/06/2023
	2.3.4.27	Narrabri - Waste Management Facility - Push Pit - Complete Construction – Phase 1: Scope Works	Infrastructure Delivery	Waste Services		30/06/2024

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	2.3.4.28	Shire Wide - Transfer Station Upgrades – Year 1 of 2	Infrastructure Delivery	Waste Services		30/06/2023
	2.3.4.29	Undertake an annual Green Waste Educational Program (in cooperation with Council's Regulatory Compliance and Weeds Teams)	Infrastructure Delivery	Waste Services		30/06/2023 (Ongoing)
	2.3.4.30	Wee Waa - Investigate the implementation of a Container Deposit Scheme	Infrastructure Delivery	Waste Services		30/06/2023
	2.3.4.31	Shire Wide - Landfill Legacy Closures - Year 1 of 13	Infrastructure Delivery	Waste Services		30/06/2036
	2.3.4.33	Assess critical control points (liquid trade waste)	Infrastructure Delivery	Water Services		30/06/2023



THEME 3

Our Economy

THEME 3: OUR ECONOMY

STRATEGIC DIRECTION 3: A STRONG, DIVERSE, AND SUSTAINABLE ECONOMY

Through extensive community engagement, the Narrabri Shire community identified several environmental priority areas to be actioned over the 2022/2023 financial year.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

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

COMMUNITY OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following economic strategic objectives:

- A diverse economy
- A regionally renowned economy
- A resilient and sustainable economy

KEY STAKEHOLDERS

- Narrabri Shire Council
- Narrabri Shire Community
- Destination NSW
- Visit NSW
- NSW Department of Education and Training
- Local Chambers of Commerce
- NSW Department of Planning and Environment
- Business NSW
- NSW Regional Growth and Development Corporation
- TAFE NSW
- Community College Northern Inland
- Local Businesses
- Regional Development Australia
- Regional Universities Network NSW members
- Country Universities Centre

ACHIEVEMENT MEASURES AND INDICATORS

CSP	Measure	Source
3.1.1	Shire's unemployment rate	Australian Bureau of Statistics
3.1.1	Number of jobs within the Shire	REMPPLAN
3.1.2	Number of programs targeted at local businesses and innovators	Council Data
3.1.2	Quantity of sales through the Why Leave Town Program	Why Leave Town Data
3.1.3	Number of registered businesses in the Shire	REMPPLAN
3.1.3	Number of commercial developments completed in the Shire	Council Data
3.1.4	Formal training opportunities available for youth (16-24 years) in the Shire	Australian Bureau of Statistics and Provider Data
3.1.4	Enrolments in vocational education and training	Australian Bureau of Statistics and Provider Data
3.1.4	Percentage of Shire's population with non-school qualifications	Australian Bureau of Statistics
3.2.1	Hectares of land secured for the Northern NSW Inland Port	Council Data
3.2.1	Approved development within the Northern NSW Inland Port zone	Council Data
3.2.2	Social Media engagement	Council Data
3.2.2	Number of visitors to the Narrabri Region	Destination NSW Data
3.2.2	Population of the Shire	Australian Bureau of Statistics
3.2.3	Number of events, conferences and entertainment activities hosted in the Shire	Council Data
3.2.3	Visitation to the Narrabri Shire	Destination NSW Data
3.2.3	Average spend per visitor to the Shire	Destination NSW Data
3.2.4	Number of State Significant Developments occurring in the Shire	NSW DPE Data
3.3.1	Shire's Gross Regional Product	REMPPLAN
3.3.1	Quantity of value added by industries within the Shire	REMPPLAN
3.3.2	Successful grant applications	Council Data
3.3.1	Grant funding secured	Council Data
3.3.3	Percentage of Council expenditure within the Shire	Council Data
3.3.4	Quantity of Regional Exports	REMPPLAN

