

2020 - 2021

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Operational Plan



NARRABRI SHIRE
DISCOVER THE POTENTIAL

DISCLAIMER

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

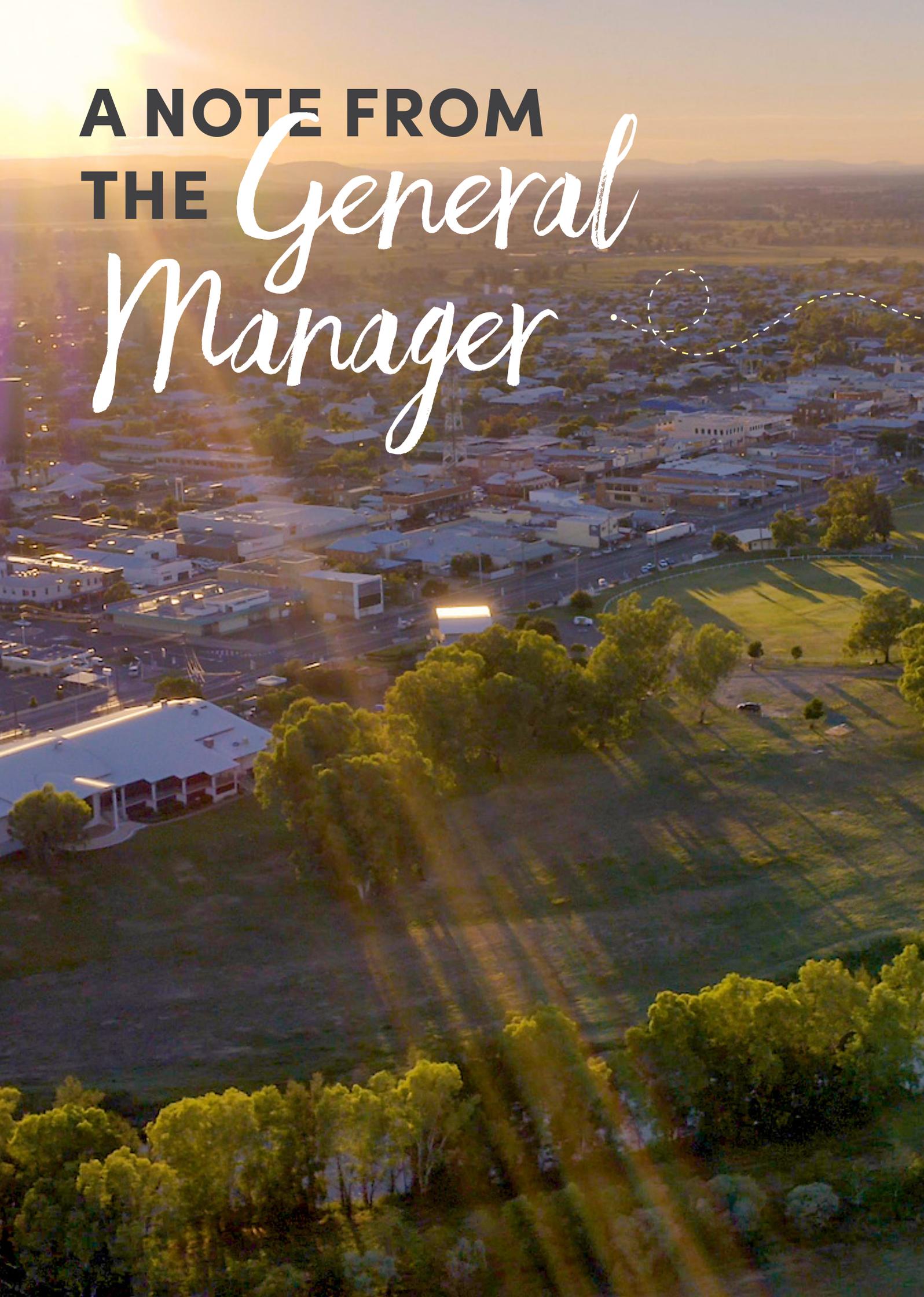
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**A NOTE FROM
THE**

*General
Manager*





What an exciting period the Narrabri Shire is currently facing! Billions of dollars of proposed investment in the Shire is definitely something to be excited about! More jobs, new businesses, extra opportunities, together will bring economic diversity for the Shire leading to economic stability into the future.

Council remains focused on capturing the benefits of this significant investment in the Shire without losing sight of maintaining quality service delivery, prioritising fiscal responsibility as well as the fiscal sustainability that has been achieved over the last five (5) years.

This financial year will see no increases on last year's rates as well as our fees and charges. This decision was made with the backdrop of a number of years drought compounded by the COVID-19 pandemic we are currently still battling with. This decision will hopefully see our Community be able to get back up to its feet sooner and those needed some relief will receive it through this considerate decision for 2020/2021.

Like everyone, Council will need to be cognisant of its spending and review regularly its operational and capital works budgets. But be rest assured that Council's commitment to fiscal responsibility, on behalf of all the residents within the Shire remains a Council priority.

As General Manager of Narrabri Shire Council, it gives me great pleasure to present to the Narrabri Shire community, the Operational Plan for the 2020/2021 Financial Year. The Plan continues the Council's focused investment in critical infrastructure and the future proofing of the Shire, especially considering the extremely bright future we have in store.

I am extremely proud to lead the Council organisation and deliver on the Council's capital works program on behalf of the Narrabri Shire community.

- Stewart Todd, General Manager

Acknowledgement of Country

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

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

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

Adopted by Narrabri Shire Council in July 2016.



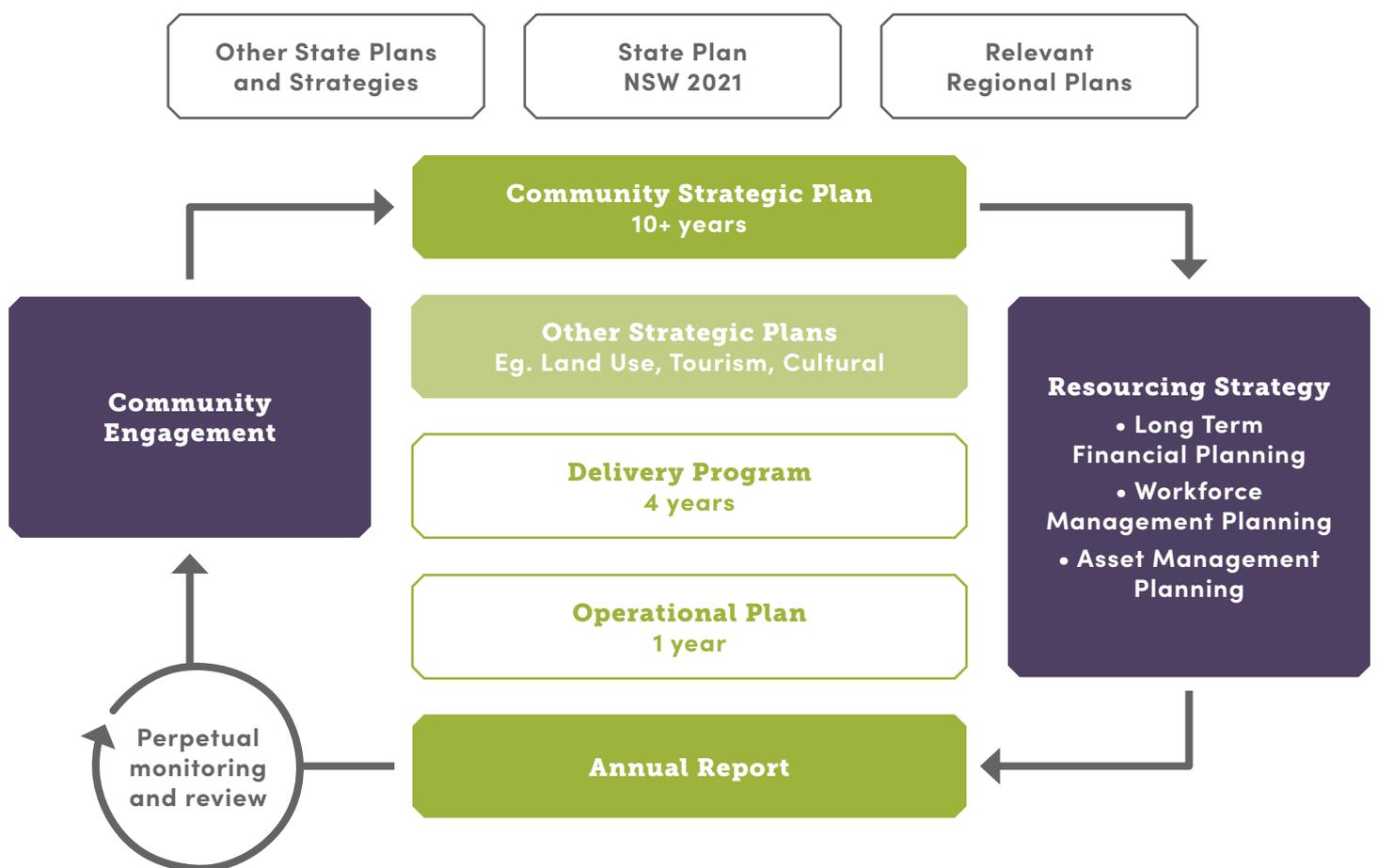


INTEGRATED PLANNING AND REPORTING FRAMEWORK

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 Program and Resourcing Strategy.

