

2021/2022

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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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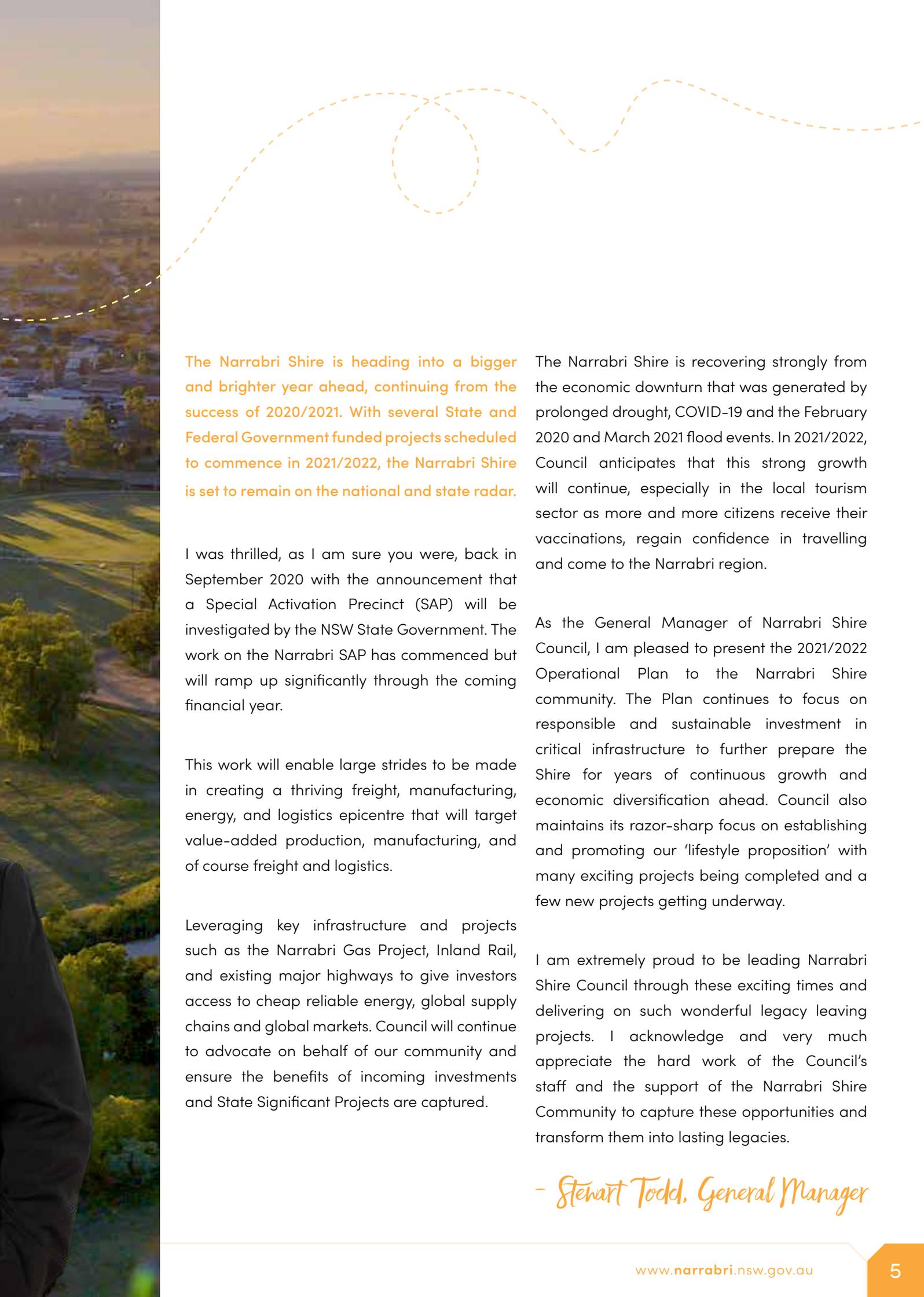
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**A NOTE FROM  
THE**

*General  
Manager*





**The Narrabri Shire is heading into a bigger and brighter year ahead, continuing from the success of 2020/2021. With several State and Federal Government funded projects scheduled to commence in 2021/2022, the Narrabri Shire is set to remain on the national and state radar.**

I was thrilled, as I am sure you were, back in September 2020 with the announcement that a Special Activation Precinct (SAP) will be investigated by the NSW State Government. The work on the Narrabri SAP has commenced but will ramp up significantly through the coming financial year.

This work will enable large strides to be made in creating a thriving freight, manufacturing, energy, and logistics epicentre that will target value-added production, manufacturing, and of course freight and logistics.

Leveraging key infrastructure and projects such as the Narrabri Gas Project, Inland Rail, and existing major highways to give investors access to cheap reliable energy, global supply chains and global markets. Council will continue to advocate on behalf of our community and ensure the benefits of incoming investments and State Significant Projects are captured.

