



COMMUNITY ENGAGEMENT STRATEGY

DISCLAIMER

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DOCUMENT CONTROL

Issue	Revision	Date	Description	Resolution
Draft	1.1	June 2021	Review and Update	
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Final	1.6	May 2023	Adopted	Minute 109/2023

Council's Values and Statements

Values

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

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

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

Vision

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

Acknowledgement Of Country

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

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

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

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

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Introduction

Community Engagement in a Local Government context describes the activities that support the interactive relationships between Council and its stakeholders (ratepayers, residents, service providers, business owners, workers, and visitors).

Community engagement activities can range from simple information sharing and promotion of activities through to encouraging debate and voting on public consensus on local issues and projects. Community engagement enables Council to continually build and strengthen its ties with stakeholders and raise a more positive collaborative culture with constituents. Community engagement supports the local democratic processes by encouraging an interest in local issues and keeping people well-informed on local and regional issues. It fosters a greater understanding within the community of the roles of Council and how they can be involved in shaping their community.

The success, effectiveness and community ownership of Council lead plans such as the **Community Strategic Plan** relies on effective community engagement. In particular, the way that information on issues, impacts and possible solutions are presented to the community.

The **Community Engagement Strategy** will guide when and how Council engages with its stakeholders for all aspects of core business, including:

- Developing key strategies and plans, such as the Community Strategic Plan which guides the development of Council's Delivery Program and Operational Plans;
- Development activities that Council is the Planning Authority for (see **Appendix 4: Narrabri Shire Community Participation Plan**) and
- Developing project plans for Council's Capital Works Program.

Background and Integration

This Community Engagement Strategy outlines how Council will conduct all engagement with the community throughout all aspects of operations. The Community Engagement Strategy will also outline engagement to be undertaken to develop the next Community Strategic Plan (see Appendix 3: Engagement Strategy for the Community Strategic Plan) for the Narrabri Shire, as well as additional plans and strategies thereafter.

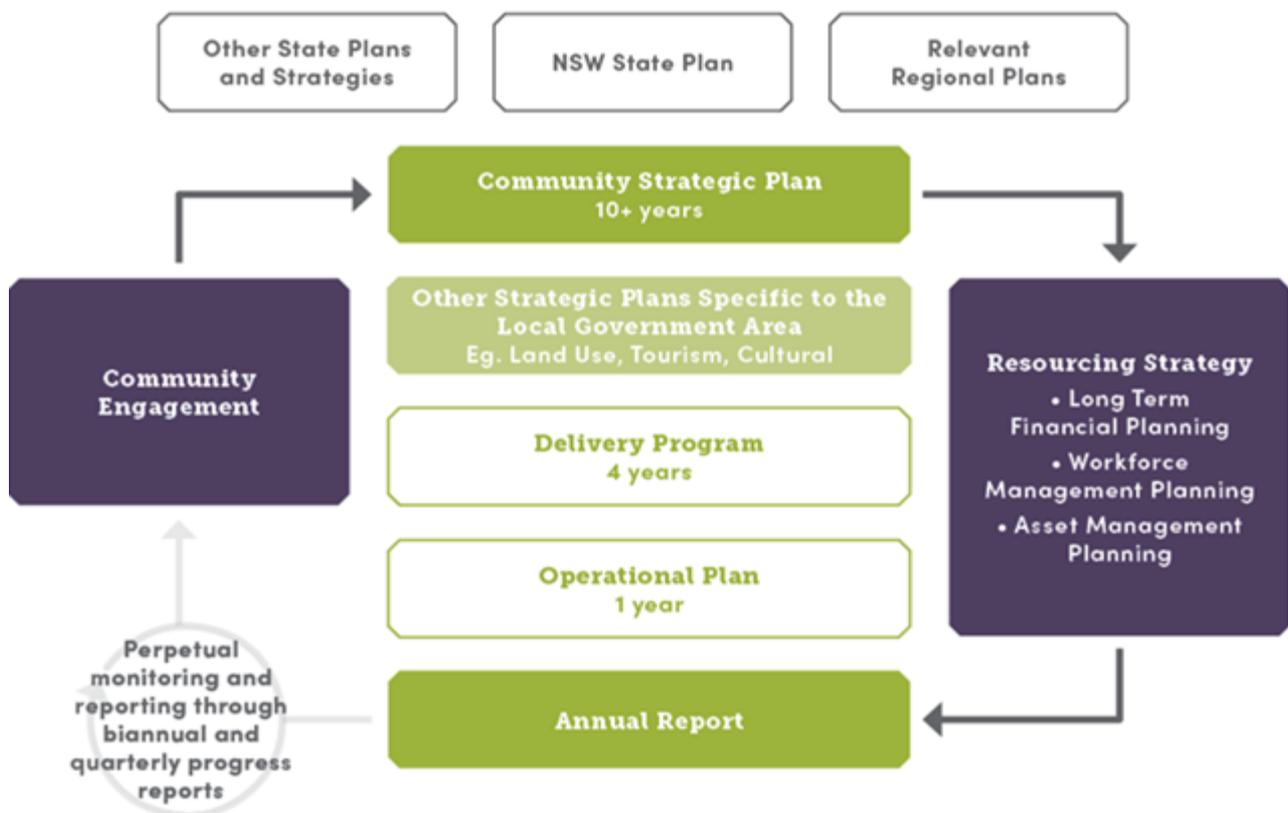
For all engagement requirements legislated under the *Environment Planning and Assessment Act 1979* (NSW), Appendix 4: Narrabri Shire Community Participation Plan is to be used.

In 2009 the NSW Government introduced a new integrated planning and reporting framework for NSW Local Government. This was imbedded into the *Local Government Act of 1993* (NSW). These reforms replaced the former Management Plan and Social Plan with an integrated framework. It also included a new requirement for a new long-term Community Strategic Plan setting out the community's vision over a longer period.

The Community Strategic Plan outlines the community's long-term vision for the future over a period of 10 years. This document is the foundation document that feeds into Council's Integrated Planning and Reporting. Additional documents in this suite include:

- **Delivery Program** - What Council will do over a four-year Council term to work towards the vision set out in the Community Strategic Plan.
- **Annual Operational Plan** - What Council will do in the current financial year including Council's Budget and Revenue Policy.
- **Resourcing Strategy** - What resources are available to Council to implement the Community Strategic Plan. This includes the:
 - Asset Management Strategy and Asset Management Plans.
 - Long-Term Financial Plan
 - Workforce Management Plan
- **Annual Report** - Reports to the community on how Council has met its strategic objectives set out in the Annual Operational Plan.

Integrated Planning and Reporting Framework



Legislative Requirements

The *Local Government Act 1993* (NSW) and the *Local Government (General) Regulations 2021* (NSW) outline the requirements for all NSW councils Integrated Planning and Reporting Framework (IPR Framework). Narrabri Shire Council's adopted IPR Framework includes a suite of integrated plans that set out a vision and goals, and strategic actions to achieve them. It involves a reporting structure to communicate progress to council and the community as well as a structured timeline for review to ensure the goals and actions are still relevant. The IPR Framework's primary suite of documents consists of the Community Strategic Plan, the Resourcing Strategy, the Delivery Program and the Operational Plan.

Pursuant to section 402S of the *Local Government Act 1993* (NSW) each Council must develop a Community Engagement Strategy for engagement with the local community when developing its plans, policies and programs and for the purpose of determining its activities (other than routine administrative matters).

Council must establish and implement its Community Engagement Strategy, based on social justice principles, for engagement with the local community when developing the Community Strategic Plan. A Council may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new Community Engagement Strategy.

A draft Community Engagement Strategy or amendment of an existing Community Engagement Strategy must be placed on public exhibition for a period of at least 28 days, and submissions received must be considered by the council before the plan or amendment is endorsed by the council.

Legislated Principles

The guiding principles for NSW councils are established in Chapter 3 of the *Local Government Act 1993* (NSW) and are aimed at enabling councils to carry out their functions in a way that facilitates strong, healthy, and prosperous local communities. These principles guide councils to:

- provide strong and effective representation, leadership, planning and decision-making;
- carry out functions in a way that provides the best possible value for residents and ratepayers;
- plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community;
- apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements;
- work co-operatively with other councils and the State government to achieve desired outcomes for the local community;
- manage lands and other assets so that current and future local community needs can be met in an affordable way;
- work with others to secure appropriate services for local community needs;
- act fairly, ethically and without bias in the interests of the local community; and
- be responsible employers and provide a consultative and supportive working environment for staff.

Additional legislated principles are outlined in Chapter 3 of the *Local Government Act 1993* (NSW) to ensure councils exercise sound decision making and financial management.