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

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.

DELIVERY PROGRAM

The strategies identified in the Community Strategic Plan flow down into the Delivery Program. The Delivery Program outlines how Council will deliver and resource these strategies over the following four-year period.

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.

RESOURCING STRATEGY

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

- **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.
- **Long-Term Financial Plan** outlines how Council will structure its available financial resources to achieve the strategic objectives over a 10-year timeframe.
- **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.

DEVELOPING OUR OPERATIONAL PLAN

OUR OPERATIONAL PLAN

In line with the Local Government Act 1993, Council must prepare and adopt an Operational Plan each financial year, outlining the activities to be undertaken that 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.

The association between the Community Strategic Plan, Delivery Program and Operational Plan is demonstrated in the following Figure.

REPORTING & MEASURING PROGRESS

The General Manager reports quarterly to Council on the budget in the Operational Plan and on our progress against actions identified in the plan. Council must report on the Delivery Program every six months. Actions in the Operational Plan are determined in the Delivery Program. Measurable targets have been aligned with actions in this Operational Plan to allow Council to monitor its progress in achieving the plan.

OPERATION PLAN ASSOCIATION



YOUR COUNCIL

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

OUR SHARED VISION

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

COUNCIL'S VALUES

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

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

The figure on the following page summarises our Values.

Corporate values



Integrity

Ensuring transparency and honesty in all our activities.



Leadership

Providing guidance and direction to our community and our people.



Customer Focus

Delivering prompt, courteous and helpful services and being responsive to the community's changing needs.



Accountability

Accepting our responsibility for the provision of quality services and information.



Respect

Treating everyone with courtesy, dignity and fairness.



Excellence

Being recognised for providing services, programs and information which consistently meet and exceeds standards.

OUR GUIDING PRINCIPLES

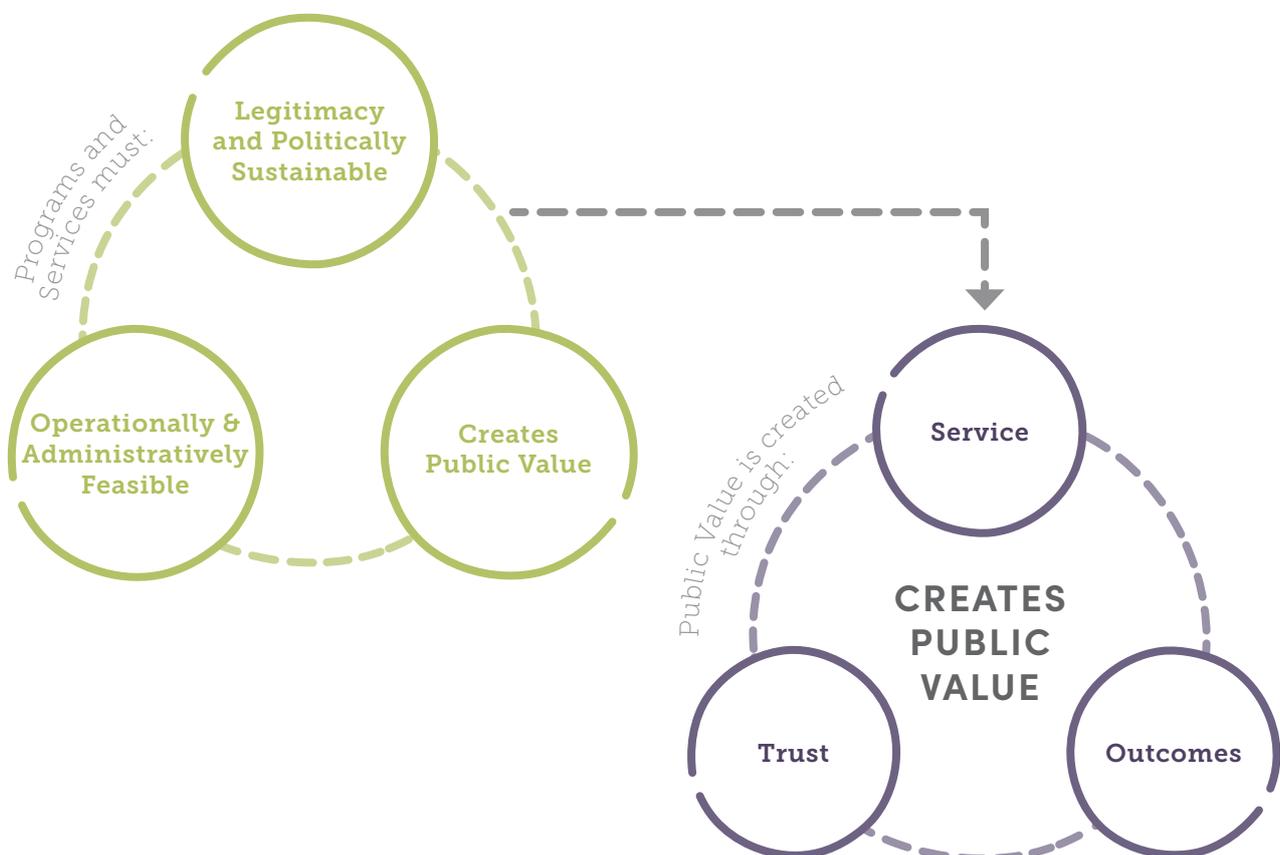
Social Justice: Social justice principles, derived from the NSW Government's Social Justice Strategy, promote:

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

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

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

PUBLIC VALUE MODEL



COUNCIL'S ROLE

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

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

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

KEY PARTNERS

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

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

OUR ELECTED COUNCILLORS

Our elected Councillors represent the Narrabri Shire on Council matters in accordance with the Local Government Act and associated legislation. Nine Councillors were elected in September 2016, Council currently has a vacancy of one Councillor.