The Narrabri Shire is recovering strongly from the economic downturn that was generated by prolonged drought, COVID-19 and the February 2020 and March 2021 flood events. In 2021/2022, Council anticipates that this strong growth will continue, especially in the local tourism sector as more and more citizens receive their vaccinations, regain confidence in travelling and come to the Narrabri region.

As the General Manager of Narrabri Shire Council, I am pleased to present the 2021/2022 Operational Plan to the Narrabri Shire community. The Plan continues to focus on responsible and sustainable investment in critical infrastructure to further prepare the Shire for years of continuous growth and economic diversification ahead. Council also maintains its razor-sharp focus on establishing and promoting our 'lifestyle proposition' with many exciting projects being completed and a few new projects getting underway.

I am extremely proud to be leading Narrabri Shire Council through these exciting times and delivering on such wonderful legacy leaving projects. I acknowledge and very much appreciate the hard work of the Council's staff and the support of the Narrabri Shire Community to capture these opportunities and transform them into lasting legacies.

*- 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.*



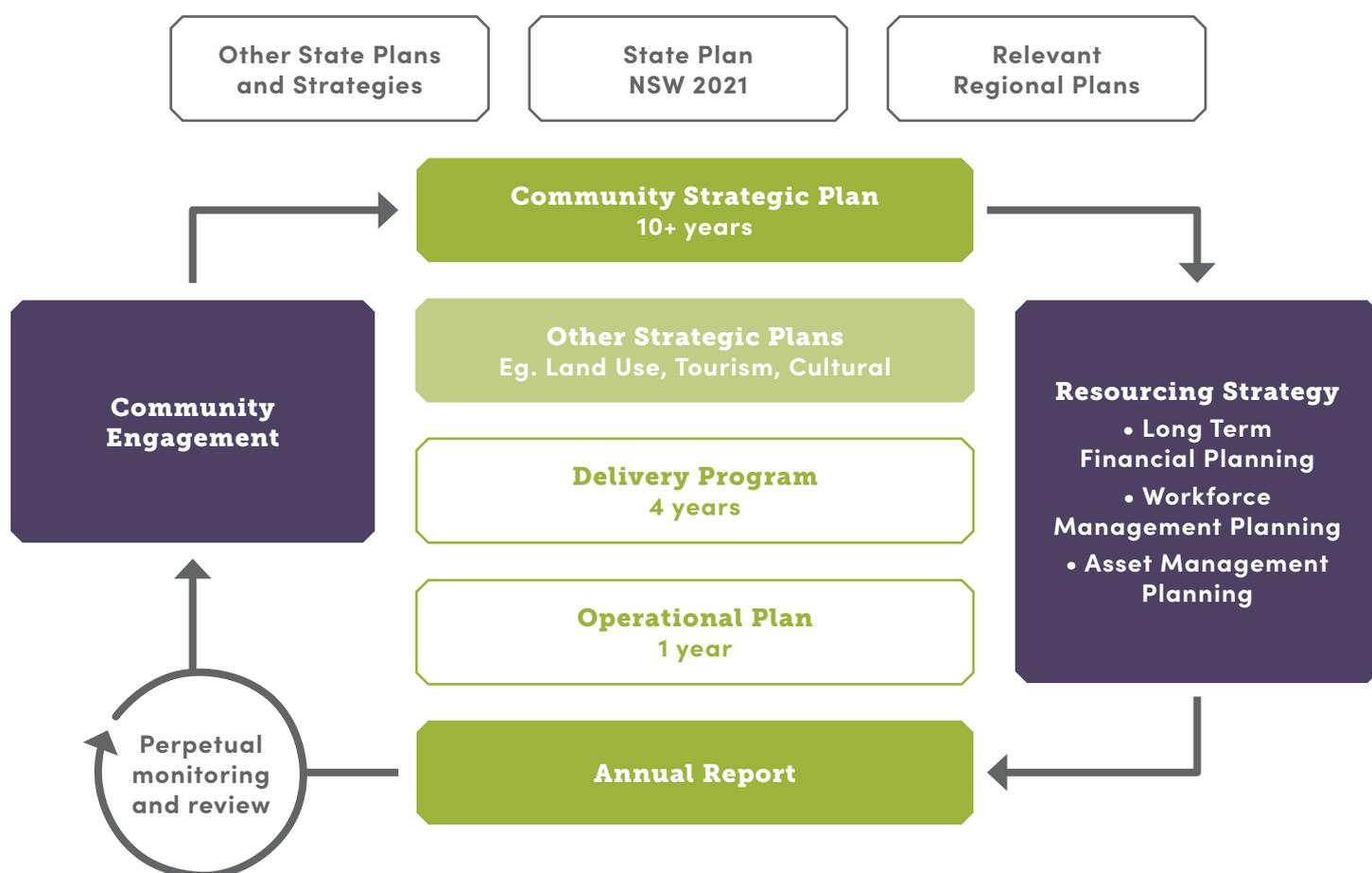


# INTEGRATED PLANNING AND REPORTING FRAMEWORK

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 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.