Pursuant to section 8C of the *Local Government Act 1993* (NSW), Council's IPR Framework should:

- identify and prioritise key local community needs and aspirations and consider regional priorities;
- identify strategic goals to meet those needs and aspirations;
- develop activities, and prioritise actions, to work towards the strategic goals;
- ensure that the strategic goals and activities to work towards them may be achieved within council resources;
- regularly review and evaluate progress towards achieving strategic goals;
- maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals;
- collaborate with others to maximise achievement of strategic goals;
- manage risks to the local community or area or to the council effectively and proactively; and
- make appropriate evidence-based adaptations to meet changing needs and circumstances.

The IPR cycle coincides with NSW local government's election terms (four years terms)¹, with reviews commencing at the end of a council term. The review process consists of:

- A State of the Shire Report from the outgoing council to the incoming on the implementation and effectiveness of the Delivery Program in achieving the objectives outlined in the Community Strategic Plan.
- A review of the information that informed the original Community Strategic Plan.
- A Community Engagement Strategy prepared and implemented by Council, identifying relevant stakeholder groups within the community and outline the methods that will be used to engage each group.

¹ In 2020, due to the extenuating circumstances caused by the COVID-19 Pandemic, the NSW Government postponed local government elections by 12 months to December 2021. This extended the current council term and IPR cycle to five years (2016 to 2021) and shortened the next council term and IPR cycle to three years (2021 to 2024). The standard four-year council term and IPR cycle will resume from 2024.

The Community Engagement Process

The International Association for Public Participation (IAP2) defines Community Engagement as:

“Any process that involves the community in problem-solving or decision-making and uses community input to make better decisions.”

Narrabri Shire Council recognises the importance and benefits of involving the community in decision-making processes. This is especially important when developing a long-term strategic vision for the community. The success of the Community Strategic Plan and subsequent plans and strategies relies on the community feeling they have ownership and influence over how their Shire is shaped in the future.

The level of participation from the community in decision-making should be proportionate to the impact of the decision being made. Therefore, higher-level long-term decisions that will have a larger impact on the community should have a higher degree of community participation in their development.

Community engagement will focus on “bigger picture” items for the Shire and not the day-to-day operations of Council. As a minimum, Council will identify and engage with relevant stakeholder groups. For increased success, Council will engage with those community members who may not normally have a voice. Using social justice principles, Council will target those groups which are harder to reach and endeavor to keep them informed throughout the process. It is important to accept and respect that some community members will have no interest in taking part in this process. However, Council will ensure that if they wish to become involved, they can get involved.

Objectives of Community Engagement

Council has some clear objectives to be undertaken through its community engagement activities as well as fulfilling its legislative requirements. These include:

- Involve the community in the review of the current Community Strategic Plan;
- Involve the community in the development of a reviewed Community Strategic Plan for the next 10 years understanding their needs, aspirations and expected levels of service;
- Educate the community on the Integrated Planning and Reporting Framework, their role in its success and how they can have an influence;
- Provide a framework for a coordinated, well planned approach to engagement that is genuine, inclusive and meets the needs of a range of stakeholders; and,
- Build strong ongoing relationships between Council and the Community.

Social Justice Framework



Successful community engagement offers members of the community an opportunity to have their values, interests, needs, and desires incorporated into decisions that affect their lives. It also encourages the public to provide more meaningful input into the decision-making process.

Through its community engagement, Council will strive to implement best practice guidelines developed by IAP2 to ensure engagement is genuine and inclusive.

IAP2's core values for public participation:

- Are based on the belief that those who are affected by a decision have the right to be involved in the decision-making process;
- Include the promise that the public's contribution will influence the decision;
- Seeks out and facilitates the involvement of those potentially affected by or interest in a decision;
- Provides participants with the information they need to participate in a meaningful way; and,
- Communicates how their input affected the decision made.

The framework is not intended to prescribe exactly how a community should be engaged with. Rather it provides an outline for the community engagement process to assist organisations, such as Council, to plan and conduct effective engagement initiatives.

Step 1: Determine the Level of Impact

The first step in Council’s community engagement process is to determine the level of community input that is required based on the level of impact that the issue, plan or project has. Council’s staff have the capacity to judge the level of impact and therefore determine the appropriate level of community engagement and participation.

The following table outlines the four (4) levels of impact that any issues, plans or projects, that Council is involved, are likely to fall into:

	Shire-Wide	Local
High	<p>Level 1 High, Shire-Wide Impact</p> <p>High level of real or perceived impact or risk across the Narrabri Shire. This may include any impact on health, safety, or wellbeing of residents.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Council’s Community Strategic Plan. • Removal of a facility or service that caters for the whole Shire. 	<p>Level 2 High, Local Impact</p> <p>High level of real or perceived impact or risk on a local area, small community or user group(s) of a specific facility or service.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Facilities Management Plan. • Re-development of a sports ground. • Local street closure.
Low	<p>Level 3 Low, Shire-Wide Impact</p> <p>Lower level of real or perceived impact or risk across the Narrabri Shire.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Changes to Council’s Customer Service processes. • Satisfaction Survey. 	<p>Level 4 Low, Local Impact</p> <p>Lower level of real or perceived impact or risk on a local area, small community or user group(s) of a specific facility or service.</p> <p>Example:</p> <ul style="list-style-type: none"> • Local street upgrade. • Playground or park upgrade. • Changes to a local program or event (such as time or location).

Step 2: Determine the Level of Engagement

Council will work with the IAP2 Public Participation Spectrum (located on the next page) to identify the possible methods of consultation and the level of impact the community would have on decision-making. Types of engagement include: **Inform, Consult, Involve, Collaborate and Empower**. At a minimum, it is anticipated that all of Council's engagement initiatives will need to inform, however Councils have been advised that they should aim their engagement activities to the COLLABORATE level for the greatest success.

COLLABORATE will be the most significant part of any engagement. It involves working with key stakeholders and the community to find solutions and alternatives. This stage comes after all the information is sought through the CONSULT and INVOLVE stages to ensure issues are well understood. This spectrum will be used as the basis of all Council Community Engagement activities as well as Council's Communications Strategy.

Note: It is important that Council use the IAP2 Public Participation Spectrum in conjunction with Appendix 1: Engagement Method Matrix.

IAP2 Public Participation Spectrum



	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Purpose	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and active solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the Public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns, aspirations and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide (with regard to legal, financial and ethical considerations).
Role of Community	Listen	Contribute	Participate	Partner	Lead
Example Techniques	<ul style="list-style-type: none"> • Fact sheets • Education programs 	<ul style="list-style-type: none"> • Public comment • Focus groups • Surveys • Public meetings 	<ul style="list-style-type: none"> • Workshops • Deliberative polling 	<ul style="list-style-type: none"> • Advisory Committees • Consensus building 	<ul style="list-style-type: none"> • Community lead initiatives and programs