Mayor
Cr Cathy Redding



Deputy Mayor
Cr Cameron Staines



Cr Ron Campbell



Cr Maxine Booby



Cr Robert Kneale



Cr Annie McMahon



Cr Ron Campey

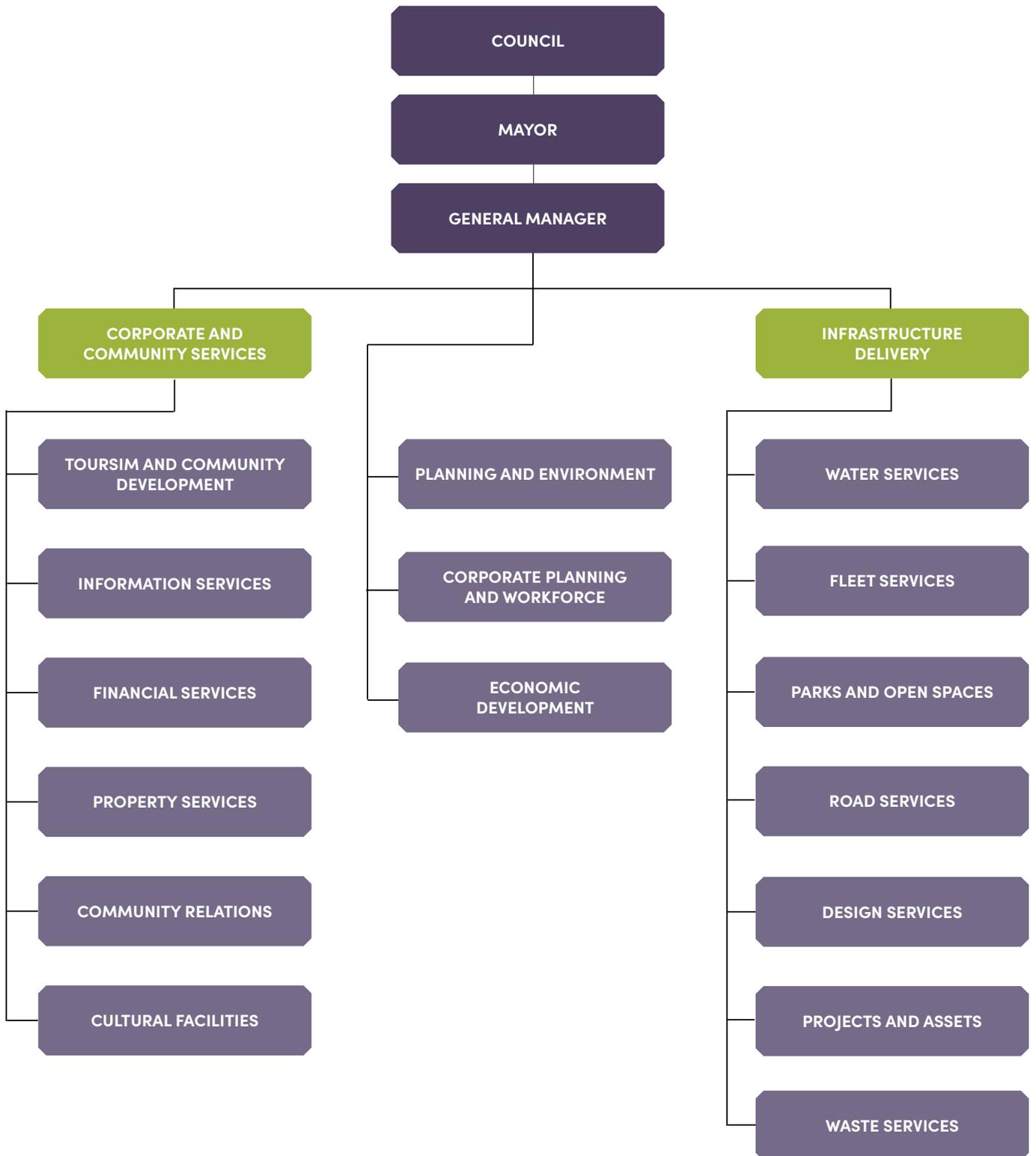


Cr Lloyd Finlay

OUR ORGANISATIONAL STRUCTURE

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

NARRABRI SHIRE COUNCIL ORGANISATIONAL STRUCTURE



OUR STRATEGIC DIRECTIONS

OUR FUTURE DIRECTIONS

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

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

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

The figure on the following page summarises our Vision and Strategic Direction.

Strategic direction

OUR VISION

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



Theme 1: OUR SOCIETY

Strategic Direction 1: Safe, Inclusive and Connected Community

A safe, supportive community where everyone feels welcomed, valued and connected.



Theme 2: OUR ENVIRONMENT

Strategic Direction 2: Environmentally Sustainable and Productive Shire

Maintaining a healthy balance between our natural and built environments.



Theme 3: OUR ECONOMY

Strategic Direction 3: Progressive and Diverse Economy

A strong, diverse economy that attracts, retains and inspires business, industry and tourism growth.



Theme 4: OUR CIVIC LEADERSHIP

Strategic Direction 4: Collaborative and Proactive Leadership

Working pro-actively together to achieve our shared vision with strong strategic direction.

THEME 1

Our Society



www.narrabri.nsw.gov.au

THEME 1: OUR SOCIETY

STRATEGIC DIRECTION 1: SAFE, INCLUSIVE AND CONNECTED COMMUNITY

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

COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire community identified several social priority areas to be actioned over the 2020 - 2021 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 OUTCOMES

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

- Increased community arts, events and entertainment
- Reduction in anti-social behaviour and public offences
- Improved community accessibility and inclusiveness
- Improved sport and recreational services and facilities
- Improved educational services and learning pathways
- Improved community health and support services

THEME 1: OUR SOCIETY

STRATEGIC DIRECTION 1: SAFE, INCLUSIVE AND CONNECTED COMMUNITY



STRATEGY OBJECTIVE: 1.1 - COMMUNITY HEALTH, SAFETY AND SUPPORT SERVICES WILL ADEQUATELY MEET CHANGING COMMUNITY NEEDS

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
1.1.1 - Support and encourage health and wellbeing programs and services to improve resident lifestyles	1.1.1.1 - Develop educational and recreational programs in all branch Libraries at least on a quarterly basis.	30/06/2021	Corporate and Community Services	Manager Cultural Facilities
	1.1.1.4 - Draft a Plan of Management for the Narrabri Creek Sport and Recreation Precinct incorporating recommendations of Narrabri Shire Sport and Recreation Plan.	30/06/2021	Infrastructure Delivery	Manager Parks and Open Spaces
	1.1.1.7 - Explore options for developing a "Civic Precinct" in the vicinity of the old Boggabri Bowling Club site.	30/06/2021	Corporate and Community Services	Manager Property Services
1.1.2 - Maximise community safety through the implementation of crime prevention and risk management actions	1.1.2.1 - Apply Crime Prevention Through Environmental Design (CPTED) principles to the design and maintenance of parks, open spaces and amenities to enhance public safety.	30/06/2021	Infrastructure Delivery	Manager Parks and Open Spaces
	1.1.2.3 - Support and liaise with community groups and local residents regarding traffic and alcohol free-zoning requirements.	30/06/2021	Infrastructure Delivery	Manager Design Services
	1.1.2.8 - Establish a Community Education - Home and Vehicle Security Project Group and identify NGO's, Community Organisations and Businesses willing to support. <i>Source: Narrabri Shire Crime Prevention Strategy 2014-2018</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.9 - NSW Police to promote eye watch program to Narrabri Shire community members to provide opportunity for community to participate in active crime prevention activities online. <i>Source: Narrabri Shire Crime Prevention Strategy 2014-2018</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.10 - Offer seminars to community groups including Service Clubs to educate residents on security measures to reduce risk of property and vehicle theft. <i>Source: Narrabri Shire Crime Prevention Strategy 2014-2018</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development

STRATEGY OBJECTIVE: 1.1 - COMMUNITY HEALTH, SAFETY AND SUPPORT SERVICES WILL ADEQUATELY MEET CHANGING COMMUNITY NEEDS

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
1.1.2 - Maximise community safety through the implementation of crime prevention and risk management actions	1.1.2.12 – Investigate and source positive Drug Education Programs in collaboration with other services to inform residents about drug use and associated health issues. <i>Source: Narrabri Shire Crime Prevention Strategy 2014-2018</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.13 – Conduct annual condition inspections for all land and buildings to maintain public safety. <i>Source: Narrabri Shire Crime Prevention Strategy 2014-2018</i>	30/06/2021	Corporate and Community Services	Manager Property Services
	1.1.2.15 – Implement safe road designs to address identified criteria within the shire network.	30/06/2021	Infrastructure Delivery	Manager Design Services
	1.1.2.19 – Support NSW Police to improve the community's perception of the level of crime within Narrabri Shire. <i>Source: Community Safety and Crime Prevention Action Plan 2019-2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.20 – Support and promote educational programs targeted at assisting young people in developing healthy, respectful relationships. <i>Source: Community Safety and Crime Prevention Action Plan 2019-2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.21 – Continue to support activities that raise awareness through participation in and promotion of community events (White Ribbon Day etc). <i>Source: Community Safety and Crime Prevention Action Plan 2019-2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.22 – Establish and maintain strong relationships with relevant government and local agencies, and service providers to commit resources which support the safety of families, children, and young people in Narrabri Shire. <i>Source: Community Safety and Crime Prevention Action Plan 2019-2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development