## 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 (4) year period.

## RESOURCING STRATEGY

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

## 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 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.

## REPORTING & MEASURING PROGRESS

Council management reports quarterly to Council on the Operational Plan progress against actions, the annual budget and annual capital works program. Council must report on the Delivery Program every six (6) months.

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

FIGURE 2: OPERATION PLAN ASSOCIATION



Due to the extenuating circumstances resulting from the COVID-19 pandemic, the Office of Local Government extended Council's existing delivery program from four (4) years to five (5) years. This Operational Plan will be the fifth Operational Plan from Council's 2017/2021 Delivery Program.

# 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.

## 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*  
Ron Campbell



*Deputy Mayor*  
Cr Cameron  
Staines



*Councillor*  
Maxine Booby



*Councillor*  
Lloyd Finlay



*Councillor*  
Cathy Redding



*Councillor*  
Ron Campey



*Councillor*  
Robert Kneale

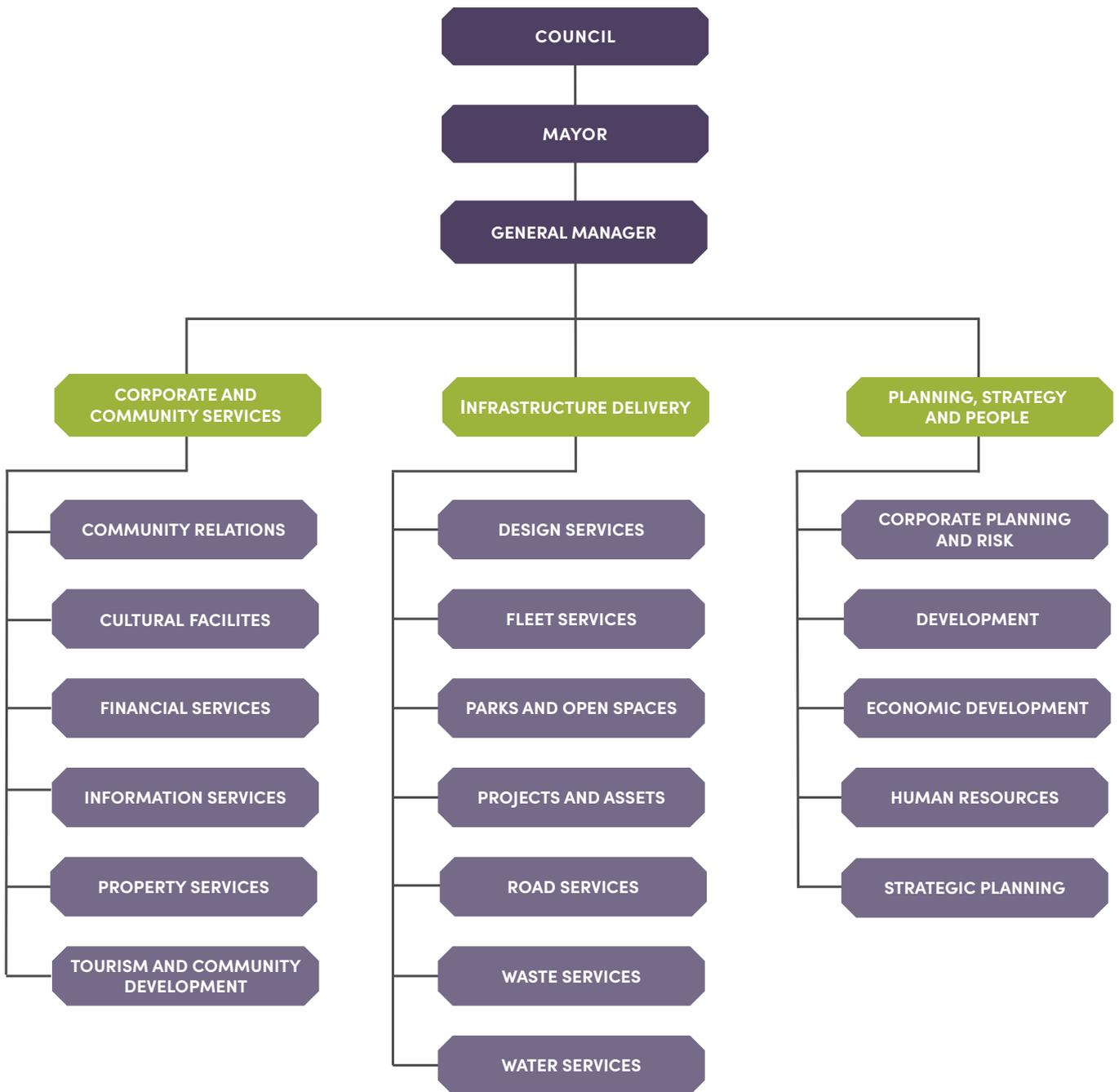


*Councillor*  
Annie McMahon

## 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 (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 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 the 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