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
Objective 3.1: A diverse economy						
Strategy 3.1.1: Support local employment opportunities	3.1.1.1	Conduct annual tendering and procurement information sessions for local contractors	Infrastructure Delivery	Projects and Assets		30/06/2023 (Ongoing)
	3.1.1.2	Promote aviation-related employment opportunities and precincts	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020	30/06/2023
Strategy 3.1.2: Actively engage with and support capacity building opportunities for local businesses and innovators	3.1.2.1	Advocate for continued access to the Rural Financial Counselling Service (RFCS) and encourage local businesses to plan for adverse events and improve their business skills including managing cashflow and arrears	Planning, Strategy and People	Economic Development	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
	3.1.2.2	Conduct annual Business Satisfaction Survey	Planning, Strategy and People	Economic Development		30/06/2023 (Annual)
	3.1.2.3	Conduct Shire wide activities and events for local businesses to improve networking and development	Planning, Strategy and People	Economic Development		30/06/2023 (Ongoing)
	3.1.2.4	Develop and facilitate activities for Small Business Month including the Small Business Summit	Planning, Strategy and People	Economic Development		30/06/2023 (Ongoing)
	3.1.2.5	Maintain Council Connecting Business online business directory and network platform to provide information to small business outlining opportunities and economic activity of the region	Planning, Strategy and People	Economic Development		30/06/2023 (Ongoing)
Strategy 3.1.4: Advocate for and support diverse education and personal	3.1.4.1	Investigate and implement Skills Training Programs targeted at all ages	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
development opportunities to ensure available skills meet local demand	3.1.4.2	Shire Wide - Investigate and support the implementation of youth development programs	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	3.1.4.3	Establish library programs to support and enhance early literacy in our community	Corporate and Community Services	Library Services		30/06/2023 (Ongoing)
	3.1.4.4	Establish library programs to support seniors, youth, disability, Indigenous and CALD (culturally and linguistically diverse) groups in our community	Corporate and Community Services	Library Services		30/06/2023 (Ongoing)
	3.1.4.5	Facilitate Science, Technology, Engineering, Arts, and Mathematics (STEAM) programs in collaboration with community stakeholders	Corporate and Community Services	Library Services		30/06/2023 (Ongoing)
	3.1.4.6	Increase cooperation between the Shire's Libraries and local schools	Corporate and Community Services	Library Services		30/06/2023 (Ongoing)
	3.1.4.7	Shire Wide – Develop library programs for the community	Corporate and Community Services	Library Services		30/06/2023 (Ongoing)

Objective 3.2: A regionally renowned economy

Strategy 3.2.1: Develop a state significant manufacturing, transport, and logistics hub	3.2.1.1	Actively promote the opportunities of the Northern NSW Inland Port (N2IP)	Planning, Strategy and People	Economic Development		30/06/2023 (Ongoing)
	3.2.1.2	Narrabri - Develop scope of works for future infrastructure demands at the Northern NSW Inland Port (N2IP) site (transport, telecommunications, water and sewer)	Planning, Strategy and People	Economic Development		30/06/2024

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	3.2.1.3	Pursue economic diversification through the development of the Northern NSW Inland Port (N2IP) and supporting the attraction of manufacturing, recycling, transport, logistics and agribusinesses	Planning, Strategy and People	Economic Development	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
Strategy 3.2.2: Promote the Shire as an attractive environment to invest, visit and live	3.2.2.1	Develop a New Resident's Kit	Corporate and Community Services	Community Development		30/06/2023
	3.2.2.2	Investigate opportunities to promote the Narrabri Shire's unique selling points (USPs)	Corporate and Community Services	Tourism		30/06/2023 (Ongoing)
	3.2.2.5	Integrate accessibility information into the Visit Narrabri promotional material	Corporate and Community Services	Tourism	2022/2026 Disability Inclusion Action Plan	30/06/2023
Strategy 3.2.3: Develop and support a variety of events and tourism opportunities in the Shire	3.2.3.1	Successfully organise and run Australia Day Events	Corporate and Community Services	Community Development		30/06/2023 (Annual)
	3.2.3.2	Review and update Council's event management processes and procedures to include access and inclusion criteria and information	Corporate and Community Services	The Crossing Theatre	2022/2026 Disability Inclusion Action Plan	30/06/2023
	3.2.3.3	Review and update Councils Events Application to include accessibility considerations within site plan	Corporate and Community Services	The Crossing Theatre	2022/2026 Disability Inclusion Action Plan	30/06/2023
	3.2.3.4	Monitor, update and implement the Destination Management Plan	Planning, Strategy and People	Tourism	Local Strategic Planning Statement 2040	30/06/2023 (Ongoing)