STRATEGY OBJECTIVE: 1.1 – COMMUNITY HEALTH, SAFETY AND SUPPORT SERVICES WILL ADEQUATELY MEET CHANGING COMMUNITY NEEDS

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
1.1.2 – Maximise community safety through the implementation of crime prevention and risk management actions	1.1.2.25 – Provide regular and up-to date information to the community regarding personal safety measures and strategies. <i>Source: Community Safety and Crime Prevention Action Plan 2019–2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.26 – Work collaboratively with government and local agencies to promote and support programs related to harm minimization and the reduction of alcohol related violence. <i>Source: Community Safety and Crime Prevention Action Plan 2019–2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.27 – Support and encourage the provision of drug education programs in collaboration with other services to inform community members about drug use and associated health issues. <i>Source: Community Safety and Crime Prevention Action Plan 2019–2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.29 – Provide encouragement and support to the delivery of alcohol and drug-free community events within Narrabri Shire. <i>Source: Community Safety and Crime Prevention Action Plan 2019–2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.30 – Support educational and community-based programs that encourage participation and celebrate the achievements of young people within the Shire. <i>Source: Community Safety and Crime Prevention Action Plan 2019–2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.31 – Continue to support activities that raise awareness through participation in and promotion of community events (Graffiti Removal Day etc). <i>Source: Community Safety and Crime Prevention Action Plan 2019–2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development

STRATEGY OBJECTIVE: 1.1 - COMMUNITY HEALTH, SAFETY AND SUPPORT SERVICES WILL ADEQUATELY MEET CHANGING COMMUNITY NEEDS

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
1.1.2 – Maximise community safety through the implementation of crime prevention and risk management actions	1.1.2.32 – Raise awareness of vandalism and malicious damage that is occurring within Narrabri Shire. <i>Source: Community Safety and Crime Prevention Action Plan 2019–2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.33 – Partner with local community groups and organisations to provide recreational activities for young people as a diversion from anti-social behavior. <i>Source: Community Safety and Crime Prevention Action Plan 2019–2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.34 – Support NSW Police to promote the provision of workshops in regional NSW aimed at tackling rural crime. <i>Source: Community Safety and Crime Prevention Action Plan 2019–2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.35 – Raise awareness through the facilitation of NSW Police talks about community safety and rural crime prevention methods at community meetings and activities. <i>Source: Community Safety and Crime Prevention Action Plan 2019–2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.36 – Provide regular and up-to-date information to the rural community regarding crime prevention strategies and measures. <i>Source: Community Safety and Crime Prevention Action Plan 2019–2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.37 – Raise awareness through the facilitation and promotion of Domestic Violence campaigns. <i>Source: Community Safety and Crime Prevention Action Plan 2019–2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.38 – Promote Narrabri Shire as a “zero tolerance” community in relation to domestic and family violence. <i>Source: Community Safety and Crime Prevention Action Plan 2019–2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development

STRATEGY OBJECTIVE: 1.1 – COMMUNITY HEALTH, SAFETY AND SUPPORT SERVICES WILL ADEQUATELY MEET CHANGING COMMUNITY NEEDS

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
1.1.2 – Maximise community safety through the implementation of crime prevention and risk management actions	1.1.2.39 – Investigate possibility of establishing Neighbourhood Watch groups within each individual town and village within the LGA. <i>Source: Community Safety and Crime Prevention Action Plan 2019–2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.40 – Raise awareness and provide support for programs and campaigns aimed at reducing drug use (e.g. Dob in a Dealer). <i>Source: Community Safety and Crime Prevention Action Plan 2019–2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.41 – Investigate methods to capture information and statistics on the type, location, and scope of vandalism and malicious damage to Council resources and facilities. <i>Source: Community Safety and Crime Prevention Action Plan 2019–2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.42 – In conjunction with NSW Police, design and deliver an awareness campaign on the importance of reporting rural crime to Police. <i>Source: Community Safety and Crime Prevention Action Plan 2019–2023</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
1.1.3 – Child and aged care supply meets community needs	1.1.3.4 – Report biennially to Council on current child and aged care supply and demand statistics.	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.3.5 – Facilitate increasing child and aged care supply when shortfalls are identified.	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development

STRATEGY OBJECTIVE: 1.1 – COMMUNITY HEALTH, SAFETY AND SUPPORT SERVICES WILL ADEQUATELY MEET CHANGING COMMUNITY NEEDS

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
1.1.4 – Youth of the shire are engaged and supported through the provision of adequate programs and training services to facilitate the retention of our young people	1.1.4.1 – Investigate and develop pathways to engage, train and retain young people in the workforce.	30/06/2021	Strategic Management	Executive Manager Corporate Planning and Workforce
	1.1.4.3 – Partner with the business community, state and federal government to provide opportunities and actively support youth of Narrabri Shire to initiate micro and small businesses, as legitimate alternatives to securing traditional employment.	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.4.4 – Lobby for increased access to skills training within Narrabri Shire.	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.1.4.6 – Establish and operate a Narrabri Shire Youth Council in collaboration with the Shires Schools.	31/12/2020	Corporate and Community Services	Manager Tourism and Community Development
	1.1.4.9 – Council to undertake discussions with Cotton Seed Distributors, Sydney University, Narrabri Shire schools and educational facilities (and other interested parties) about jointly establishing a learning and development centre potentially located at Federation Farm or any other alternate feasible Shire location.	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development

STRATEGY OBJECTIVE: 1.2 – OUR VIBRANT COUNTRY LIFESTYLE WILL BE ENHANCED THROUGH EMBRACING OUR RECREATIONAL AND CULTURAL DIVERSITY

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
1.2.1 – Major towns have attractive and welcoming CBD areas that provide opportunities for social interaction	1.2.1.2 – Investigate, design and implement renovation/improvements to Wee Waa CBD.	30/06/2021	Infrastructure Delivery	Manager Parks and Open Spaces
	1.2.1.3 – Engage with business owners to ensure shop fronts are well maintained.	30/06/2021	Strategic Management	Executive Manager Planning and Environment
	1.2.1.5 – Establish and have adopted a Sporting Wall of Fame Policy.	31/08/2020	Corporate and Community Services	Manager Tourism and Community Development
1.2.2 – Promote and support the development of and access to creative arts	1.2.2.1 – Explore opportunities for the provision of arts and cultural events in all towns and villages.	30/06/2021	Corporate and Community Services	Manager Cultural Facilities
	1.2.2.2 – Facilitate cultural shows at The Crossing Theatre.	30/06/2021	Corporate and Community Services	Manager Cultural Facilities
1.2.3 – Maximise community access to existing natural environmental assets across the Shire	1.2.3.3 – Review sign posting for adequacy and incorporate latest digital technology to raise awareness of assets across the Shire.	30/08/2020	Corporate and Community Services	Manager Tourism and Community Development
	1.2.3.5 – Investigate viability of establishing tours at peak times of significant environmental assets.	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.2.3.7 – Undertake a preliminary feasibility study into the establishment of a weir down-stream from The Crossing Theatre	30/06/2021	Infrastructure Delivery	Manager Design Services
1.2.4 – Promote and support Reconciliation in partnership with the aboriginal community	1.2.4.7 – In conjunction with the Aboriginal community successfully organise and run Reconciliation Week.	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.2.4.8 – In conjunction with the Aboriginal community successfully organise and run NAIDOC Week.	31/07/2020	Corporate and Community Services	Manager Tourism and Community Development
	1.2.4.9 – In conjunction with the Aboriginal community progress the State Heritage Register nomination for Waterloo Creek.	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development

STRATEGY OBJECTIVE: 1.2 – OUR VIBRANT COUNTRY LIFESTYLE WILL BE ENHANCED THROUGH EMBRACING OUR RECREATIONAL AND CULTURAL DIVERSITY				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
1.2.4 – Promote and support Reconciliation in partnership with the aboriginal community	1.2.4.11 – Review Reflect Reconciliation Action Plan.	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development