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# 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
<b>1.1.1 - Support and encourage health and wellbeing programs and services to improve resident lifestyles</b>	1.1.1.1 - Deliver inclusive educational and recreational programs in all branch libraries to meet changing needs of all the community.	30/06/2022	Corporate and Community Services	Manager Cultural Facilities
	1.1.1.7 - Explore options for developing a "Civic Precinct" in the vicinity of the old Boggabri Bowling Club site, subject to the ability to purchase site from Crown Lands.	30/06/2022	Corporate and Community Services	Manager Property Services
	1.1.1.8 - Development of a New Resident's Kit.	30/06/2022	Corporate and Community Services	Manager Tourism and Community Development
<b>1.1.2 - Maximise community safety through the implementation of crime prevention and risk management actions</b>	1.1.2.3 - Support and liaise with community groups and local residents regarding traffic and alcohol free-zoning requirements.	30/06/2022	Infrastructure Delivery	Manager Design Services
	1.1.2.13 - Conduct annual condition inspections for all land and buildings to maintain public safety.	30/06/2022	Corporate and Community Services	Manager Property 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>	30/06/2022	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>	30/06/2022	Corporate and Community Services	Manager Tourism and Community Development
	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>	30/06/2022	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 minimisation and the reduction of alcohol related violence. <i>Source: Community Safety and Crime Prevention Action Plan 2019-2023</i>	30/06/2022	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
<b>1.1.2 – Maximise community safety through the implementation of crime prevention and risk management actions</b>	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>	30/06/2022	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>	30/06/2022	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>	30/06/2022	Corporate and Community Services	Manager Tourism and Community Development
	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>	30/06/2022	Corporate and Community Services	Manager Parks and Open Spaces
	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>	30/06/2022	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>	30/06/2022	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>	30/06/2022	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>	30/06/2022	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>	30/06/2022	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
<b>1.1.2 - Maximise community safety through the implementation of crime prevention and risk management actions</b>	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>	30/06/2022	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>	30/06/2022	Corporate and Community Services	Manager Tourism and Community Development
	1.1.2.43 – Lobby for a PCYC to be established in the Narrabri Shire.	30/06/2022	Corporate and Community Services	Manager Tourism and Community Development
<b>1.1.3 – Child and aged care supply meets community needs</b>	1.1.3.4 – Report biennially to Council on current child and aged care supply and demand statistics.	30/06/2022	Planning, Strategy and People	Manager Economic Development
	1.1.3.5 – Lobby relevant stakeholders to increase child and aged care supply.	30/06/2022	Planning, Strategy and People	Manager Economic Development
<b>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</b>	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.	30/06/2022	Planning, Strategy and People	Manager Economic Development
	1.1.4.4 – Undertake a training/skills gap analysis to identify shortfall in training opportunities and lobby for access to identified gaps and increased training within Narrabri Shire.	30/06/2022	Planning, Strategy and People	Manager Economic Development
	1.1.4.6 – Establish and operate a Narrabri Shire Youth Council in collaboration with the Shires Schools.	30/06/2022	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.	30/06/2022	Planning, Strategy and People	Manager Economic 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
<b>1.2.2 - Promote and support the development of and access to creative arts</b>	1.2.2.1 - Explore opportunities for the provision of arts and cultural events in all towns and villages.	30/06/2022	Corporate and Community Services	Manager Cultural Facilities
<b>1.2.3 - Maximise community access to existing natural environmental assets across the Shire</b>	1.2.3.3 - Review sign posting for adequacy and incorporate latest digital technology to raise awareness of assets across the Shire.	30/06/2022	Corporate and Community Services	Manager Tourism and Community Development
	1.2.3.5 - Identify opportunities to showcase Narrabri Region through the development and implementation of tours (e.g. AgriTourism, Historical, Natural Wonders).	30/06/2022	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.	30/06/2022	Infrastructure Delivery	Manager Design Services
<b>1.2.4 - Promote and support Reconciliation in partnership with the aboriginal community</b>	1.2.4.7 - In partnership with local indigenous Community stakeholders, facilitate Reconciliation Week and NAIDOC Week.	30/06/2022	Corporate and Community Services	Manager Tourism and Community Development
	1.2.4.9 - Support and progress the State Heritage Register nomination for Waterloo Creek.	30/06/2022	Corporate and Community Services	Manager Tourism and Community Development
	1.2.4.11 - Establish a working group to develop and implement the 'Review and Reflect' Reconciliation Action Plan.	30/06/2022	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
<b>1.3.4 – Continually improve access to community facilities and services across the Shire</b>	1.3.4.4 – Promote an understanding of inclusion within the business community through distribution of information and support for educational programs. <i>Source: Disability Inclusion Action Plan 2017–2021</i>	30/06/2022	Corporate and Community Services	Manager Tourism and Community Development
	1.3.4.5 – Incorporate an understanding of the needs of people with a disability into the staff induction process. <i>Source: Disability Inclusion Action Plan 2017–2021</i>	30/06/2022	Planning, Strategy and People	Manager Human Resources
	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>	30/06/2022	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>	30/06/2022	Planning, Strategy and People	Manager Human Resources
	1.3.4.12 – Review Equal Employment Opportunity (EEO) Policy to ensure compliance with accessibility and inclusion requirements. <i>Source: Disability Inclusion Action Plan 2017–2021</i>	30/06/2022	Planning, Strategy and People	Manager Human Resources
	1.3.4.13 – Reduce barriers for volunteers to participate in Council programs. <i>Source: Disability Inclusion Action Plan 2017–2021</i>	30/06/2022	Planning, Strategy and People	Manager Human Resources
	1.3.4.20 – Support interagency meetings to improve communications and develop mutually beneficial outcomes. <i>Source: Disability Inclusion Action Plan 2017–2021</i>	30/06/2022	Corporate and Community Services	Manager Tourism and Community Development
	1.3.4.24 – Investigate a premiere precinct for gun clubs within the Shire.	30/06/2022	Planning, Strategy and People	Manager Strategic Planning