Step 3: Apply the IAP2 Community Engagement Procedure

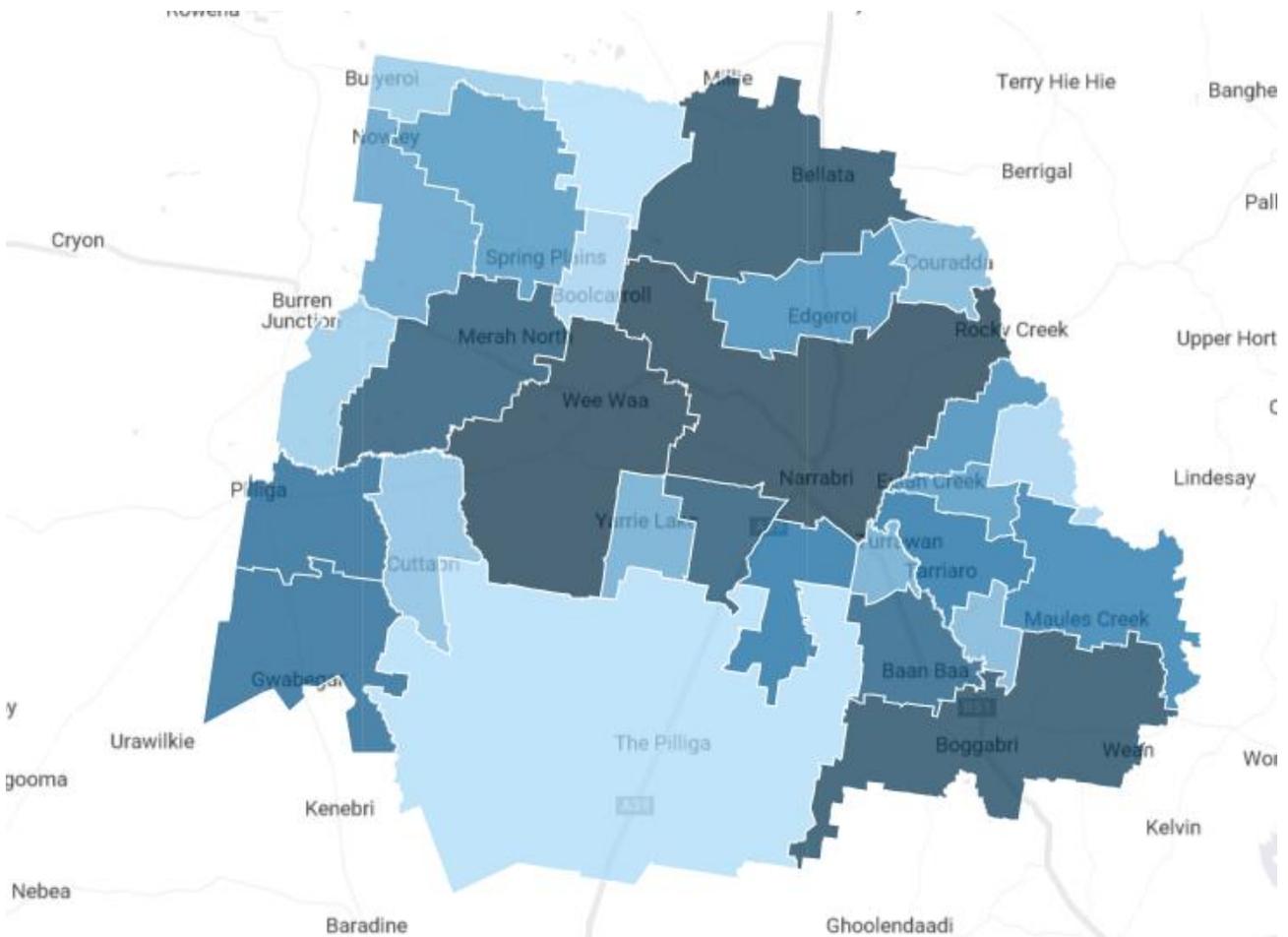


General Information - Our Community

To communicate effectively Council must understand its community. The Australian Bureau of Statistics estimated the Narrabri Shire population to be 12,703 as of 2021, with a median age of 40.² 50.4% of the population identified as male and 49.6% identified as female. 14.8% of the population identified as being of Aboriginal or Torres Strait Islander descent.

Map: Locality Boundaries (by Suburb – SSC)

Narrabri Shire is situated within the Namoi River Valley in North West NSW. The Shire has an area of 13,031 square kilometres and extends from the Nandewar Range in the east, west across the Lower Namoi River floodplain.



² Australian Bureau of Statistics Narrabri Shire (A), 2021 Census

Table: Population and Dwellings by Locality³

Locality (Suburb – SSC)	Population		Age Distribution		Aboriginal and Torres Strait Islander	Private Dwellings
	No.	% of Shire	0-14 years	65+ years		
Narrabri	7,327		20.2%	18.6%	15.3%	3,401
Wee Waa	2,034		22.5%	18.6%	19.2%	943
Boggabri	1,203		18.2%	23.2%	12.1%	622
Bellata	266		24.2%	21.0%	11.7%	139
Pilliga	175		11.3%	19.5%	26.3%	112
Merah North	129		20.0%	17.4%	5.4%	58
Bohena Creek	214		16.8%	10.3%	6.1%	77
Baan Baa	166		20.2%	25.1%	5.4%	77
Gwabegar	124		13.1%	27.7%	23.4%	65
Jacks Creek	180		20.4%	22.7%	17.8%	78
Tarriaro	102		*	*	*	39
Maules Creek	87		*	*	*	42
Edgeroi	96		*	*	*	40
Bullawa Creek	130		23.2%	24.0%	13.1%	47
Eulah Creek	84		*	*	*	33
Spring Plains	73		*	*	*	37
Turrawan	83		*	*	*	29
Nowley	50		*	*	*	19
Yarrie Lake	73		*	*	*	40
Couradda	29		*	*	*	11
Harpary	47		*	*	*	14
Cuttabri	37		*	*	*	12
Wean	34		*	*	*	19
Bulyeroi	28		*	*	*	13
Drildool	23		*	*	*	7
Boolcarrol	25		*	*	*	11
Kaputar	4		*	*	*	10
Total	12,823⁴					5,995

³ Australian Bureau of Statistics Narrabri Shire (A), 2021 Census (asterixis '*' have been used where the data was unavailable).

⁴ Note: Suburb population data does not always precisely correlate with an LGA's data and therefore the total of all suburbs' populations exceeds the LGAs estimated population.

Communication Considerations

Due to the broad spread of the Shire's population, with over 5,483 residents estimated to be living in a town or village external to the strategic centre of Narrabri, Council needs to ensure its communications reach the targeted audience in a timely manner.

Residents' ability to receive communications in a meaningful relies on several factors, including, access to internet, literacy and comprehension rates, and appetite for seeking out local news. Whilst Council cannot change residents' own desires to seek out local news and notices, it can work to ensure that its engagement accommodates for the 27.5% of the population who does not have access to the internet from their home⁵ and the 3.6% of the population who speaks a language other than English at home.⁶ Through appropriate application of the Methods of Engagement Matrix, Council can also increase the likelihood of 'disinterested' residents being exposed to calls for engagement, to increase participation.

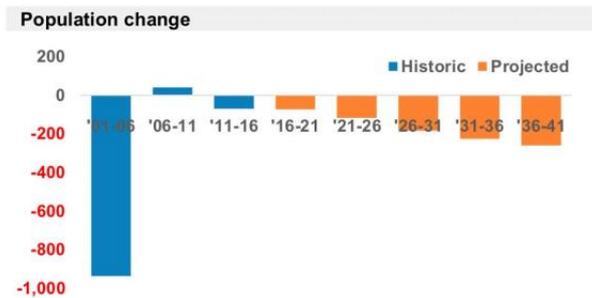
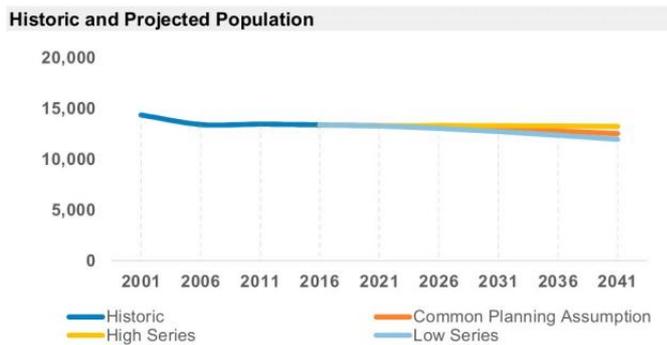
⁵ Australian Bureau of Statistics Narrabri Shire (A), 2016 Census

⁶ Australian Bureau of Statistics Narrabri Shire (A), 2021 Census

Growth Rate

It has been identified by the NSW Government Department of Planning and Environment (then known as the Department of Planning, Industry and Environment) that the Shire’s population will experience a decline, on current trends, with the total population projected to be 12,102 in 2041.⁷ This decline is predicted to be caused by residents leaving the area for larger centres, such as Tamworth and Armidale, and due to an already ageing population. However, it is important to note that these projections do not take into consideration future growth and employment opportunities, such as the Inland Rail, the potential Narrabri Special Activation Precinct, and the Northern NSW Inland Port (N2IP) which may significantly change in and out migration rates.