STRATEGY OBJECTIVE: 1.3 – OUR COMMUNITIES WILL BE PROVIDED WITH FACILITIES AND SERVICES TO INCREASE SOCIAL CONNECTIVITY AND ACCESSIBILITY				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
1.3.1 – Ensure adequate community transport is available to access essential health care and social needs	1.3.1.7 – Provide a report to council on current community transport availability.	30/09/2020	Corporate and Community Services	Manager Tourism and Community Development
1.3.4 – Continually improve access to community facilities and services across the Shire	1.3.4.4 – Promote an understanding of inclusion within the business community through distribution of information and support for educational programs. <i>Source: Inclusion Action Plan 2017-2021</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.3.4.10 – Support community organisations and sporting clubs to remove barriers and increase participation of people with a disability. <i>Source: Disability Inclusion Action Plan 2017-2021</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.3.4.11 – Council to encourage and support people with a disability to apply for positions at Council. <i>Source: Disability Inclusion Action Plan 2017-2021</i>	30/06/2021	Strategic Management	Executive Manager Corporate Planning and Workforce

STRATEGY OBJECTIVE: 1.3 - OUR COMMUNITIES WILL BE PROVIDED WITH FACILITIES AND SERVICES TO INCREASE SOCIAL CONNECTIVITY AND ACCESSIBILITY				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
1.3.4 - Continually improve access to community facilities and services across the Shire	1.3.4.16 – Explore option to improve the maintenance and circulation of the Community Directory. <i>Source: Disability Inclusion Action Plan 2017-2021</i>	31/12/2020	Corporate and Community Services	Manager Tourism and Community Development
	1.3.4.20 – Support interagency meetings to improve communications and develop mutually beneficial outcomes. <i>Source: Disability Inclusion Action Plan 2017-2021</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.3.4.21 – Support Boggabri, Narrabri and Wee Waa in establishing Dementia Friendly Towns. <i>Source: Disability Inclusion Action Plan 2017-2021</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	1.3.4.24 – Investigate a premiere precinct for gun clubs within the Shire.	30/06/2021	Strategic Management	Executive Manager Planning and Environment

STRATEGY OBJECTIVE: 1.4 - A DIVERSE RANGE OF QUALITY LEARNING OPTIONS WILL BE AVAILABLE TO IMPROVE KNOWLEDGE AND SKILLS WITHIN THE COMMUNITY				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
1.4.1 - Ensure our schools are provided with the resources required to deliver quality learning outcomes and retain student numbers	1.4.1.2 - Facilitate and support the continued operation of the Federation Farm share farming agreement.	30/06/2021	Infrastructure Delivery	Manager Water Services
1.4.2 - Improve access to learning options for mature residents	1.4.2.3 - Lobby for the expansion of existing educational offerings in Narrabri Shire.	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
1.4.4 - Leverage off established research facilities to grow industry training hubs	1.4.4.2 - Provide Science, Technology, Engineering and Mathematics (STEM) based programming in partnership with the community.	30/06/2021	Corporate and Community Services	Manager Cultural Facilities

THEME 2

Our Environment



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THEME 2: OUR ENVIRONMENT

STRATEGIC DIRECTION 2: ENVIRONMENTALLY SUSTAINABLE AND PRODUCTIVE SHIRE

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

COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire community identified several environmental priority areas to be actioned over the 2020 – 2021 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 OUTCOMES

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

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

THEME 2: OUR ENVIRONMENT

STRATEGIC DIRECTION 2: ENVIRONMENTALLY SUSTAINABLE AND PRODUCTIVE SHIRE

STRATEGY OBJECTIVE: 2.1 - WE WILL MAINTAIN OUR OPEN SPACES, NATURAL ENVIRONMENT AND HERITAGE FOR FUTURE GENERATIONS				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
2.1.1 - Conserve our aboriginal heritage through improved awareness	2.1.1.2 - Complete an Aboriginal Heritage Study to identify sites for inclusion in the Narrabri LEP.	30/06/2021	Strategic Management	Executive Manager Planning and Environment
2.1.2 - Planning controls appropriately identify and conserve open spaces and natural environmental areas	2.1.2.2 - Undertake comprehensive review of the LEP 2012.	30/06/2021	Strategic Management	Executive Manager Planning and Environment
	2.1.2.3 - Develop and implement Plans of Management for urban open spaces and environmental areas.	30/06/2021	Corporate and Community Services	Manager Property Services
2.1.3 - Passive recreational open spaces are well maintained and accessible for public use	2.1.3.6 - Ensure appropriate regulatory and guidance signage is provided on all existing and proposed walk and cycle facilities. <i>Source: Narrabri Shire Cycling and Walking Strategy and PAMP</i>	30/06/2021	Infrastructure Delivery	Manager Design Services
	2.1.3.7 - Develop local information brochures and website information on safe walk and cycle practices, to be made available at community information locations in the Shire (e.g. public libraries) and at tourist information kiosks. Incorporate education material on road rules, rules and etiquettes on sharing pathways and sharing the road. This should include existing infrastructure maps and suggestions for health and tourist walks/rides, links to community groups holding rides, etc. <i>Source: Narrabri Shire Cycling and Walking Strategy and PAMP</i>	30/06/2021	Infrastructure Delivery	Manager Design Services

STRATEGY OBJECTIVE: 2.1 – WE WILL MAINTAIN OUR OPEN SPACES, NATURAL ENVIRONMENT AND HERITAGE FOR FUTURE GENERATIONS

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
2.1.3 – Passive recreational open spaces are well maintained and accessible for public use	2.1.3.14 – Develop a Safe Routes for Seniors program in the Shire by auditing popular routes in association with a senior/aged care facility, make improvements and then promote their use (including signage of routes). <i>Source: Narrabri Shire Cycling and Walking Strategy and PAMP</i>	30/06/2021	Infrastructure Delivery	Manager Design Services
	2.1.3.15 – In association with schools, audit key routes to school and improve the facilities along these routes. <i>Source: Narrabri Shire Cycling and Walking Strategy and PAMP</i>	30/06/2021	Infrastructure Delivery	Manager Design Services
	2.1.3.18 – Review existing maintenance program to ensure it incorporates regular maintenance of footpaths, shared paths and on road cycle facilities. <i>Source: Narrabri Shire Cycling and Walking Strategy and PAMP</i>	30/06/2021	Infrastructure Delivery	Manager Road Services
2.1.4 – Minimise the impacts of noxious weeds and feral and domestic animals on the environment	2.1.4.4 – Promote best weed management practices to landholders, including a range of control techniques for integrated weed management. <i>Source: Weed Management Program</i>	30/06/2021	Infrastructure Delivery	Manager Parks and Open Spaces
	2.1.4.5 – Work with other vegetation managers and land management agencies to ensure weed management programs are included in vegetation management programs. <i>Source: Weed Management Program</i>	31/03/2021	Infrastructure Delivery	Manager Parks and Open Spaces
	2.1.4.6 – Promote vegetation rehabilitation as a key part of weed management. <i>Source: Weed Management Program</i>	30/06/2021	Infrastructure Delivery	Manager Parks and Open Spaces
	2.1.4.8 – Support animal owners through educational materials to maintain animal behavior that is consistent with the expectations of the community.	30/06/2021	Strategic Management	Executive Manager Planning and Environment

STRATEGY OBJECTIVE: 2.1 – WE WILL MAINTAIN OUR OPEN SPACES, NATURAL ENVIRONMENT AND HERITAGE FOR FUTURE GENERATIONS

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
2.1.4 – Minimise the impacts of noxious weeds and feral and domestic animals on the environment	2.1.4.9 – Seek funding to support microchipping, desexing and responsible companion animal program campaigns.	30/06/2021	Strategic Management	Executive Manager Planning and Environment

STRATEGY OBJECTIVE: 2.2 – WE WILL PROTECT OUR ENVIRONMENT THROUGH SUSTAINABLE PLANNING AND WELL-RESOURCED EMERGENCY SERVICES

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
2.2.1 – Community emergency service providers are well resourced to adequately prepare and respond to natural disasters and emergencies	2.2.1.1 – Actively partner with the Rural Fire Service (RFS) and State Emergency Services (SES) to ensure preparedness for emergency response, focusing on plant and equipment.	30/06/2021	Infrastructure Delivery	Manager Fleet Services
	2.2.1.3 – Review and Update Narrabri EMPLAN.	30/11/2020	Infrastructure Delivery	Director Infrastructure Delivery
	2.2.1.4 – Facilitate and support the Local Emergency Management Committee.	30/06/2021	Infrastructure Delivery	Manager Fleet Services
2.2.2 – Protect and rehabilitate degraded and fragmented areas and enhance corridors that connect remnant bushland	2.2.2.6 – Seek funding to protect and rehabilitate land owned by Council.	30/06/2021	Infrastructure Delivery	Manager Parks and Open Spaces