**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
<b>1.4.1 - Ensure our schools are provided with the resources required to deliver quality learning outcomes and retain student numbers</b>	1.4.1.2 - Facilitate and support the continued operation of the Federation Farm share farming agreement.	30/06/2022	Infrastructure Delivery	Manager Water Services
	1.4.1.3 - 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.	30/06/2022	Corporate and Community Services	Manager Tourism and Community Development
<b>1.4.4 - Leverage off established research facilities to grow industry training hubs</b>	1.4.4.2 - Provide Science, Technology, Engineering and Mathematics (STEM) based programming in partnership with the community' to 'Provide a range of programs in partnership with education, health, science and other organisations in the community.	30/06/2022	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
<b>2.1.1 - Conserve our aboriginal heritage through improved awareness</b>	2.1.1.3 - Ensure Council staff are provided with basic training to identify potential aboriginal heritage items.	30/06/2022	Planning, Strategy and People	Manager Human Resources
<b>2.1.2 - Planning controls appropriately identify and conserve open spaces and natural environmental areas</b>	2.1.2.3 - Develop and implement Plans of Management for urban open spaces and environmental areas.	30/06/2022	Corporate and Community Services	Manager Property Services
<b>2.1.3 - Passive recreational open spaces are well maintained and accessible for public use</b>	2.1.3.6 - Ensure appropriate regulatory and guidance signage is provided on all existing and proposed walk and cycle facilities. Source: Narrabri Shire Cycling and Walking Strategy and PAMP	30/06/2022	Infrastructure Delivery	Manager Design Services
	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). Source: Narrabri Shire Cycling and Walking Strategy and PAMP	30/06/2022	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 and report to Council. Source: Narrabri Shire Cycling and Walking Strategy and PAMP	30/06/2022	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. Source: Narrabri Shire Cycling and Walking Strategy and PAMP	30/06/2022	Infrastructure Delivery	Manager Road Services
	2.1.3.22 - Investigate the feasibility of planting a northern tree corridor along the Newell Highway.	30/06/2022	Infrastructure Delivery	Manager Parks and Open Spaces

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

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
<b>2.1.4 – Minimise the impacts of noxious weeds and feral and domestic animals on the environment</b>	2.1.4.6 – Promote vegetation rehabilitation as a key part of weed management. <i>Source: Weed Management Program</i>	30/06/2022	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.	30/06/2022	Planning, Strategy and People	Manager Development
	2.1.4.9 – Seek funding to support microchipping, desexing and responsible companion animal program campaigns.	30/06/2022	Planning, Strategy and People	Manager Development

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

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
<b>2.2.1 – Community emergency service providers are well resourced to adequately prepare and respond to natural disasters and emergencies</b>	2.2.1.1 – Actively partner with the Rural Fire Service (RFS) and State Emergency Services (SES) to ensure plant and equipment are appropriate.	30/06/2022	Infrastructure Delivery	Manager Fleet Services
	2.2.1.3 – Ensure Narrabri Shire has identified and adequately resources Disaster Recovery site(s).	30/06/2022	Infrastructure Delivery	Director Infrastructure Delivery
	2.2.1.4 – Facilitate and support the Local Emergency Management Committee.	30/06/2022	Infrastructure Delivery	Manager Road Services
<b>2.2.3 – Ensure Council and government agencies have a robust compliance program to protect environmental assets</b>	2.2.3.1 – Review extractive industries environmental compliance reports and plans annually and report to Council.	30/06/2022	Planning, Strategy and People	Manager Development
	2.2.3.2 – Audit at least four (4) former industrial development approvals issued by Council for continued compliance.	30/06/2022	Planning, Strategy and People	Manager Development
	2.2.3.3 – Request state regulatory authorities present annually to Council.	30/06/2022	Planning, Strategy and People	Manager Development
<b>2.2.4 – Decision making will be informed by the principles of Ecologically Sustainable Development and the precautionary principle</b>	2.2.4.2 – Provide training to Council managers to improve understanding of applying the principles of ecologically sustainable development (ESD).	30/06/2022	Planning, Strategy and People	Manager Development