Population change						
	2016-21	2021-26	2026-31	2031-36	2036-41	2016-41 (25-year change)
Population change	-50	-100	-200	-250	-250	-850
Average annual growth rate	-0.1%	-0.2%	-0.3%	-0.4%	-0.4%	-0.3%
Births	950	900	850	850	850	4,400
Deaths	550	600	600	600	650	3,000
Natural change	400	300	250	250	200	1,400
Net Migration (all)	-450	-450	-450	-450	-450	-2,250

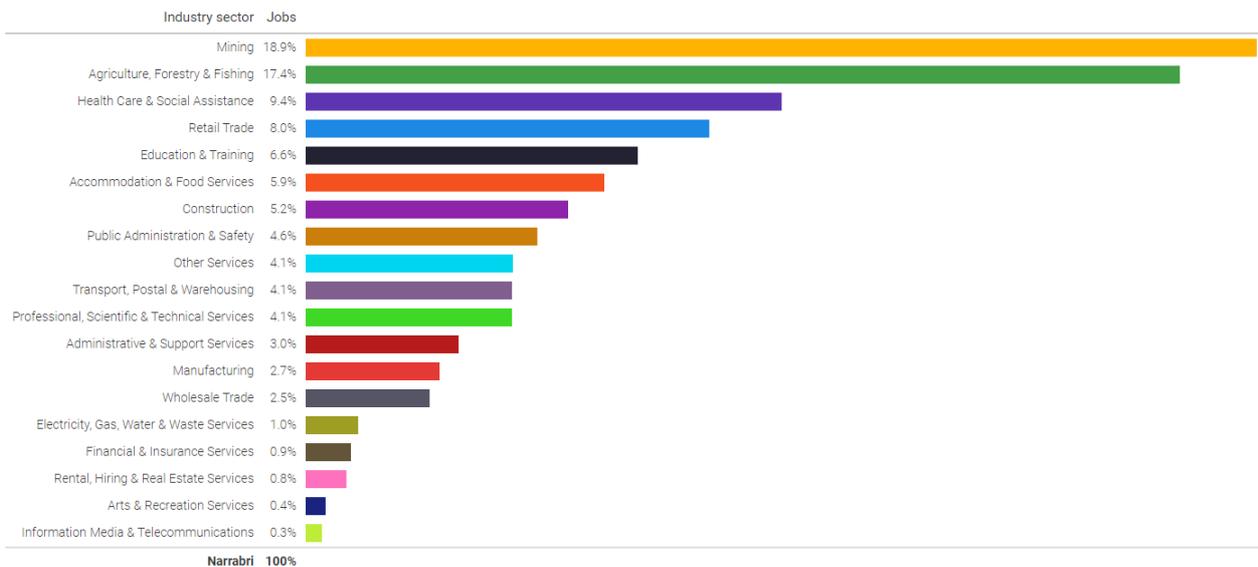


7 NSW Department of Planning, Industry and Environment, Narrabri Shire Council 2021 NSW Population Projections.

Employment⁸

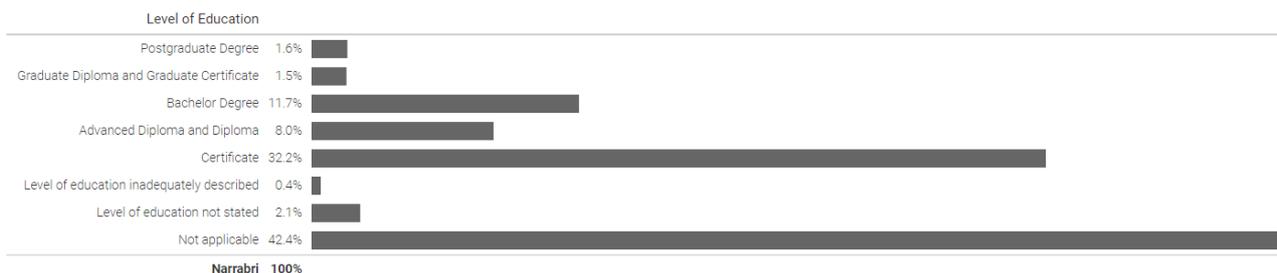
The Narrabri Shire economy supports an estimated 6,553 jobs.⁹ At the 2016 Census, the main industry of employment in the Shire was Mining, employing 18.9% of the working population. At the 2011 Census, Agriculture, Forestry and Fishing was the main industry of employment in the Shire, employing 21.4% of the working population.

Employment



Of the estimated 6,553 people working in the Shire, 42.4% have obtained employment without the attainment of a tertiary qualification.¹⁰

Education



⁸ Narrabri (A) REMPLAN.

⁹ ABS 2016 Census Place of Work Employment (Scaled), ABS 2017/2018 National Input Output Tables, and ABS June 2019 Gross State Product.

¹⁰ Narrabri (A) REMPLAN.

Economic Activities

The Narrabri Shire has a diverse economic base with Gross Regional Product (GRP) estimated at \$1.952 billion with \$583.82 million of output and \$336.7 million of value-add. The two main economic activities are extractive industries and agriculture. Extractive industries account for 60.6% of the Shire's output, 67.5% of value-add and are the Shire's second largest employer (accounting for 28.1% of jobs). Agriculture is the Shire's largest employer (accounting for 45.6% of jobs), and second-largest contributor to output (22.5%) and value-add (17.4%).¹¹

The Shire's primary agricultural activities are broadacre cropping (both irrigated and non-irrigated), and livestock production. Cotton production is concentrated along the Namoi River floodplain from Boggabri through to Wee Waa with the Shire having seven cotton gins, cotton seed storage facilities and a large cotton seed distributor.¹² Grain and pulse production is concentrated to the north and west of Narrabri. Narrabri Shire has three agricultural research facilities: the Australian Cotton Research Institute; Monsanto Narrabri Research Centre; and the University of Sydney's IA Watson Grains Research Centre. The Shire is also the home of the Paul Wild Observatory, which houses the Australia Telescope Compact Array. The Observatory is operated by the CSIRO Astronomy and Space Science Division.

The Shire sits partly atop the Gunnedah Basin and sections of the Great Artesian Basin, (specifically the Southern Recharge and Surat groundwater sources). Due to this placement, Narrabri Shire is resource rich, with access to extensive irrigation, and coal and gas reserves. There are four coal mines in the Shire with a fifth proposed at Vickery just south of Boggabri. The Pilliga Forest in the South West of the Shire has extensive gas reserves. Santos's proposed Narrabri Gas Project has the potential to supply up to half of NSW's natural gas demand and support the development of 'gas intensive' activities in Narrabri, including a Fertiliser Manufacturing Plant.

The Shire has a strong and growing tourism sector. In 2019, the Shire attracted an estimated 295,000 visitors, of whom 165,000 stayed one or more nights in the Shire and 130,000 were day visitors.¹³ Overnight visitors spent 409,000 nights in the Shire. The Shire's main tourist attractions are the Mount Kaputar National Park, the Pilliga Forest, the Pilliga Hot Artesian Baths and CSIRO Australia Telescope Compact Array.

Narrabri is a major transport and logistics hub for both road and rail freight. The Shire has three intermodal terminals (Narrabri North, Narrabri West, and Wee Waa), several major grain receipt and storage sites, multiple trucking and freight forwarding companies and a range of transport and logistical service providers. The Shire draws commodities from a 350 kilometres radius, with its catchment area including the surrounding LGAs and areas of southern Queensland. The transport

11 Economic Data taken from RDA Northern Inland Regional Economic Data produced by REMPLAN

12 Cotton Gins in Narrabri Shire: Boggabri, Merah North and Yarraman (2) operated by Namoi Cotton; Narrabri (2) operated by Australian Food and Fibre; and Wee Waa operated by Queensland Cotton.

13 Tourism Research Australia Local Government Area Visitor Profiles 2019

and logistics sector are poised to grow substantially with the opening of the Inland Rail and the establishment of the Northern NSW Inland Port in Narrabri.

Key Stakeholder Groups

The Community Engagement Strategy targets the whole Shire's community including people who live, invest, visit and work in the region. The community includes residents, ratepayers, landowners, organisations, businesses, government agencies and anyone who has an interest in the future of the Shire.

The following groups (non-exhaustive) have been identified.

Federal Government Agencies

- Australian Department of Education
- Australian Department of Employment and Workplace Relations
- Australian Department of Health and Aged Care
- Australian Department of Industry, Science, Energy and Resources
- Australian Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Department of Prime Minister and Cabinet
- Federal Member for Parkes Mr Mark Coulton MP

State Government Agencies

- Department of Premier and Cabinet NSW
- NSW Department of Primary Industries (including North West Local Lands Services)
- Department of Regional NSW (including NSW Resources Regulator)
- Member of the Legislative Council, The Hon. Sam Farraway, MLC Deputy Government Whip in the Legislative Council, and Parliamentary Secretary to the Deputy Premier and for Water Infrastructure
- NSW Department of Communities and Justice
- NSW Department of Education
- NSW Department of Planning and Environment
- NSW Department of Industry
- NSW Health
- SafeWork NSW, iCare and NSW State Insurance Regulatory Authority (SIRA, Member for Barwon Mr Roy Butler MP
- Transport for NSW

Local Committees, Council Committees and Organisations

The Shire has an extensive network of committees and organisations that assist Council in its decision-making processes. The following are examples of some of the local committees and organisations that will be included in consultation:

- Access and Inclusion Committee
- Arts North West
- Association of Mining Related Councils
- Australian Airports Association
- Australian Rural Road Group Inc
- Boggabri Business Chamber