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	3.2.3.7	Develop Narrabri Shire Cultural Tourism Strategy	Corporate and Community Services	Tourism		30/06/2023
	3.2.3.8	Develop Narrabri Shire Seasonal Tourism Marketing Plan	Corporate and Community Services	Tourism		30/06/2023
	3.2.3.10	Encourage commercial, tourist and recreation activities that complement and promote a stronger agricultural sector and build the sector's adaptability	Corporate and Community Services	Tourism	Growth Management Strategy 2020	30/06/2023 (Ongoing)
Strategy 3.2.3: Develop and support a variety of events and tourism opportunities in the Shire	3.2.3.12	Increase membership to cooperative tourism groups	Corporate and Community Services	Tourism		30/06/2023 (Ongoing)
	3.2.3.13	Investigate funding for Tourism Marketing Campaigns	Corporate and Community Services	Tourism		30/06/2023 (Ongoing)
	3.2.3.14	Investigate opportunities for annual events and develop a business case for the Narrabri Shire	Corporate and Community Services	Tourism		30/06/2023
	3.2.3.15	Investigate opportunities to promote the Narrabri Shire's unique Pink Slug	Corporate and Community Services	Tourism		30/06/2023 (Ongoing)
	3.2.3.18	Shire Wide - Investigate additional Council operated tours	Corporate and Community Services	Tourism		30/06/2023

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	3.2.3.19	Shire Wide - Investigate the implementation of sound trails	Corporate and Community Services	Tourism		30/06/2023
Strategy 3.2.4: Capitalise on state significant development that occurs in the Shire for the benefit of the community	3.2.4.1	Adapt road strategies to manage the impact of regionally important projects such as the Inland Rail and other significant freight requirements on the future road network of the Narrabri Shire.	Infrastructure Delivery	Design and Investigation		30/06/2023
	3.2.4.3	Narrabri - Investigate the potential to undertake containerised freight transportation via the Northern NSW Inland Port (N2IP) and the Narrabri Airport	Planning, Strategy and People	Economic Development		30/06/2023
Objective 3.3: A resilient and sustainable economy						
Strategy 3.3.1: Support the resilience, growth, and diversity of the local economy	3.3.1.1	Review and implement the Economic Development Strategy with a focus on innovative and knowledge jobs, and leveraging the agriculture and tourism sector	Planning, Strategy and People	Economic Development	Local Strategic Planning Statement 2040	30/06/2023
Strategy 3.3.2: Revenue from grants and funding programs is maximised and responsibly managed	3.3.2.1	Implement and promote Council's Grants Portal	Corporate and Community Services	Grants		30/06/2023
	3.3.2.2	Provide assistance with funding applications for Capital Works Projects	Corporate and Community Services	Grants		30/06/2023 (Ongoing)
	3.3.2.3	Shire Wide - Conduct annual community grants workshop	Corporate and Community Services	Grants		30/06/2023 (Annual)

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	3.3.2.4	Support community groups and local businesses to applying for grants	Corporate and Community Services	Grants	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
	3.3.2.5	Identify alternative funding opportunities to implement innovative Library programs	Corporate and Community Services	Library Services		30/06/2023 (Ongoing)
Strategy 3.3.3: Achieve economic sustainability through supporting local businesses	3.3.3.1	Advocate for and support initiatives for local businesses, including business development workshops and seminars as well as available on-line resources	Planning, Strategy and People	Economic Development	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
Strategy 3.3.4: Advocate for and invest in infrastructure to support and future-proof the local and broader economy	3.3.4.1	Develop and implement a Narrabri Shire Christmas Activation Strategy	Planning, Strategy and People	Economic Development		30/06/2023
	3.3.4.2	Investigate and implement development incentives to increase development across the Shire	Planning, Strategy and People	Economic Development		30/06/2023 (Ongoing)
	3.3.4.3	Narrabri - Advocate for the upgrade of the Old Gaol	Planning, Strategy and People	Economic Development		30/06/2023 (Ongoing)
	3.3.4.4	Narrabri - Saleyards - Truck Wash Tank	Corporate and Community Services	Saleyards		30/06/2023