STRATEGY OBJECTIVE: 2.2 – WE WILL PROTECT OUR ENVIRONMENT THROUGH SUSTAINABLE PLANNING AND WELL-RESOURCED EMERGENCY SERVICES

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
2.2.3 - Ensure Council and government agencies have a robust compliance program to protect environmental assets	2.2.3.3 – Request state regulatory authorities present annually to Council.	30/06/2021	Strategic Management	Executive Manager Planning and Environment
2.2.4 - Decision making will be informed by the principles of Ecologically Sustainable Development and the precautionary principle	2.2.4.1 – Regionally and state significant developments are assessed and reviewed against the principles of ecologically sustainable development and the precautionary principle.	30/06/2021	Strategic Management	Executive Manager Planning and Environment
	2.2.4.2 – Provide training to Council managers to improve understanding of applying the principles of ecologically sustainable development (ESD).	30/06/2021	Strategic Management	Executive Manager Planning and Environment

STRATEGY OBJECTIVE: 2.3 – OUR NATURAL RESOURCE CONSUMPTION WILL BE REDUCED AND WASTE WELL MANAGED

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
2.3.1 - Investigate and implement alternative energy technologies to reduce Council’s carbon footprint	2.3.1.3 – Develop and implement plans for installing energy efficient technologies and innovations at identified Council facilities i.e. solar panels, LED lighting, air-conditioning.	30/06/2021	Corporate and Community Services	Manager Property Service

STRATEGY OBJECTIVE: 2.3 - OUR NATURAL RESOURCE CONSUMPTION WILL BE REDUCED AND WASTE WELL MANAGED				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
2.3.2 - Implement a waste management strategy focusing on waste avoidance, reusing and recycling to minimise the proportion of waste sent to landfill and to maximise the use of our natural resources	2.3.2.7 - Actively promote the 'Community Recycling Centre'.	30/06/2021	Infrastructure Delivery	Manager Waste Services
	2.3.2.15 - Develop and adopt a Waste Management Strategy for the Shire.	30/06/2021	Infrastructure Delivery	Manager Waste Services
	2.3.2.16 - Develop long term strategy for the Narrabri Landfill.	30/06/2021	Infrastructure Delivery	Manager Waste Services
2.3.3 - Conserve and manage our natural water resources for environmental and agricultural sustainability	2.3.3.7 - Engage with the Community on the subject of a treated water supply.	30/06/2021	Infrastructure Delivery	Manager Water Services

STRATEGY OBJECTIVE: 2.4 - THE IMPACTS OF EXTRACTIVE INDUSTRIES ON THE ENVIRONMENT WILL BE MINIMISED				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
2.4.1 - The community is informed by real time regional dust monitoring data to inform personal decisions	2.4.1.1 - Lobby for installation of an independent regional dust monitoring system, with a specific site being located in or in close proximity to Boggabri.	30/06/2021	Strategic Management	Executive Manager Planning and Environment
	2.4.1.2 - Work cooperatively with mining companies and environmental groups to monitor impacts of dust.	30/06/2021	Strategic Management	Executive Manager Planning and Environment
2.4.2 - Projects are managed to minimise active disturbance areas and limit time to revegetation	2.4.2.1 - All submissions on extractive industry state significant developments will request no final void as a condition of consent.	30/06/2021	Strategic Management	Executive Manager Planning and Environment
	2.4.2.2 - All submissions on extractive industry state significant developments will request mine plans as a condition of consent that minimise active mining footprints.	30/06/2021	Strategic Management	Executive Manager Planning and Environment

STRATEGY OBJECTIVE: 2.4 - THE IMPACTS OF EXTRACTIVE INDUSTRIES ON THE ENVIRONMENT WILL BE MINIMISED

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
2.4.3 - Ground water extractions are maintained in an environmentally sustainable manner to ensure long term viability and quality	2.4.3.1 - Monitor water quality performance and identify trends.	30/06/2021	Infrastructure Delivery	Manager Water Services
	2.4.3.3 - Maintain a database of water quality results from public water supply bores and identify trends.	30/06/2021	Infrastructure Delivery	Manager Water Services
2.4.4 - Potential environmental and community impacts are minimised through thorough assessment and independent monitoring	2.4.4.1 - Council's gravel pits are operated and maintained in an environmentally compliant manner.	30/06/2021	Infrastructure Delivery	Manager Road Services
	2.4.4.2 - Participate in public exhibition processes for major state significant developments to protect the community interests.	30/06/2021	Strategic Management	Executive Manager Planning and Environment
	2.4.4.3 - Lobby the NSW Government for monitoring actions to be performed by the regulators at the proponents cost.	30/06/2021	Strategic Management	Executive Manager Planning and Environment

THEME 3

Our Economy



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THEME 3: OUR ECONOMY

STRATEGIC DIRECTION 3: PROGRESSIVE AND DIVERSE ECONOMY

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

COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire community identified several economic priority areas to be actioned over the 2020 - 2021 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 OUTCOMES

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

- Increased community events, conferences and entertainment
- Increased employment through industry innovation, investment and value adding
- Established freight hub for the Norther Inland Region
- Increased housing availability and affordability
- Broadened economic base

THEME 3: OUR ECONOMY

STRATEGIC DIRECTION 3: PROGRESSIVE AND DIVERSE ECONOMY

STRATEGY OBJECTIVE: 3.1 – WE WILL STIMULATE BUSINESS AND TOURISM BY MAXIMISING OUR ASSETS AND ATTRACTING REGIONAL EVENTS				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
3.1.1 – Identify and facilitate a diverse event, conference and entertainment program	3.1.1.1 – Review the brand and market position of The Crossing Theatre.	30/06/2021	Corporate and Community Services	Manager Cultural Facilities
	3.1.1.2 – Identify external funding opportunities to assist with the provision of events through The Crossing Theatre.	30/06/2021	Corporate and Community Services	Manager Cultural Facilities
	3.1.1.3 – Identify opportunities for corporate, association, not for profit and government organisations to host regional and rural conferencing in Narrabri Shire.	30/06/2021	Corporate and Community Services	Manager Cultural Facilities
	3.1.1.4 – Develop and maintain relationships with national and international touring promoters.	30/06/2021	Corporate and Community Services	Manager Cultural Facilities
3.1.2 – Facilitate the provision of a quality tourism product to present to visitors	3.1.2.2 – Investigate the improvement of the Rose St/Church St/Kamilaroi Hwy intersection to encourage travellers into Rose St creating a visual stimulus that attracts attention. <i>Source: Narrabri Shire Tourism Destination Management Plan 2014-2019</i>	31/12/2020	Corporate and Community Services	Manager Tourism and Community Development
	3.1.2.9 – Improve the gateway entry signage on the Shire boundaries. <i>Source: Narrabri Shire Tourism Destination Management Plan 2014-2019</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	3.1.2.12 – Develop a Management Plan for the Pilliga Artesian Bore Baths reflecting the local community’s aspirations for development and maintenance of the site, as well as appropriately integrating the tourism potential to attract visitors and therefore economic stimulus to Pilliga.	30/06/2021	Infrastructure Delivery	Manager Parks and Open Spaces

STRATEGY OBJECTIVE: 3.1 – WE WILL STIMULATE BUSINESS AND TOURISM BY MAXIMIZING OUR ASSETS AND ATTRACTING REGIONAL EVENTS

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
3.1.3 – Implement the Narrabri CBD Master Plan to capture a greater proportion of highway traffic opportunities and improve shopping experience	3.1.3.1 – Develop a Local Strategic Planning Statement (LSPS) and Local Growth Management Strategy for Narrabri Shire.	30/06/2021	Strategic Management	Executive Manager Planning and Environment
	3.1.3.3 – Define key CBD entry point at intersection of Doyle and Tibbereena Street by introducing new road surface treatment, new landscaping and adding CBD entry signage. <i>Source: Narrabri CBD Masterplan Report 2014</i>	30/06/2021	Infrastructure Delivery	Manager Road Services
	3.1.3.10 – Council to actively encourage community use of the core Narrabri CBD area by facilitating community events and activities in the core Narrabri CBD area. <i>Source: Narrabri CBD Masterplan Report 2014</i>	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
3.1.4 – Airport facilities and services provide connectivity to capital city markets	3.1.4.2 – Encourage community use of, and support the retention of, existing Narrabri – Brisbane – Sydney RPT flight arrangement.	30/06/2021	Corporate and Community Services	Manager Property Services
	3.1.4.3 – Conduct review of Airport Master Plan	30/06/2021	Corporate and Community Services	Manager Property Services
	3.1.4.5 – Actively seek new revenue streams to support Airport operations.	30/06/2021	Corporate and Community Services	Manager Property Services