- Boggabri Coal Community Consultative Committee
- Central Northern Regional Libraries Committee
- Federation Farm Committee
- Friends of The Crossing Theatre
- Future Farmers Network
- Gwabegar Hall Section 355 Committee
- Inland Rail Narrabri Sub-Committee to the Narromine to Narrabri Community Consultative Committee
- Local Traffic Committee
- Local Sports Clubs
- Local Schools
- Maules Creek Community Consultative Committee
- Myall Creek Memorial Committee
- Namoi Region Air Quality Advisory Committee
- Namoi Water
- Namoi-Peel Customer Service Committee
- Narrabri & District Chamber of Commerce
- Narrabri Bush Fire Management Committee
- Narrabri Gas Project Community Consultative Committee
- Narrabri Hospital Advisory Committee
- Narrabri Industrial Network
- Narrabri Liquor Accord
- Narrabri Local Aboriginal Lands Council
- Narrabri Medical Taskforce Committee
- Narrabri Mine Community Consultative Committee
- Narrabri Shire Crime Prevention Advisory Committee
- Narrabri Shire Floodplain Risk Management Advisory Committee
- Narrabri Shire Interagency Group
- Narrabri Shire Youth Council
- National Farmers Federation (local members)
- New England Joint Organisation
- Newell Highway Taskforce
- North West Regional Weed Committee)
- North West Weight of Loads Committee
- Nosh Narrabri
- NSW Farmers Association
- NSW Young Farmers
- People for the Plains
- Pilliga and Gwabegar Community Link Centres
- Pilliga Local Aboriginal Lands Council
- Red Chief Aboriginal Lands Council
- RMS Regional Consultative Committee
- Tarrawonga Mine Community Consultative Committee
- The Crossing Theatre Advisory Committee
- Vickery Mine Community Consultative Committee
- Wee Waa and District Chamber of Commerce
- Wee Waa Hospital Advisory Committee
- Wee Waa Local Aboriginal Lands Council
- Western Slopes Pipeline Community Consultative Committee

Internal Stakeholders

- Councillors
- MANEX and Managers
- Operational Staff:
 - Administrative (Indoor) Staff
 - Cultural Facilities Staff
 - Outdoor Staff
 - Tourism Staff

Under-Represented Groups

There are several groups in the community that are difficult to reach and engage in consultation. When engaging with under-represented groups, it is important to cater for their needs, by meeting in comfortable and accessible locations at times that suite them. These groups have an important voice in the future of the Shire. Groups which need to be carefully targeted include:

People with Disabilities

- Council currently has in place the [2022/2026 Disability Inclusion Action Plan \(DIAP\)](#).
- Council currently facilitates the Access and Inclusion Committee to obtain valuable expertise and advice on matters relating to access, inclusion, and the implementation of the Disability Inclusion Action Plan.
- It is important people with disabilities are considered in town planning and facility upgrades to improve accessibility.

Aboriginal Community

- Council has made a commitment through its [Reconciliation Action Plan](#) to raise awareness and understanding of the local Aboriginal culture. Council is anticipated to have an updated Reconciliation Action Plan adopted by 30 June 2024.
- The Narrabri Shire Local Government Area sits within the traditional lands of the Gamilaraay people. As the original custodians of this area, the local Aboriginal community's cultural values need to be considered when deciding the future direction of the Shire.
- Elders can be empowered to be advocates for their community and communicate their current and future needs to Council.
- It is considered best practice to deliver an Acknowledgement of Country as part of a welcome and housekeeping at meetings or events, including consultation sessions.¹⁴
- It is important to refer to cultural groups carefully and respectfully by their preferred title; be mindful to only refer to Aboriginal people as 'Aboriginal' or 'First Nations'. 'Indigenous', 'Aborigine' or other terminology is highly offensive.
- If you are not a local Aboriginal person, it can be considered disrespectful to refer to an Aboriginal person as 'Auntie', 'Uncle', 'Sister' or 'Brother' unless they have asked you to do so. As a non-Aboriginal person, pay attention to how an Aboriginal person refers to themselves; they may prefer another term, such as their Tribe.

¹⁴ Only recognised Elders who are Traditional Owners/Custodians of the land on which the event takes place can deliver a Welcome to Country.

People from Culturally Diverse Backgrounds

- Whilst only 4.4% of the Shire's population were born overseas, such residents need to be encouraged and welcomed to participate in engagement.¹⁵
- It is important to understand which culturally diverse backgrounds the Shire's community is made up of to better cater for these residents' and their families' needs now and in the future.
- When engaging with people of culturally diverse backgrounds it is important to ensure that you use and pronounce names and culturally specific terminology properly. If you are unsure of the correct pronunciation, ask. It is more acceptable to ask and ensure you are pronouncing names and terminology properly than to pronounce these incorrectly.

Young People

- Young people can be difficult to engage due to feelings of disinterest and lack of "power" in society.
- As the future of the Shire, local youth need to be empowered to share their opinions and actively participate in community consultation.
- Innovative methods should be considered to better engage with this group.
- The Narrabri Shire Youth Council will provide opportunities for our young people to influence youth focused programs and projects within the shire. This group will be key in engaging with Council and delivering

LGBTQIA+

- The LGBTQIA+ community includes anyone who does not identify as a heterosexual or does not identify with the gender they were born with, or a combination of both. Significantly so in rural and regional communities, such as the Narrabri Shire, the LGBTQIA+ community is often underrepresented or may not feel safe or comfortable openly engaging with organisations such as Council.
- LGBTQIA+ people have a diverse range of interests and requirements. Engaging directly with LGBTQIA+ service users is the most effective way for public services to understand what those interests and requirements are.
- It is important to be mindful when engaging any community members to be mindful and respectful of pronouns. Be aware of how a person refers to themselves and reciprocate this. It is important that if a community member states they use 'she/her', 'he/him', 'they/them' pronouns that you try to do.

Geographically isolated

- Extending across 13,031 square kilometres, the Shire is very large and home to isolated communities such as Gwabegar and Pilliga.

¹⁵ Narrabri (A) REMPLAN.

- Council should have an active presence in these communities and develop more informal ways of promoting community engagement within these communities.

Transient Workers

- Although many transient workers do not call the Shire “home”, they still have a large impact on the community and its infrastructure.
- Working closely with the primary employer of transient workers, being corporations within the resource sector, will help to capture this group.

Young Working Families

- Due to busy and conflicting schedules, this group are not often able to engage in community consultation despite being key users of the Shire’s facilities (such as sports grounds, entertainment facilities, parks and pools).
- Engagement with this group needs to be scheduled appropriately and, in a time sensitive manner.
- Options for this community group to participate in engagement from home should be considered.

65+ Population

- The Shire has an ageing population, with 18.6% of the Shire’s population aged 65 years and over.
- Council should work closely with this community, along side existing service providers for this group to ensure they are meaningfully engaged with.
- Council should ensure they consider this groups accessibility and scheduling requirements when engaging.

Primary Producers

- This group are a difficult to group to engage with due to isolated locations and busy seasonal schedules.
- Engagement needs to be informal and made easy for them to get involved.
- Engagement with this group needs to be carefully timed, not to conflict with busier periods (as highlighted below)¹⁶:

Industry	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Cotton - Planting			X	X								
Cotton - Picking										X	X	
Winter Grains, Oilseeds - Planting										X	X	X
Winter Grains and Oilseeds - Harvest				X	X							
Summer Grains, Legumes – Planting				X	X							
Summer Grains, Legumes – Harvest									X	X	X	
Sheep - Lambing		X	X									
Sheep - Lamb Marking			X	X								
Sheep - Shearing (flexible)				X				X				X
Cattle - Calving		X	X	X								

¹⁶ Periods are subject to change (due to climate, market and resourcing factors).

Reaching the Aboriginal Community

The local Aboriginal community is identified as a key community group that can be difficult to engage with due to a nature of distrust that has developed towards government service providers.¹⁷ In 2016, Council made a commitment to strengthen relationships with the local Aboriginal community through the development of a Reconciliation Action Plan. When engaging with the local Aboriginal community, to ensure engagement occurs in a meaningful manner, Council needs to be aware and respectful of Aboriginal culture

Standard Acknowledgement of Country

I would like to acknowledge that we meet today on the traditional lands of the Kamilaroi/ Gamilaroi/ Gomeroi people. I recognise their continuing connection to this land and pay my respects to Elders past and present and I extend that respect to any Aboriginal people present here today.