THEME 4

Our Civic Leadership

THEME 4: OUR CIVIC LEADERSHIP

STRATEGIC DIRECTION 4: COUNCIL AS STRONG LEADERS FOR THE COMMUNITY

Through extensive community engagement, the Narrabri Shire community identified several environmental priority areas to be actioned over the 2022/2023 financial year.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

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

COMMUNITY OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following civic leadership strategic objectives:

- A transparent and accountable Council
- A strong Council that advocates for the Community
- A resilient and sustainable Council

KEY STAKEHOLDERS

- Narrabri Shire Council
- Narrabri Shire Community
- NSW Office of Local Government
- New England Joint Organisation
- Department of Premier and Cabinet
- Department of Prime Minister and Cabinet
- State and Federal Government

ACHIEVEMENT MEASURES AND INDICATORS

CSP	Measure	Source
4.1.1	Percentage of Operational Plan Actions completed	Council Data
4.1.1	Percentage of asset Masterplan Actions completed	Council Data
4.1.2	Community satisfaction with elected representatives	Community Satisfaction Survey
4.1.2	Number of Code of Conduct breaches	Council Data
4.1.2	Number of Public Interest disclosures received	Council Data
4.1.3	Media content dedicated to raising awareness of Council's role in the community	Council Data
4.1.4	All recordings of open council meetings are publicly available on Council's website	Council Data
4.2.1	Community satisfaction rate of Council's operations	Community Satisfaction Survey
4.2.2	Number of submissions made to external parties on behalf of the community	Council Data
4.2.3	Community satisfaction rate of Council's communications and provision of information	Community Satisfaction Survey
4.2.4	Visitation to Council's website	Council Data
4.2.4	Percentage of calls completed at first contact	Council Data
4.3.1	Percentage of Policies reviewed annually	Council Data
4.3.2	Council meeting Fit for the Future Ratios	Council Data
4.3.2	Staff retention rate	Council Data
4.3.2	Asset renewal ratio	Council Data
4.3.3	Number of internal audits conducted	Council Data
4.3.3	Percentage of outstanding internal audit action items	Council Data
4.3.3	Quantity of efficiency savings	Council Data
4.3.4	Health and wellbeing programs for staff	Council Data
4.3.4	Staff satisfaction rate	Staff Satisfaction Survey
4.3.4	Lost time injuries	Council Data

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
Objective 1.1: A safe and healthy community						
Strategy 4.1.1: Ensure all operations are pre-planned and executed in the best interests of the community	4.1.1.2	Develop the Narrabri Shire Youth Strategy	Corporate and Community Services	Community Development		30/06/2023
	4.1.1.5	Narrabri - Library - Develop Master Plan	Corporate and Community Services	Property Services		30/06/2023
	4.1.1.6	Narrabri - Saleyards - Annual Business Review	Corporate and Community Services	Saleyards		30/06/2023 (Annual)
	4.1.1.7	Develop Management Plans for Sewer Data, and Sewer Treatment Plants	Infrastructure Delivery	Sewer Services		30/06/2023
	4.1.1.11	Narrabri - Visitor Information Centre - Investigate Redevelopment	Corporate and Community Services	Tourism		30/06/2023
	4.1.1.12	Develop Management Plans for Water Assets, Chlorine Operations, Drinking Water, Water Restriction, Water Reservoirs, and Water Reticulation Network	Infrastructure Delivery	Water Services	2022/2026 Resourcing Strategy: Asset Management Strategy	30/06/2023
Strategy 4.1.2: Enforce good governance, risk management, and statutory compliance	4.1.2.1	Develop Council's Service Review Strategy	Planning, Strategy and People	Governance		30/06/2023
	4.1.2.2	Ensure Council complies with public access to information requirements pursuant to the relevant legislation	Planning, Strategy and People	Governance		30/06/2023 (Ongoing)