STRATEGY OBJECTIVE: 3.2 – WE WILL BECOME A MANUFACTURING AND LOGISTICS HUB FOR THE NORTHERN INLAND REGION

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
3.2.1 – Promote Narrabri Shire as a national and state significant Manufacturing and Logistics Hub	3.2.1.2 – Continually consult relevant stakeholders on future needs of Council’s road network in relation to developments such as Inland Rail.	30/06/2021	Infrastructure Delivery	Manager Design Services
	3.2.1.3 – Hold discussions with national logistics companies regarding Narrabri Shire’s Northern NSW Inland Port (N2IP).	30/06/2021	Strategic Management	Manager Economic Development

STRATEGY OBJECTIVE: 3.2 – WE WILL BECOME A MANUFACTURING AND LOGISTICS HUB FOR THE NORTHERN INLAND REGION				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
3.2.1 – Promote Narrabri Shire as a national and state significant Manufacturing and Logistics Hub	3.2.1.4 – Lobby State & Commonwealth Governments for infrastructure development funding to establish a regional intermodal facility.	30/06/2021	Strategic Management	Manager Economic Development
3.2.2 – Develop at least one flood free manufacturing and intermodal logistics site that has access to quality infrastructure and the proposed inland rail network	3.2.2.1 – Adapt road strategies to manage the impact of regionally important projects such as the Inland Rail and other significant freight requirements on the future road network of the Narrabri Shire.	30/06/2021	Infrastructure Delivery	Manager Road Services
	3.2.2.2 – Seek funding to develop the road network in support of regionally significant future projects such as the Inland Rail.	30/06/2021	Infrastructure Delivery	Manager Road Services
	3.2.2.4 – Partner with industry and Government to facilitate development of the Northern NSW Inland Port (N2IP).	30/06/2021	Strategic Management	Manager Economic Development
3.2.3 – Explore opportunities for increasing efficiency of freight movements	3.2.3.1 – Consult with relevant stakeholders on opportunities to increase efficiencies on freight movements to, through and from the Narrabri Shire.	30/06/2021	Infrastructure Delivery	Manager Design Services
	3.2.3.2 – Review and update the freight plan for Narrabri Shire to remove impediments to continuous movement of freight in the largest vehicle possible to key infrastructure.	30/06/2021	Infrastructure Delivery	Manager Design Services

STRATEGY OBJECTIVE: 3.3 – VALUE ADDING AND INDUSTRY INNOVATION WILL DRIVE EMPLOYMENT				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
3.3.1 – Value adding opportunities will be researched and pursued	3.3.1.1 – Attract and encourage all new investment to Narrabri Shire by providing individual businesses with the required resources to make an informed commercial decision to invest in the Narrabri Shire.	30/06/2021	Strategic Management	Manager Economic Development
	3.3.1.6 – Facilitate workshops for Small Business in Local Government Area.	30/06/2021	Corporate and Community Service	Manager Tourism and Community Development
	3.3.1.7 – Assist in implementation of Council’s Economic Development Strategy.		Corporate and Community Service	Manager Tourism and Community Development

STRATEGY OBJECTIVE: 3.3 - VALUE ADDING AND INDUSTRY INNOVATION WILL DRIVE EMPLOYMENT				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
3.3.2 - Industry innovation trends will be determined, monitored and referenced to identify opportunities	3.3.2.2 - In conjunction with State and Commonwealth Governments promote and facilitate business networking events.	30/06/2021	Strategic Management	Manager Economic Development

STRATEGY OBJECTIVE: 3.4 - ADEQUATE HOUSING OPTIONS WILL BE AVAILABLE TO MEET DEMANDS ACROSS THE SHIRE				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
3.4.1 - Available residential land is adequate to meet demand in the local market	3.4.1.1 - Maintain watching brief on developed land supplies in Boggabri, Wee Waa and Narrabri.	30/06/2021	Strategic Management	Executive Manager Planning and Environment
	3.4.1.3 - Market and transact developed Shannon Estate blocks and englobo site.	30/06/2021	Corporate and Community Services	Manager Property Services
3.4.3 - Housing stock will reflect the changing demographic trend of smaller low maintenance properties	3.4.3.2 - Identify and approach key lifestyle village developers to establish facilities in Narrabri Shire.	30/06/2021	Strategic Management	Manager Tourism and Community Development
	3.4.3.4 - Develop Housing Strategy for Narrabri Shire.	30/06/2021	Strategic Management	Executive Manager Planning and Environment
3.4.4 - Housing stocks will be maintained to a suitable standard	3.4.4.1 - Carryout biennial inspections of urban areas to identify properties requiring repair or demolition.	30/06/2021	Strategic Management	Executive Manager Planning and Environment
	3.4.4.2 - Implement an orders program to require action to repair or demolish derelict buildings.	30/06/2021	Strategic Management	Executive Manager Planning and Environment

THEME 4

Our Civic Leadership



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THEME 4: OUR CIVIC LEADERSHIP

STRATEGIC DIRECTION 4: COLLABORATIVE AND PROACTIVE LEADERSHIP

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

COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire community identified several civic leadership priority areas to be actioned over the 2020 – 2021 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 OUTCOMES

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

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

THEME 4: OUR CIVIC LEADERSHIP

STRATEGIC DIRECTION 4: COLLABORATIVE AND PROACTIVE LEADERSHIP

STRATEGY OBJECTIVE: 4.1 – WE WILL PROACTIVELY ENGAGE AND PARTNER WITH THE COMMUNITY AND GOVERNMENT TO ACHIEVE OUR STRATEGIC GOALS				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
4.1.1 – Provide customer service excellence that is responsive to community needs	4.1.1.2 – Review and refine Customer Service Procedures.	30/06/2021	Corporate and Community Services	Manager Community Relations
	4.1.1.3 – Organise and run Australia Day Event.	31/01/2021	Corporate and Community Services	Manager Tourism and Community Development
	4.1.1.4 – Organise and run the Lillian Hulbert Scholarship and award presentation.	28/02/2021	Corporate and Community Services	Manager Tourism and Community Development
	4.1.1.5 – Organise and run International Women’s Day Event.	31/03/2021	Corporate and Community Services	Manager Tourism and Community Development
	4.1.1.6 – Organise and run Youth Week activities.	30/04/2021	Corporate and Community Services	Manager Tourism and Community Development
	4.1.1.7 – Organise and run International Day of People with a Disability.	31/12/2020	Corporate and Community Services	Manager Tourism and Community Development
	4.1.1.8 – Organise the Bush Bursary Placement Program.	28/02/2021	Corporate and Community Services	Manager Tourism and Community Development
	4.1.1.9 – Organise and run the Seniors Festival and Awards.	30/04/2021	Corporate and Community Services	Manager Tourism and Community Development
	4.1.1.10 – Attend relevant Chamber of Business meetings within Local Government Area.	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	4.1.1.11 – Develop and maintain local business database.	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development

STRATEGY OBJECTIVE: 4.1 – WE WILL PROACTIVELY ENGAGE AND PARTNER WITH THE COMMUNITY AND GOVERNMENT TO ACHIEVE OUR STRATEGIC GOALS