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

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
<b>2.3.1 - Investigate and implement alternative energy technologies to reduce Council's carbon footprint</b>	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.	30/06/2022	Corporate and Community Services	Manager Property Services
<b>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</b>	2.3.2.2 - Seek funding to improve the current waste infrastructure to allow an increase in separation at source and recycling rates for households, business and industry.	30/06/2022	Infrastructure Delivery	Manager Waste Services
	2.3.2.6 - Support local industries on implementing a waste minimisation program that involves the use of more efficient manufacturing processes, better and recycled materials to reduce the production of waste.	30/06/2022	Infrastructure Delivery	Manager Waste Services
	2.3.2.8 - Conduct educational programs for community members on the effects on kerb side collection contamination.	30/06/2022	Infrastructure Delivery	Manager Waste Services
	2.3.2.15 - Develop & Implement and adopt a Waste Management Strategy for the Shire.	30/06/2022	Infrastructure Delivery	Manager Waste Services
	2.3.2.16 - Implement a long-term strategy for the Narrabri Landfill.	30/06/2022	Infrastructure Delivery	Manager Waste Services
<b>2.3.3 - Conserve and manage our natural water resources for environmental and agricultural sustainability</b>	2.3.3.7 - Engage with the Community on the subject of a treated water supply.	30/06/2022	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
<b>2.4.1 - The community is informed by real time regional dust monitoring data to inform personal decisions</b>	2.4.1.1 - Lobby for installation of an independent regional dust monitoring systems that are monitored by regulators at the proponents' cost, with a specific site being located in or in close proximity to Boggabri.	30/06/2022	Planning, Strategy and People	Manager Development
<b>2.4.2 - Projects are managed to minimise active disturbance areas and limit time to revegetation</b>	2.4.2.1 - All submissions on extractive industry state significant developments will request no final void and mine plans as a condition of consent to minimise active mining footprints.	30/06/2022	Planning, Strategy and People	Manager Development
<b>2.4.3 - Ground water extractions are maintained in an environmentally sustainable manner to ensure long term viability and quality</b>	2.4.3.1 - Monitor and record water quality performance and identify trends to ensure Safe Drinking Water Guidelines are met. Develop and Maintain record and reporting for the data.	30/06/2022	Infrastructure Delivery	Manager Water Services
<b>2.4.4 - Potential environmental and community impacts are minimised through thorough assessment and independent monitoring</b>	2.4.4.1 - Council's gravel pits are operated and maintained in an environmentally compliant manner.	30/06/2022	Infrastructure Delivery	Manager Road Services
	2.4.4.2 - Participate in public exhibition processes for major state significant developments to protect the community interests.	30/06/2022	Planning, Strategy and People	Manager Development
	2.4.4.3 - Lobby the NSW Government for monitoring actions to be performed by the regulators at the proponents' cost.	30/06/2022	Planning, Strategy and People	Manager Development

THEME 3

# Our Economy



# 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
<b>3.1.1 - Identify and facilitate a diverse event, conference and entertainment program</b>	3.1.1.2 - Identify external funding opportunities to assist with the provision of events through The Crossing Theatre.	30/06/2022	Corporate and Community Services	Manager Cultural Facilities
	3.1.1.3 - Identify opportunities to host regional and rural conferencing in Narrabri Shire.	30/06/2022	Corporate and Community Services	Manager Cultural Facilities
	3.1.1.6 - Identify alternative funding opportunities to implement innovative Library Outreach programs.	30/06/2022	Corporate and Community Services	Manager Cultural Facilities
<b>3.1.2 - Facilitate the provision of a quality tourism product to present to visitors</b>	3.1.2.9 - Improve the gateway entry signage on the Shire boundaries. Source: Narrabri Shire Tourism Destination Management Plan 2014-2019	30/06/2022	Corporate and Community Services	Manager Tourism and Community Development
<b>3.1.3 - Implement the Narrabri CBD Master Plan to capture a greater proportion of highway traffic opportunities and improve shopping experience</b>	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. Source: <i>Narrabri CBD Masterplan Report 2014</i>	30/06/2022	Planning, Strategy and People	Manager Economic Development
<b>3.1.4 - Airport facilities and services provide connectivity to capital city markets</b>	3.1.4.3 - Conduct review of Airport Master Plan.	30/06/2022	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
<b>3.2.1 - Promote Narrabri Shire as a national and state significant Manufacturing and Logistics Hub</b>	3.2.1.3 – Actively promote the opportunities of the Northern NSW Inland Port (N2IP).	30/06/2022	Planning, Strategy and People	Manager Economic Development
<b>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</b>	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.	30/06/2022	Infrastructure Delivery	Manager Design Services
	3.2.2.4 – Partner with industry and Government to facilitate development of the Northern NSW Inland Port (N2IP).	30/06/2022	Planning, Strategy and People	Manager Economic Development
<b>3.2.3 - Explore opportunities for increasing efficiency of freight movements</b>	3.2.3.1 – Consult with relevant stakeholders on opportunities to increase efficiencies on freight movements to, through and from the Narrabri Shire and report findings to Council.	30/06/2022	Infrastructure Delivery	Manager Design Services