Respecting the Aboriginal Culture

The Aboriginal culture is one of the world's oldest living cultures, dating back more than 60,000 years. Due to this longevity and interconnectedness with Country, the Aboriginal community have a wealth of knowledge available. Aboriginal culture enriches Australia's society and provides solutions for many modern-day issues, including best practice for land and water management to prevent catastrophic bushfire seasons.

Terminology

- Connection to Country:
 - "Country" is more than just the land on which we live or the socio-political and economic boundaries that define a territorial body of land.
 - "Country" describes the interdependent and interconnected relationship between Aboriginal people, land, water, spirituality, and cultural law.
- The importance of kinship:
 - Culture, family and kinship ties are fundamental to Aboriginal communities.
 - The responsibility of raising children is often shared between the whole community.

¹⁷ *Distrust between Australia's Aboriginal population and the "government" developed from a long and complicated history, that has resulted in systemic issues. Some reasons for this mistrust stem from European colonisation and the subsequent forced removal of Aboriginal children from their families and communities resulting in the Stolen Generation (which was an official government policy in Australia until 1969). Additional underlying social issues faced by Aboriginal families that further perpetuate this mistrust are the current power imbalances, lack of representation in decision making, and lack of representation in influential positions of power.*

- Extended family is part of Aboriginal people’s social unit, with many, older members of a community, being respectfully and affectionately referred to as “aunty” or “uncle” despite not being a blood relative.
- Deep Time:
 - Aboriginal peoples’ concept of time is not exclusively linear (that is past-present-future).
 - Events that bear more weight or importance to an Aboriginal person or their community are perceived as being closer in time.
 - This is especially important to recognise as events that bear more importance due to their traumatic implications, such as colonisation and the Stolen Generation, plague the forefront of Aboriginal communities’ recollection.
- Elder:
 - Elders are the custodians of traditional cultural knowledge, skills and customs and are responsible for teaching and providing guidance to the community on cultural matters and cultural protocols.
 - The term “Elder” is used to describe people who have knowledge, wisdom, and the respect of their local community.
 - Elders are not necessarily older people but must have the trust and respect of their community and be recognised as cultural knowledge keepers
- Language:
 - A critical factor in communicating is understanding the differences in language protocols. In Australia there are more than 250 First Nation languages including 800 dialects. Each language is specific to a particular place and people.
 - For some in Aboriginal communities, English may be a second or third language.
 - English literacy levels need to be considered and accommodated, by using clear and concise wording.
 - Alike any other inter-cultural communications, maintain your own language – do not try to mimic Aboriginal speech, words, or accent.
- Mob:
 - term used to identify a group of Aboriginal people associated with a particular place or country.
 - This term is generally used by Aboriginal people to describe other Aboriginal and Torres Strait Islander people and should not be used by non-Aboriginal people.
- Nation:
 - Nation: A group associated with a culturally defined area of land or country.
 - Each nation has boundaries that cannot be changed and language that is tied to each nation and country.
 - It is important to understand that for some nations there is still dispute today over these traditional boundaries.
- Sorry Business:
 - Sorry Business is an important period of mourning for Aboriginal and Torres Strait Islander peoples that involves responsibilities and obligations to attend funerals and participate in other cultural events, activities, or ceremonies.
 - In some cases, the extent of obligations is dictated by the status of the deceased person and a person’s relationship to them.
 - Mourning periods differ between communities; sometimes the person’s name or image cannot be used for a week or a year, sometimes it is for an indefinite period.

- Stolen Generation:
 - The Stolen Generation refers to Aboriginal and Torres Strait Islander children who were removed from their communities and families by Australian Federal and State Government agencies from 1910 to the 1970s.
 - It is estimated that the Stolen Generation affected 1 in 3 children during this time.
 - These children were then sent away to be placed in homes, missions, and foster families where they were often forbidden from speaking their native language or expressing any part of their Aboriginal or Torres Strait Island culture. They were also not allowed to return to their traditional lands.
 - Many Aboriginal families have experienced inter-generational trauma, due to the trauma experienced by their parents or grandparents who lived through this period of history. The Stolen Generation has resulted in traditional knowledge being lost as this knowledge was not able to be passed down to the next generation
- Traditional Owners:
 - It is considered best practice to deliver an Acknowledgement of Country as part of a welcome and housekeeping at meetings or events, including consultation or engagement sessions.¹⁸

Protocols

General Protocols for ALL Engagement Activities:

- Traditional Owners and Elders (past present and future) should be acknowledged at the commencement of a meeting (see page 30 for a standard Acknowledgement of Country for all Council meetings and engagement activities conducted on Gamilaraay Country);
- Acknowledgements should also recognise dates of significant (if there is a close correlation) and cultural or historical sites (if the event is held on or near one).
- Minimise government jargon or explain the term or phrase in plain language.
- Use your own style of speech – do not try to mimic Aboriginal speech, words or accents.
- Be inclusive of all participants, and provide opportunities for all to speak;
- Only refer to Aboriginal people as 'Aboriginal' or 'First Nations'. 'Indigenous', 'Aborigine' or other terminology is highly offensive. If you are a non-Aboriginal person, pay attention to how an Aboriginal person refers to themselves; they may prefer another term, such as their Tribe or Nation.
- Avoid referring to Elders as 'Auntie' or 'Uncle', unless invited to do so (if you need to introduce an Aboriginal Elder or a member of the Aboriginal community, ask them how they would like to be referred to first);
- Do not specify tribal groups as there may be more than one group present; and

¹⁸ Only recognised Elders who are Traditional Owners/Custodians of the land on which the event takes place can deliver a Welcome to Country.

Formal Event Protocols:

- Welcome to Country:
 - Where the traditional Aboriginal and Torres Strait Islander custodians welcome people to their land. This is the preferred option to open a ceremony and should be conducted by a recognised Traditional Owner or Elder from the area.
 - A Welcome to Country can only be delivered by a Traditional Owner or an Aboriginal and Torres Strait Islander people who have been given permission from Traditional Owners to welcome visitors to their country.
 - If requesting an Aboriginal or Torres Strait Islander person to perform a Welcome to Country, it is considered best practice to compensate them for their time (in the form of payment).
- Acknowledgement of Country:
 - Where an Aboriginal and Torres Strait Islander person or non-Aboriginal and Torres Strait Islander person acknowledges and shows respect for the Traditional Owners of the land.
 - Acknowledgements should also recognise dates of significant (if there is a close correlation) and cultural or historical sites (if the event is held on or near one). Elders should be consulted on how to approach this Acknowledgement. Event organisers should research the cultural heritage of the land the event is held on and address this in the Acknowledgement.
- Smoking Ceremonies:
 - Smoking ceremonies are undertaken in Aboriginal and Torres Strait Islander communities to cleanse the space in which the ceremony is taking place.
 - The smoking ceremony is a ritual of purification and unity and is always undertaken by a Traditional Owner or Elder with specialised cultural knowledge.
 - This is a significant ceremony and is performed only at events deemed appropriate by the Aboriginal or Torres Strait Islander community.
 - If invited to participate in a Smoking Ceremony, it is important to pay close attention to the process and participate respectfully.

Written Material Protocols:

- Ensure the following proper nouns are capitalised:
 - Aboriginal;
 - Country;
 - Elder;
 - First Australians;
 - First Nations;
 - First Peoples;
 - Indigenous;
 - Language;
 - Torres Strait Islander; and
 - Any reference to a Tribe or Nation (for example "Gamilaraay People").
- Consultation and consent:
 - If using cultural material in documents that are intended to be disseminated to the community, it is important to consult with the Aboriginal and Torres Strait Islander custodians of traditional knowledge to understand the risks and benefits and ensure accuracy, as certain information or images may be inappropriate for wider circulation.

- Aboriginal and Torres Strait Islander peoples have the right to keep secret any sacred or ritual knowledge.
- Do not use acronyms (such as 'ATSI' or 'TSI') when referring to First Nations People. Using an acronym or abbreviation to describe a race of people can be offensive and inappropriate. Use 'Aboriginal and/or Torres Strait Islander' or 'First Nations People'.
- Capturing and using visual and/or audio material:
 - Ensure that photographers and videographers are briefed on cultural protocols and are respectful to the participants.
 - They must seek permission from the Traditional Owners, Elders and/or community before taking photos or videos.
 - Ensure a photography and videography consent form has been completed.
 - Before using the name of a deceased person or publishing their image, it is essential to obtain the family's permission and it is important to include a warning before showing photos, images or videos that may contain a person or persons who are deceased.