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	4.1.2.3	Implement an electronic Delegations Management System	Planning, Strategy and People	Governance		30/06/2023
	4.1.2.8	Carryout annual inspections of urban areas to identify properties requiring repair or demolition and implement a program to require action to repair or demolish derelict buildings	Planning, Strategy and People	Regulatory Compliance		30/06/2023 (Ongoing)
	4.1.2.9	Run programs for Asbestos Awareness Month (November)	Planning, Strategy and People	Regulatory Compliance		30/06/2023 (Annual)
	4.1.2.10	Conduct annual Business Continuity Plan (BCP) exercises and update as required	Planning, Strategy and People	Risk		30/06/2023 (Ongoing)
	4.1.2.11	Conduct quarterly Audit Risk and Improvement Committee meetings	Planning, Strategy and People	Risk		30/06/2023 (Ongoing)
	4.1.2.12	Continue to implement Council's Internal Audit Program	Planning, Strategy and People	Risk		30/06/2023 (Ongoing)
	4.1.2.13	Deliver and maintain Council's Safety Audit System	Planning, Strategy and People	Risk		30/06/2023 (Ongoing)
	4.1.2.14	Develop Council's Internal Audit Strategy	Planning, Strategy and People	Risk		30/06/2023
	4.1.2.16	Finalise Council's Fraud and Corruption Plan	Planning, Strategy and People	Risk		30/06/2023
	4.1.2.17	Wee Waa - Boundary Street - Reservoir Risk Assessment	Infrastructure Delivery	Water Services		30/06/2023

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	4.1.2.18	Upgrade the Chemical Loading Station at the Narrabri Depot	Infrastructure Delivery	Weeds		30/06/2023
Strategy 4.1.3: Increase awareness of Council's role in the community including the services and facilities provided	4.1.3.1	Raise awareness of support services available and connect people to relevant service providers in times of adverse events	Corporate and Community Services	Communications	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
	4.1.3.2	Provide links on Council's website to relevant disability inclusion information	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	30/06/2023
Strategy 4.1.4: Ensures transparent and accountable decision making for our community	4.1.4.1	Review and update Council's Code of Conduct	Planning, Strategy and People	Governance		30/06/2023
	4.1.4.2	Review and update Council's Code of Meeting Practice	Planning, Strategy and People	Governance		30/06/2023
Objective 4.2: A strong Council that advocates for the Community						
Strategy 4.2.1: Communicate and engage with the community regarding decision-making	4.2.1.1	Grow partnerships with Aboriginal communities to improve engagement process and outcomes, including the development of Aboriginal Elders Principles for engagement, collaboration and Aboriginal led projects	Corporate and Community Services	Community Development	Growth Management Strategy 2020	30/06/2023 (Ongoing)
	4.2.1.2	Ensure Aboriginal communities are engaged throughout the preparation of local planning strategies and local plans	Corporate and Community Services	Community Development	Growth Management Strategy 2020	30/06/2023 (Ongoing)
	4.2.1.3	Implement opportunities for further engagement with the younger population of the Shire via the Narrabri Shire Youth Council	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	4.2.1.5	Review and update the Narrabri Shire Community Engagement Strategy (and ensure barriers to access are considered and mitigated)	Planning, Strategy and People	IPR	2022/2026 Disability Inclusion Action Plan	30/06/2023
	4.2.1.6	Support and liaise with community groups and local residents regarding traffic and alcohol free-zoning requirements	Planning, Strategy and People	Regulatory Compliance	Community Safety and Crime Prevention Action Plan 2019-2023	30/06/2023 (Ongoing)
Strategy 4.2.2: Work cooperatively and appropriately with external parties to advocate for the community's best interests	4.2.2.1	Advocate for a School for Specific Purpose (SSP) to be established in Narrabri to provide specialist and dedicated support for students with moderate to high learning needs, and who meet the NSW Department of Education's Disability Criteria.	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	30/06/2023 (Ongoing)
	4.2.2.2	Advocate for the implementation of support programs and networks for young parents across the Shire	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	4.2.2.3	Foster closer cooperation with Local Aboriginal Land Councils to identify the unique potential and assets of the New England and North West's communities	Corporate and Community Services	Community Development	Growth Management Strategy 2020	30/06/2023 (Ongoing)
	4.2.2.4	Narrabri - Investigate and advocate for a PCYC that operates outreach services across the Shire	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	4.2.2.5	Organise and run the Seniors Festival and Awards	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	4.2.2.6	Successfully organise and run International Women's Day Events	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	4.2.2.7	Successfully organise and run International Day of People with Disabilities Events	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	30/06/2023 (Ongoing)
	4.2.2.8	Successfully organise and run Youth Week activities	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	4.2.2.9	Support the development of a Disability Interagency Committee to assist in identifying and lobbying for service gaps within the disability sector	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	30/06/2023
	4.2.2.10	Work with the Transport for NSW to ensure transport decisions promote the best outcome for Narrabri Shire communities.	Infrastructure Delivery	Design and Investigation	Local Strategic Planning Statement 2040	30/06/2023
	4.2.2.11	Improve communication infrastructure by lobbying the State and Federal Governments to extend mobile telephone coverage across the Shire	Planning, Strategy and People	Economic Development	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
	4.2.2.13	Work with the NSW Audit Office to advocate for a more efficient Internal Audit Strategy	Planning, Strategy and People	Risk		30/06/2023 (Ongoing)
	4.2.2.14	Work with the NSW Government and Regional Growth and Development Corporation to facilitate development across the Narrabri Shire	Planning, Strategy and People	Strategic Planning		30/06/2023 (Ongoing)