STRATEGY OBJECTIVE: 3.3 - VALUE ADDING AND INDUSTRY INNOVATION WILL DRIVE EMPLOYMENT				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
<b>3.3.1 - Value adding opportunities will be researched and pursued</b>	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.	30/06/2022	Planning, Strategy and People	Manager Economic Development
<b>3.3.1 - Value adding opportunities will be researched and pursued</b>	3.3.1.8 – Develop and implement campaign to attract new residents to the Shire.	30/06/2022	Corporate and Community Services	Manager Tourism and Community Development
<b>3.3.2 - Industry innovation trends will be determined, monitored and referenced to identify opportunities</b>	3.3.2.2 – In conjunction with State and Commonwealth Governments promote and facilitate business networking events.	30/06/2022	Planning, Strategy and People	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
<b>3.4.1 – Available residential land is adequate to meet demand in the local market</b>	3.4.1.1 – Maintain watching brief on developed land supplies in Boggabri, Wee Waa and Narrabri.	30/06/2022	Planning, Strategy and People	Manager Development
	3.4.1.3 – Market and transact developed Shannon Estate blocks and englobo site.	30/06/2022	Corporate and Community Services	Manager Property Services
<b>3.4.3 – Housing stock will reflect the changing demographic trend of smaller low maintenance properties</b>	3.4.3.1 – Review LEP and DCP requirements to meet housing strategy and new Council land use policy.	30/06/2022	Planning, Strategy and People	Manager Strategic Planning
	3.4.3.4 – Develop Housing Strategy for Narrabri Shire.	30/06/2022	Planning, Strategy and People	Manager Strategic Planning
<b>3.4.4 – Housing stocks will be maintained to a suitable standard</b>	3.4.4.1 – 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.	30/06/2022	Planning, Strategy and People	Manager Development

THEME 4

# Our Civic Leadership



# 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
<b>4.1.1 - Provide customer service excellence that is responsive to community needs</b>	4.1.1.2 – Review and refine Customer Service Procedures.	30/06/2022	Corporate and Community Services	Manager Community Relations
	4.1.1.3 – Successfully organise and run Australia Day Event.	31/01/2022	Corporate and Community Services	Manager Tourism and Community Development
	4.1.1.4 – Successfully organise and run the Lillian Hulbert Scholarship and award presentation.	28/02/2022	Corporate and Community Services	Manager Tourism and Community Development
	4.1.1.5 – Successfully organise and run International Women’s Day Event.	31/03/2022	Corporate and Community Services	Manager Tourism and Community Development
	4.1.1.6 – Successfully organise and run Youth Week activities.	30/04/2022	Corporate and Community Services	Manager Tourism and Community Development
	4.1.1.7 – Successfully organise and run International Day of People with a Disability.	31/12/2022	Corporate and Community Services	Manager Tourism and Community Development
	4.1.1.8 – Successfully organise the Bush Bursary Placement Program.	28/02/2022	Corporate and Community Services	Manager Tourism and Community Development
	4.1.1.9 – Organise and run the Seniors Festival and Awards.	30/04/2022	Corporate and Community Services	Manager Tourism and Community Development
	4.1.1.10 – Attend relevant Chamber of Business meetings within Local Government Area.	30/06/2022	Planning, Strategy and People	Manager Economic Development
	4.1.1.11- Maintain Council Connecting Business online business directory and network platform.	30/06/2022	Planning, Strategy and People	Manager Economic 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
<b>4.1.2 - Ensure the community is informed and involved in Council activities through implementing quality consultation</b>	4.1.2.2 - Conduct a customer satisfaction survey of the community.	30/06/2022	Corporate and Community Services	Manager Community Relations
	4.1.2.3 - Develop and facilitate activities for Small Business Month including the Small Business Summit.	30/06/2022	Planning, Strategy and People	Manager Economic Development
	4.1.2.4- Provide information to small business outlining opportunities and economic activity of the region.	30/06/2022	Planning, Strategy and People	Manager Economic Development
	4.1.2.5 - Review of the Community Strategic Plan 2017/2027.	30/06/2022	Planning, Strategy and People	Manager Corporate Planning and Risk
	4.1.2.6. - Develop Delivery Program 2022/2025.	30/06/2022	Planning, Strategy and People	Manager Corporate Planning and Risk
<b>4.1.4 - Grow volunteer capacity to achieve community outcomes</b>	4.1.4.2 - Annual National Volunteers week celebration held.	30/06/2022	Corporate and Community Services	Manager Tourism and Community Development