Appendices

APPENDIX 1: Engagement Method Matrix (Framework) (enclosed)

APPENDIX 2: 2023/2024 Communication Mediums (enclosed)

APPENDIX 3: Engagement Strategy for the Community Strategic Plan (enclosed)

APPENDIX 4: Narrabri Shire Community Participation Plan (under a separate cover)

Contact Us

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



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Appendix 1: Engagement Method Matrix (Framework)

The following matrix can be used as a guide to provide engagement methods and tools that are appropriate for the level of impact of the decision. To ensure that the Shire's community engagement activities evolve to meet the changing needs of the community Council will continually review and update the methods of engagement. Council will also attempt to facilitate, where possible, engagement activities to ensure convenience and accessibility whilst reducing duplication of activities.

Method	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	Ratepayers	Shire Residents	Youth (14-17 Years)	Adults (18-65 Years)	Adults (65+ Years)	Specific Individuals	Business Community	User Groups	Vulnerable Groups	Isolated Communities	Cross Section
	High Impact (Whole Shire)	High Impact (Local)	Lower Impact (Whole Shire)	Lower Impact (Local)											
INFORM: Include objective information on the scenario and the likely consequence of the decision.															
Rates Mail Out or Letter Box Drop	Desirable	Not Applicable	Desirable	Not Applicable	Target Audience	Target Audience	Not Applicable	Not Applicable	Not Applicable	Target Audience	Target Audience	Not Applicable	Not Applicable	Target Audience	Not Applicable
Notice or Advert in a Local Newspaper	Essential	Essential	Desirable	Optional	Target Audience	Target Audience	Not Applicable	Target Audience	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience
Displays (Admin Building and Libraries)	Essential	Desirable	Desirable	Optional	Not Applicable	Target Audience	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience
Social Media	Essential	Essential	Desirable	Optional	Not Applicable	Target Audience	Target Audience	Target Audience	Target Audience	Not Applicable	Not Applicable	Target Audience	Not Applicable	Not Applicable	Target Audience
Radio (Advert or Community Announcement)	Essential	Essential	Desirable	Optional	Not Applicable	Target Audience	Not Applicable	Target Audience	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience
Email – Community Register	Desirable	Essential	Desirable	Desirable	Not Applicable	Target Audience	Not Applicable	Target Audience	Target Audience	Not Applicable	Not Applicable	Target Audience	Not Applicable	Not Applicable	Target Audience
Email Update – Feedback, Close Loop	Essential	Essential	Essential	Essential	Not Applicable	Not Applicable	Not Applicable	Target Audience	Target Audience	Not Applicable	Not Applicable	Target Audience	Not Applicable	Not Applicable	Not Applicable
Website (Your Say Page and Updates)	Essential	Essential	Essential	Desirable	Target Audience	Target Audience	Not Applicable	Target Audience	Target Audience	Not Applicable	Not Applicable	Target Audience	Not Applicable	Not Applicable	Target Audience
On Site Sign or Display	Desirable	Essential	Not Applicable	Desirable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience
On-Hold Messaging	Essential	Essential	Optional	Optional	Target Audience	Target Audience	Target Audience	Target Audience	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience
Banners or Posters (around townships)	Optional	Desirable	Optional	Optional	Not Applicable	Target Audience	Target Audience	Target Audience	Target Audience	Not Applicable	Not Applicable	Target Audience	Target Audience	Not Applicable	Target Audience
Fact Sheet, Brochure, Flyer	Desirable	Desirable	Optional	Not Applicable	Not Applicable	Target Audience	Target Audience	Target Audience	Target Audience	Not Applicable	Not Applicable	Target Audience	Not Applicable	Not Applicable	Target Audience
Media Release	Essential	Optional	Desirable	Not Applicable	Not Applicable	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience
Short Video	Desirable	Desirable	Optional	Optional	Target Audience	Target Audience	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience	Not Applicable	Not Applicable
Staffed Information Stands (inc. Kiosk)	Desirable	Desirable	Optional	Optional	Not Applicable	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience	Not Applicable	Not Applicable	Target Audience
Hotlines	Optional	Optional	Not Applicable	Not Applicable	Target Audience	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience	Target Audience	Not Applicable	Target Audience
CONSULT: INFORM and include where the audience can go to voice their feedbacks and opinions on the decision.															
Written Feedback and Submissions (Public Exhibition)	Essential	Essential	Essential	Essential	Target Audience	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience
Suggestion Box (Admin Building and Libraries)	Optional	Optional	Optional	Not Applicable	Not Applicable	Target Audience	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience	Target Audience	Not Applicable	Not Applicable
Information Sessions and Briefings	Desirable	Optional	Optional	Optional	Not Applicable	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience
Online Surveys or Feedback Forms	Essential	Essential	Optional	Optional	Target Audience	Target Audience	Target Audience	Target Audience	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience
Telephone Surveys (Community Satisfaction Survey)	Desirable	Optional	Optional	Optional	Target Audience	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience
INVOLVE: INFORM and invite the audience to discuss the scenario and potential decisions. Keep participants updated with the process.															
Meeting with Key Stakeholders or Users	Essential	Essential	Desirable	Desirable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience	Target Audience	Target Audience	Target Audience	Target Audience	Not Applicable
Focus Group, Forum or Discussion Session	Desirable	Desirable	Optional	Optional	Not Applicable	Target Audience	Target Audience	Target Audience	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience
Community Meeting	Desirable	Desirable	Optional	Optional	Target Audience	Target Audience	Target Audience	Target Audience	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience
Direct Contact or In-Person Meetings	Desirable	Desirable	Optional	Optional	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience	Target Audience	Not Applicable	Target Audience	Not Applicable	Not Applicable
Site Tour	Optional	Desirable	Optional	Optional	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience	Target Audience	Not Applicable	Not Applicable
COLLABORATE: INFORM and invite the audience to participate in each stage of the decision-making process. Keep participants updated with the process.															
Strategic Reference Groups	Desirable	Optional	Optional	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience	Not Applicable	Target Audience	Target Audience	Not Applicable	Not Applicable
Working Party or Advisory Group	Desirable	Desirable	Optional	Optional	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience	Not Applicable	Target Audience	Target Audience	Not Applicable	Not Applicable
Workshop	Desirable	Desirable	Desirable	Optional	Not Applicable	Not Applicable	Target Audience	Target Audience	Target Audience	Target Audience	Target Audience	Target Audience	Target Audience	Target Audience	Target Audience
EMPOWER: INFORM and invite the audience to make the decision (within reasonable statutory, ethical, and fiscal restrictions).															
Vote on Final Design (via a survey style platform)	Optional	Desirable	Optional	Optional	Not Applicable	Target Audience	Not Applicable	Target Audience	Target Audience	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience
Citizen Juries/Panels (such as a Planning Panel)	Desirable	Optional	Optional	Optional	Not Applicable	Target Audience	Not Applicable	Target Audience	Target Audience	Target Audience	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Target Audience

Appendix 2: Communication Mediums

The following communication mediums can be used to inform and engage with stakeholders.

External Communication Mediums

Medium	Source	Currency	Details	Target Audience
Online	Narrabri Shire Council' Website	Daily	The main source of all Council information targeted at the community and interested stakeholders.	All residents, ratepayers and interested parties.
	The Crossing Theatre	Weekly/As required	Information regarding the entertainment and event services available and scheduled at The Crossing Theatre.	Narrabri Shire community, visitors, event organisers, businesses.
	Narrabri Region Visitor Information Centre -	As required	Information for visitors to (including those intending to visit) the Narrabri Region.	Visitors and residents.
Social Media	Council's Corporate Facebook	As required	Posts made on a variety of Council services and events. An effective platform to enable engagement with the community about a variety of Council initiatives, events, programs, services, news and incentives. An effective tool in gaining widespread communication to a large audience.	All members of the community.
	Council's Twitter	As required	Short posts sharing Council news.	Media outlets and the community.
	Council's YouTube	As required	Videos made on newsworthy items or recordings of live information sessions that have been hosted online.	Interested parties and residents.
	Council's LinkedIn	As required	Posts on newsworthy items and current vacancies targeted at attracting skilled staff into the organisation.	Interested parties, residents and other local government professionals.
	Narrabri Region Visitor Information Session Centre	Weekly	Posts relating to Narrabri Region tourism, events and activities occurring in the Shire, promotion of products available at the Narrabri Region Visitor Information Centre.	Visitors and residents of the Shire.
	Narrabri Region Instagram	Weekly	Images and graphics targeted to promote visitation to the Shire and the promotion of products available at the Narrabri Region Visitor Information Centre.	Visitors and residents of the Shire.
	The Crossing Theatre Facebook	As required	Posts on The Crossing Café, movies, shows, and events held at The Crossing Theatre Narrabri.	Visitors and residents of the Shire.