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
Strategy 4.2.3: Deliver clear and effective communication	4.2.3.2	Develop the Council's Communications Strategy	Corporate and Community Services	Communications		30/06/2023
	4.2.3.3	Finalise Council's Internal Style Guide	Corporate and Community Services	Communications		30/06/2023
	4.2.3.4	Investigate potential changes to Council's Rates and Water Notices to improve their readability	Corporate and Community Services	Financial Services		30/06/2023
	4.2.3.5	Produce Annual Factsheets regarding Council's Budget and Financial Statements to improve community understanding of Council's financials	Corporate and Community Services	Financial Services		30/06/2023 (Ongoing)
	4.2.3.6	Develop appendices to Council's Communications Strategy for Capital Works Projects Factsheets and Media Releases	Infrastructure Delivery	Projects and Assets		30/06/2023
	4.2.3.7	Develop Factsheets regarding State Significant Development occurring within the Shire	Planning, Strategy and People	Strategic Planning		30/06/2023 (Ongoing)
	Strategy 4.2.4: Deliver high quality and informative customer service	4.2.4.1	Regularly undertake community education to raise awareness of potential adverse events and provide agency information on how businesses and households can prepare and respond	Corporate and Community Services	Communications	Narrabri Shire Adverse Event Plan
4.2.4.2		Ensure customer service procedures are reviewed and continuously improved, including Council's Customer Service Charter	Corporate and Community Services	Community Relations		30/06/2023 (Ongoing)

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	4.2.4.3	Investigate the upgrade of Council's Customer Relations Module	Corporate and Community Services	Community Relations		30/06/2023 (Ongoing)
	4.2.4.5	Conduct biannual educational programs to improve customer experience when undertaking development within the Shire	Planning, Strategy and People	Statutory Planning		30/06/2023 (Ongoing)
	4.2.4.6	Investigate and implement community-based organisations catering packages for meetings to be held at The Crossing Café	Corporate and Community Services	The Crossing Theatre		30/06/2023
	4.2.4.7	Investigate opportunities to enhance the experience of patrons attending The Crossing Café	Corporate and Community Services	The Crossing Theatre		30/06/2023

Objective 4.3: A resilient and sustainable Council

Strategy 4.3.1: Ensure policies and procedures are effective and implemented in accordance with legislative requirements and best practice principles	4.3.1.1	Develop and implement procedures for all front-line customer service staff to improve service delivery and complaints handling for people with a disability	Corporate and Community Services	Community Relations	2022/2026 Disability Inclusion Action Plan	30/06/2023
	4.3.1.2	Review procurement process to reflect best practice.	Corporate and Community Services	Financial Services		30/06/2023
	4.3.1.3	Undertake a review of all Council Policies and Operational Protocols	Planning, Strategy and People	Governance		30/06/2023
	4.3.1.4	Develop strategies and policies for the management of Council's real property and associated assets	Corporate and Community Services	Property Services	2022/2026 Resourcing Strategy: Asset Management Strategy	30/06/2023