**STRATEGY OBJECTIVE: 4.2 - DECISION MAKING WILL ENSURE COUNCIL REMAINS FINANCIALLY SUSTAINABLE**

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
<b>4.2.1 - Maintain and improve Council's financial sustainability with a focus on core business</b>	4.2.1.3 - Continually review the condition of the road network to reassess the amount of backlog and lifecycle costing required.	30/06/2022	Infrastructure Delivery	Manager Road Services
<b>4.2.3 - Modernise Council's service delivery, governance and management</b>	4.2.3.6 - Monitor and update community accessible GIS interface for Council's Capital Works Program.	30/06/2022	Corporate and Community Services	Manager Information Services

STRATEGY OBJECTIVE: 4.3 – INFRASTRUCTURE AND SERVICE DELIVERY WILL PROVIDE PUBLIC VALUE FOR THE COMMUNITY				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
<b>4.3.1 – Develop and integrate a methodology that measures and reports to communities on equitable distribution of Council funding</b>	4.3.1.2 – Investigate update and renewal requirements (including assets) for Caravan Parks throughout the Narrabri Shire.	30/06/2022	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.	30/06/2022	Infrastructure Delivery	Manager Water Services
<b>4.3.3 – Service delivery is enhanced through innovation and continuous improvement</b>	4.3.3.1 – Review Project Management Strategy and Policy	30/06/2022	Infrastructure Delivery	Manager Projects and Assets
	4.3.3.5 – Explore opportunities with private suppliers/contractors to partner in civil infrastructure projects and maintenance.	30/06/2022	Infrastructure Delivery	Manager Projects and Assets
	4.3.3.6 – Maintain a tier 1 qualified/accredited contractor for Road Construction.	30/06/2022	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.	30/06/2022	Planning, Strategy and People	Manager Corporate Planning and Risk

STRATEGY OBJECTIVE: 4.4 – OUR STRATEGIC GOALS WILL BE ACHIEVED THROUGH TRANSPARENT AND ACCOUNTABLE PLANNING AND REPORTING				
STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
<b>4.4.1 – Engage with the community to determine affordable and acceptable levels of service</b>	4.4.1.1 – Determine a satisfactory level of service for the transport network that is acceptable by the community within budgetary constraints.	30/06/2022	Infrastructure Delivery	Manager Road Services
	4.4.1.2 – Develop a Rural Roads Maintenance Strategy.	30/06/2022	Infrastructure Delivery	Manager Road Services
<b>4.4.2 – Ensure effective and sound local governance practice</b>	4.4.2.1 – Annually review Council’s Rating Structure to ensure equity and fairness in rating distribution. Source: Fit For The Future Improvement Plan	30/06/2022	Corporate and Community Services	Manager Financial Services
	4.4.2.10 – Annually review Long-Term Financial Plan as part of the Annual Budget Review Process.	30/06/2022	Corporate and Community Services	Manager Financial Services
	4.4.2.11 – Review Asset Management Strategy and Policy annually.	30/06/2022	Corporate and Community Services	Manager Projects and Assets

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

STRATEGY	ACTION	TARGET	RESPONSIBLE DIRECTORATE	RESPONSIBLE MANAGER
<b>4.4.2 – Ensure effective and sound local governance practice</b>	4.4.2.12 – Review Workforce Management Plan annually.	30/06/2022	Planning, Strategy and People	Manager Human Resources
	4.4.2.13 – Develop an overarching Council Business Continuity Plan.	30/06/2022	Planning, Strategy and People	Manager Corporate Planning and Risk
	4.4.2.15 – Ensure that delegations register is reviewed and updated.	30/06/2022	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.	30/06/2022	Planning, Strategy and People	Manager Human Resources
	4.4.2.18 – Review three (3) risk areas as per Councils strategic internal audit plan.	30/06/2022	Planning, Strategy and People	Manager Corporate Planning and Risk
	4.4.2.19 – Investigate and implement the OLG Risk Management and Internal Audit Framework for Local Councils in NSW.	30/06/2022	Planning, Strategy and People	Manager Corporate Planning and Risk
	4.4.2.20 – Review all of Council’s policies post-Local Government Elections in September 2021.	30/06/2022	Corporate and Community Services	Director Corporate and Community Services
	4.4.2.21 – Review the delegations for Council officers post-Local Government Elections in September 2021.	30/06/2022	Corporate and Community Services	Manager Community Relations
	4.4.2.22 – Review all of Council’s committees post-Local Government Elections in September 2021.	30/06/2022	Corporate and Community Services	Director Corporate and Community Services
<b>4.4.4 – Implement Strategic Asset Management Plans focusing on renewal of assets</b>	4.4.4.2 – Develop, review and prioritise relevant fleet replacement programs.	30/06/2022	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.	30/06/2022	Infrastructure Delivery	Manager Fleet Services

# APPENDICES

**APPENDIX A: REVENUE POLICY 2021/2022**

**APPENDIX B: FEES AND CHARGES 2021/2022**

**APPENDIX C: OPERATIONAL BUDGET 2021/2022**

**APPENDIX D: CAPITAL WORKS PROGRAM 2021/2022**



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