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
4.1.2 – Ensure the community is informed and involved in Council activities through implementing quality consultation	4.1.2.1 – Produce relevant “factsheets” on major Council projects and initiatives in a timely manner.	30/06/2021	Corporate and Community Services	Manager Community Relations
	4.1.2.3 – Develop and facilitate annual Small Business Summit.	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
	4.1.2.4 – Monthly newsletter to small business outlining opportunities and economic activity of the region	30/06/2021	Corporate and Community Services	Manager Tourism and Community Development
4.1.3 – Develop and build strong, productive partnerships with State and Federal Governments	4.1.3.3 – Maintain and further develop our relationship with the Transport for NSW to obtain best benefits for the Shire from the Roads Maintenance Council Contract for maintenance of state highways in the Shire.	30/06/2021	Infrastructure Delivery	Manager Road Services
4.1.4 – Grow volunteer capacity to achieve community outcomes	4.1.4.2 – Annual volunteer celebration held.	31/05/2021	Corporate and Community Services	Manager Tourism and Community Development
	4.1.4.3 – Carry out Civic ceremonies and functions to celebrate and acknowledge achievements of the community.	30/06/2021	Strategic Management	General Manager

STRATEGY OBJECTIVE: 4.2 – DECISION MAKING WILL ENSURE COUNCIL REMAINS FINANCIALLY SUSTAINABLE				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
4.2.1 – Maintain and improve Council’s financial sustainability with a focus on core business	4.2.1.3 – Continually review the condition of the road network to reassess the amount of backlog and lifecycle costing required.	30/06/2021	Infrastructure Delivery	Manager Road Services
	4.2.1.5 – Investigate opportunities in line with Council Policy to offer more economical use of The Crossing Theatre facilities.	30/06/2021	Corporate and Community Services	Manager Cultural Facilities

STRATEGY OBJECTIVE: 4.2 – DECISION MAKING WILL ENSURE COUNCIL REMAINS FINANCIALLY SUSTAINABLE				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
4.2.2 – Proposed expansions in Council services are evaluated after consideration of asset renewal and operational costs	4.2.2.2 – Expanded services are only implemented after a business case demonstrates long term viability.	30/06/2021	Strategic Management	General Manager
4.2.3 – Modernise Council’s service delivery, governance and management	4.2.3.1 – Develop and maintain a consistent brand across all Council business units and service areas.	30/06/2021	Corporate and Community Services	Manager Community Relations
	4.2.3.4 – Continuously review the effectiveness and functionality of the Corporate Financial System to identify opportunities for higher utilisation.	30/06/2021	Corporate and Community Services	Manager Financial Services
	4.2.3.5 – Review procurement process to reflect best practice.	30/06/2021	Corporate and Community Services	Manager Financial Services
	4.2.3.6 – Monitor and update community accessible GIS interface for Council’s Capital Works Program.	30/06/2021	Corporate and Community Services	Manager Property Services

STRATEGY OBJECTIVE: 4.3 – INFRASTRUCTURE AND SERVICE DELIVERY WILL PROVIDE PUBLIC VALUE FOR THE COMMUNITY

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
4.3.1 – Develop and integrate a methodology that measures and reports to communities on equitable distribution of Council funding	4.3.1.2 – Investigate update and renewal requirements (including assets) for Caravan Parks throughout the Narrabri Shire.	30/06/2021	Corporate and Community Services	Manager Property Services
	4.3.1.3 – Ensure accuracy of linear water and waste water assets in the asset information system.	30/06/2021	Infrastructure Delivery	Manager Water Services
4.3.3 – Service delivery is enhanced through innovation and continuous improvement	4.3.3.1 – Incorporate communication and consultation requirements into project management processes.	30/06/2021	Infrastructure Delivery	Director Infrastructure Delivery
	4.3.3.5 – Explore opportunities with private suppliers/contractors to partner in civil infrastructure projects and maintenance.	30/06/2021	Infrastructure Delivery	Manager Road Services
	4.3.3.6 – Become a tier 1 qualified/accredited contractor for Road Construction.	30/06/2021	Infrastructure Delivery	Manager Road Services
	4.3.3.10 – Investigate structural concept plans for Swimming Pools in the Shire following the GHD study.	30/06/2021	Infrastructure Delivery	Manager Parks and Open Spaces
	4.3.3.14 – Cypress Way (R329) Pilliga / Gwabegar Project – Business Case / Grant Ready.	30/06/2021	Infrastructure Delivery	Manager Road Services
	4.3.3.16 – Finalise the implementation of the Council’s WHS management system, TechnologyOne and ensure roll-out to effective operational use.	30/06/2021	Strategic Management	Executive Manager Corporate Planning and Workforce
	4.3.3.21 – Investigate introduction of Workplace Agreements. <i>Source: Fit For The Future Improvement Plan</i>	30/06/2021	Strategic Management	Executive Manager Corporate Planning and Workforce

STRATEGY OBJECTIVE: 4.4 – OUR STRATEGIC GOALS WILL BE ACHIEVED THROUGH TRANSPARENT AND ACCOUNTABLE PLANNING AND REPORTING

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
4.4.1 – Engage with the community to determine affordable and acceptable levels of service	4.4.1.1 – Determine a satisfactory level of service for the transport network that is acceptable by the community within budgetary constraints.	30/06/2021	Infrastructure Delivery	Manager Road Services

STRATEGY OBJECTIVE: 4.4 – OUR STRATEGIC GOALS WILL BE ACHIEVED THROUGH TRANSPARENT AND ACCOUNTABLE PLANNING AND REPORTING

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
4.4.2 – Ensure effective and sound local governance practice	4.4.2.1 – Annually review Council’s Rating Structure to ensure equity and fairness in rating distribution. <i>Source: Fit For The Future Improvement Plan</i>	30/06/2021	Corporate and Community Services	Manager Financial Services
	4.4.2.7 – Review internal, external and Section 355 Committees to ensure they are relevant, effective and efficient in making decisions. <i>Source: Fit For The Future Improvement Plan</i>	30/09/2020	Corporate and Community Services	Director Corporate and Community Services
	4.4.2.9 – Maintain and implement a Councillor professional development program. <i>Source: Fit For The Future Improvement Plan</i>	30/06/2021	Strategic Management	General Manager
	4.4.2.10 – Review Long-Term Financial Plan annually.	30/06/2021	Corporate and Community Services	Manager Financial Services
	4.4.2.11 – Review Asset Management Strategy and Policy annually.	30/06/2021	Corporate and Community Services	Manager Financial Services
	4.4.2.12 – Review Workforce Management Plan annually.	30/06/2021	Strategic Management	Executive Manager Corporate Planning and Workforce
	4.4.2.13 – Develop an overarching Council Business Continuity Plan.	30/06/2021	Strategic Management	Executive Manager Corporate Planning and Workforce
	4.4.2.14 – Review and monitor Council’s financial risk profile across the organization.	30/06/2021	Corporate and Community Services	Manager Financial Services
	4.4.2.15 – Ensure that delegations for Council officers are reviewed and updated. May	30/06/2021	Corporate and Community Services	Manager Community Relations
	4.4.2.17 – Investigate the viability of implementing LGNSW’s Local Government Capability Framework across workforce management and development activities.	30/06/2021	Strategic Management	Executive Manager Corporate Planning and Workforce
4.4.2.18 – Implement Council’s strategic internal audit plan.	30/06/2021	Strategic Management	Executive Manager Corporate Planning and Workforce	

STRATEGY OBJECTIVE: 4.4 – OUR STRATEGIC GOALS WILL BE ACHIEVED THROUGH TRANSPARENT AND ACCOUNTABLE PLANNING AND REPORTING

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
4.4.2 – Ensure effective and sound local governance practice	4.4.2.19 – Investigate and implement the OLG Risk Management and Internal Audit Framework for Local Councils in NSW.	30/06/2021	Strategic Management	Executive Manager Corporate Planning and Workforce
4.4.3 – Report in a clear, concise manner that is easily understood	4.4.3.1 – Provide more plain english financial reporting through increased use of Council’s online platforms.	30/06/2021	Corporate and Community Services	Manager Financial Services
4.4.4 – Implement Strategic Asset Management Plans focusing on renewal of assets	4.4.4.2 – Develop, review and prioritise relevant fleet replacement programs.	30/06/2021	Infrastructure Delivery	Manager Fleet Services
	4.4.4.3 – Consult with key stakeholders on plant and vehicle replacement requirements to ensure fit for purpose and greatest return for Council.	30/06/2021	Infrastructure Delivery	Manager Fleet Services

APPENDICES

APPENDIX A: REVENUE POLICY 2020/2021

APPENDIX B: FEES AND CHARGES 2020/2021

APPENDIX C: OPERATIONAL BUDGET 2020/2021

APPENDIX D: CAPITAL WORKS PROGRAM 2020/2021



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