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	4.3.1.6	Develop an Operational Protocol for the Maintenance and Operation of Sewer Testing Kits and Sampling	Infrastructure Delivery	Sewer Services		30/06/2023
	4.3.1.7	Develop an Operational Protocol for the Maintenance and Operation of Water Testing Kits and Sampling	Infrastructure Delivery	Water Services		30/06/2023
	4.3.1.8	Develop Council's Water Leak Policy	Infrastructure Delivery	Water Services		30/06/2023
Strategy 4.3.2: Sustainably manage Council's finances, assets, and workforce	4.3.2.1	Annually review Council's Rating Structure to ensure equity and fairness in rating distribution.	Corporate and Community Services	Financial Services	Fit For The Future Improvement Plan	30/06/2023 (Ongoing)
	4.3.2.2	Review and monitor Council's financial risk profile across the organisation.	Corporate and Community Services	Financial Services		30/06/2023 (Ongoing)
	4.3.2.5	Develop Council's Workshop Upgrade Plan	Infrastructure Delivery	Fleet		30/06/2023
	4.3.2.6	Develop, review, and prioritise relevant fleet replacement programs	Infrastructure Delivery	Fleet		30/06/2023 (Ongoing)
	4.3.2.8	Develop Council's Entry Level Employment Strategy	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023
	4.3.2.10	Investigate and implement a data capture system to help inform Council operations and Workforce Management	Planning, Strategy and People	Human Resources		30/06/2023 (Ongoing)

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	4.3.2.11	Investigate non-salary based incentives for Council Staff	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023 (Ongoing)
	4.3.2.12	Investigate opportunities to support a culturally diverse workforce	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023 (Ongoing)
	4.3.2.13	Update Council's Equal Employment Opportunity (EEO) Management Plan	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023 (Ongoing)
	4.3.2.14	Continue to implement Council's Mature Aged Workforce Strategy	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023 (Ongoing)
	4.3.2.17	Develop and conduct Recruitment Workshops for people of all abilities to increase understanding the local government recruitment process	Planning, Strategy and People	Human Resources	2022/2026 Disability Inclusion Action Plan	30/06/2023
	4.3.2.18	Develop an Easy Read fact sheet for people considering applying for a job with local government	Planning, Strategy and People	Human Resources	2022/2026 Disability Inclusion Action Plan	30/06/2023
	4.3.2.19	Council Technological Upgrades - Laptops and Desktops	Corporate and Community Services	Information Services		30/06/2023 (Ongoing)

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	4.3.2.20	Council Technological Upgrades - Mobility Devices (Mobiles)	Corporate and Community Services	Information Services		30/06/2023 (Ongoing)
	4.3.2.21	Council Technological Upgrades - Mobility Devices (Tablets)	Corporate and Community Services	Information Services		30/06/2023 (Ongoing)
	4.3.2.22	Council Technological Upgrades - Monitors	Corporate and Community Services	Information Services		30/06/2023 (Ongoing)
	4.3.2.23	Develop an Information Services Asset Renewal Program	Corporate and Community Services	Information Services	2022/2026 Resourcing Strategy: Asset Management Strategy	30/06/2023
	4.3.2.25	Develop Council's Asset Management Guidelines and Contract Management Framework	Infrastructure Delivery	Projects and Assets	2022/2026 Resourcing Strategy: Asset Management Strategy	30/06/2023
	4.3.2.28	Review and update Council's Capital Project Checklist	Infrastructure Delivery	Projects and Assets		30/06/2023
	4.3.2.29	Run annual Project Management workshops with Managers	Infrastructure Delivery	Projects and Assets		30/06/2023 (Ongoing)
	4.3.2.30	Develop Council's Facilities Management Policy and Operational Protocol	Corporate and Community Services	Property Services		30/06/2024

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	4.3.2.36	Narrabri - Sewer Mains - Replacement program	Infrastructure Delivery	Sewer Services		30/06/2023
	4.3.2.37	Develop Maintenance Plans for Sewer Assets	Infrastructure Delivery	Sewer Services	2022/2026 Resourcing Strategy: Asset Management Strategy	30/06/2023
	4.3.2.38	Narrabri - Sewer Treatment Plant - Options Study	Infrastructure Delivery	Sewer Services		30/06/2023
	4.3.2.39	Shire Wide - Conduct a critical spares assessment and procure critical spares	Infrastructure Delivery	Sewer Services		30/06/2023
	4.3.2.40	Shire Wide - Sewer Assets - Condition Assessments	Infrastructure Delivery	Sewer Services	2022/2026 Resourcing Strategy: Asset Management Strategy	30/06/2023
	4.3.2.42	Shire Wide - Conduct a critical spares assessment and procure critical spares	Infrastructure Delivery	Water Services		30/06/2023
	4.3.2.43	Shire Wide - Water Assets - Condition Assessments	Infrastructure Delivery	Water Services	2022/2026 Resourcing Strategy: Asset Management Strategy	30/06/2023
Strategy 4.3.3: Deliver reliable and quality services through	4.3.3.2	Review and update Council's Website to modernise and incorporate 'self-service' opportunities increasing accessibility for community members	Corporate and Community Services	Community Relations		30/06/2023

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
innovation and continuous improvement	4.3.3.3	Implement disability awareness training for all Councillors and staff and include in Council's onboarding process	Planning, Strategy and People	Human Resources	2022/2026 Disability Inclusion Action Plan	30/06/2023
	4.3.3.7	Shire Wide - SCADA Upgrade	Infrastructure Delivery	Sewer Services		30/06/2025
	4.3.3.8	Shire Wide - SCADA Upgrade	Infrastructure Delivery	Water Services		30/06/2025
	4.3.3.9	Conduct communications program to encourage uptake of Council Smart Water Metre App	Infrastructure Delivery	Water Services		30/06/2023
Strategy 4.3.4: Provide a safe and healthy working environment	4.3.4.1	Conduct annual Staff Recognition Program	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023 (Annual)
	4.3.4.2	Ensure all staff are appropriately inducted into Council's premises, systems, policies and processes	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023 (Ongoing)
	4.3.4.4	Narrabri - Depot - Stores Office Construction (Carryover 2020/2021)	Corporate and Community Services	Property Services		30/06/2023
	4.3.4.6	Wee Waa - Depot - Amenities Upgrade	Corporate and Community Services	Property Services		30/06/2023

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	
	4.3.4.7	Boggabri - Depot - Relocation to 82 Walton Street	Corporate and Community Services	Property Services		30/06/2023
	4.3.4.8	Organise and execute Council's Safety Awards annually	Planning, Strategy and People	Risk		30/06/2023 (Annual)
	4.3.4.9	Review and implement Council's Risk Management Framework	Planning, Strategy and People	Risk		30/06/2023 (Ongoing)
	4.3.4.10	Conduct quarterly Health and Safety Committee meetings	Planning, Strategy and People	Risk		30/06/2023 (Ongoing)
	4.3.4.11	Ensure the delivery of compliance and awareness training to required staff	Planning, Strategy and People	Risk		30/06/2023 (Ongoing)
	4.3.4.12	Implement an annual Health and Wellness Day for Council's employees	Planning, Strategy and People	Risk	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023 (Ongoing)
	4.3.4.13	Implement Council's Integrated Management System (WHS, Environment and Quality)	Planning, Strategy and People	Risk		30/06/2023
	4.3.4.14	Investigate and implement opportunities to improve employees' health and wellbeing	Planning, Strategy and People	Risk	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023

APPENDICES

APPENDIX A: 2022/2023 REVENUE POLICY

APPENDIX B: 2022/2023 FEES AND CHARGES

APPENDIX C: 2022/2023 OPERATIONAL BUDGET

APPENDIX D: 2022/2023 CAPITAL WORKS PROGRAM

Contact Us

If you have any questions regarding this Plan or the Integrated Planning and Reporting Framework, please visit the Integrated Planning and Reporting page on our website (www.narrabri.nsw.gov.au) or contact us via:



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