Medium	Source	Currency	Details	Target Audience
	The Crossing Café Instagram	As required	Images promoting The Crossing Café menu	Visitors and residents of the Shire.
Newspaper / Print Media	The Courier: 'Your Council' Advertorial	Weekly	Full page information advertorial in the Tuesday edition of The Courier newspaper. This is coordinated by Council's Communication's Section.	Readers of The Courier.
	The Courier: Specific paid advert	As required	Most Council advertisements are restricted to Council's "Your Council" advertorial as a central and consistent avenue to reach the community on Council items (for example: public notices – examples include development applications, tenders, current vacancies, Council events and initiatives). Exceptions include specific features that Council participate in annually.	
	From the Mayor's Desk	Fortnightly	Regular column in Courier and Wee Waa News written from the Mayors perspective on local issues.	Readers of Narrabri Courier and Wee Waa News.
	Media Releases	As required	Media releases are prepared internally and distributed by Manager Community Relations. Media releases are generally utilised by local media. A media release needs to be newsworthy to compete with the content for larger publications and to gain regional interest. Who the media release is distributed to is based on the newsworthiness of the item and whether it is of local, regional, or national interest.	Target markets vary depending on the topic of the media release. Can vary from a local to national level.
	North Western Guide	As required	This publication is a weekly insert into The Courier, Wee Waa News, and selected neighbouring news publications and retail outlets. Used prominently for the advertising of The Crossing Theatre events that attract neighbouring community members.	Narrabri, Moree, Wee Waa, Gunnedah communities
	Moree Champion	As required	A typically short and concise advertisement with minimal to no graphics or images. Advertisements in newspapers can generally appear on that publication's website.	Northern residents of the LGA (Bellata)
	Namoi Valley Independent	As required	A typically short and concise advertisement with minimal to no graphics or images. Advertisements in newspapers can generally appear on that publication's website.	Boggabri residents
	Gunnedah Times	As required	Communication distribution method for local and regional media releases.	Boggabri residents

Medium	Source	Currency	Details	Target Audience
	Northern Daily Leader	As required	Communication distribution method for regional media releases.	Northern Inland Region's residents. Suitable for regionally significant news items.
	The Land	As required	Communication distribution method for regional media releases.	Rural residents and those associated with primary production.
	Sydney Morning Herald	As required	Communication distribution method for national media releases.	Statewide interest stories. Suitable for significant items and national investment attraction targeted at eastern Australia.
	The Australian	As required	Communication distribution method for national media releases.	National interest stories. Suitable for nationally significant items and national investment attraction.
Newsletters	Council in Focus Newsletter	Quarterly	One A4 page flyer distributed with rates notices. An effective way to reach ratepayers directly with a controlled message.	Ratepayers (around 6,000).
	Small Business in Focus Newsletter	Monthly	E-Newsletter targeting the Narrabri Shire business community and highlighting economic development opportunities. Note: E-Newsletter distributors (such as MailChimp) may be perceived as spam and junk mail by some email providers. This is coordinated by Council's Economic Development Section.	Businesses.
	Boggabri Green Flyer	Fortnightly	Developed and distributed through the Boggabri Post Office to Boggabri residents.	Boggabri and surrounds.
	Tourism Quarterly Update	Quarterly	E-Newsletter distributed by the Visitor Information Centre to Tourism Operators.	Tourism sector.
	CommunityLink Newsletter	Irregularly	E-Newsletter developed by local CommunityLink staff and distributed to local businesses and residents.	Gwabegar and Pilliga residents
	What's On Events Email	Weekly	E-Newsletter listing upcoming events occurring in the Narrabri Shire. This is coordinated by Council's Visitor Information Centre.	Tourism and events sector.
	Letter Box Drops	As required	Local Post Offices can assist with the delivery of information for a fee.	All residents (especially effective for more isolated areas such as Bellata and Gwabegar).
Radio	MaxFM – Council Announcements	Daily (several times a day)	Rotation of general Council notices. Special notices given when requested. A fortnightly interview is held with the General Manager to keep the community updated on Council operations.	All residents of the Shire.

Medium	Source	Currency	Details	Target Audience
	2VM – Community Announcements	Daily (several times a day)	Broadcast from Moree to the towns of Moree, Mungindi, Narrabri, Wee Waa, Goondiwindi, Gunnedah, Inverell, Boggabri, Coonabarabran, and Coonamble. 2VM receive Council media releases and any emergency related messaging.	All residents of the Shire. Listening potential of 91,000.
	NowFM – Community Announcements	Daily (several times a day)	Broadcasts from Moree to the towns of Moree, Mungindi, Narrabri, Wee Waa, Goondiwindi, Gunnedah, Inverell, Boggabri, Coonabarabran, and Coonamble. NowFM receive Council media releases and any emergency related messaging.	All residents of the Shire. Listening potential of 91,000.
	Triple G – Community Announcements	Daily (several times a day)	Broadcasts from Gunnedah to the towns of Gunnedah, Boggabri, Narrabri, Wee Waa, Baradine, Coonabarabran, Manilla, Barraba, and Quirindi. Triple G receive Council media releases and any emergency related messaging.	The towns of Gunnedah, Boggabri, Narrabri, Wee Waa, Baradine, Coonabarabran, Manilla, Barraba and Quirindi. Residents in the southern areas of the Shire (Boggabri area).
	ABC News New England North West	Daily (breakfast and morning shows)	Covers more “newsworthy” stories of a regional significance. Conducts interviews with senior staff and the Mayor on a regular basis.	Broadcasts from Tamworth and covers the New England North West Region. Wide listening group of generally middle aged to older residents.
Television	NBN News	Daily (evening news)	Covers more “newsworthy” stories of a regional significance.	News covering the New England North West region.
	Prime News	Daily (evening news)	Covers more “newsworthy” stories of a regional significance.	News covering the New England North West region.
	Southern Cross Ten (My Community Connect)	Daily	Free local service for not-for-profit, community, club, and local charity events in regional communities. Shown during the day.	Community groups, residents, and ratepayers.
	Television Advertisements	As required	Paid advertisements for events or tourism related advertising.	Regional and residents and visitors.
Signage	Banners	As required	Street banners along the main roads and streets. Strengthen Council’s corporate branding and improves aesthetics.	Residents and visitors.
	Town Signage	As required.	Assists with distributing messages to the community. Can be in the form of community noticeboards, tourism location boards, or the electronic signage at The Crossing Theatre and the Visitor Information Centre. Can be useful for advertising events or meetings with the community in poster form.	Residents, Community Groups, Visitors and Business Groups. Most town and villages in the Shire have a well utilised community notice board.

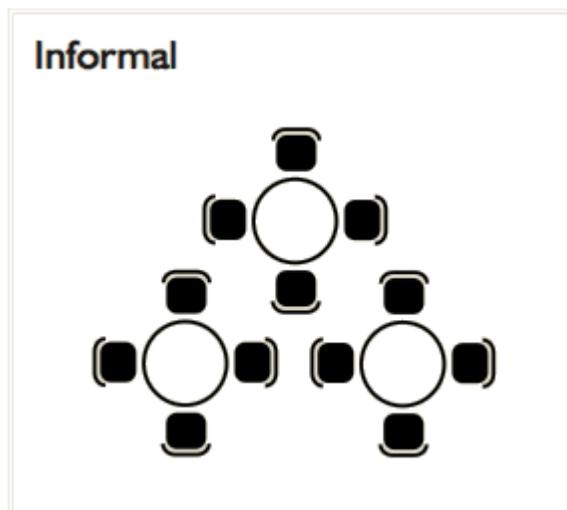
Medium	Source	Currency	Details	Target Audience
Promotional Material	Promotional and Services Guides	Biennially	Guide detailing products and services offered by Narrabri Shire Council.	Residents of the Shire.
	Business and Residents Guide	As required (usually every 4 years)	Guide to the Shire's local businesses and lifestyle.	Prospective investors, local businesses, those looking to move to the Shire.
	Narrabri Shire Economic Profile	As required (usually every 4 years)	Statistical data from Census and other sources to assist with business investment decisions.	Prospective investors, local businesses, those looking to move to the Shire.
	Your New Business Address	As required (usually every 4 years)	Short brochure highlighting the benefits of Narrabri Shire aimed at potential new businesses.	Prospective investors, local business and residents.
	Narrabri Shire Promotional Video	As required	Visual guide to the Shire.	Prospective investors, local businesses, those looking to move to the Shire.
	Town and Village Brochures	As required	Guides to the towns and villages of the Shire.	Visitors and interested residents.
	Tourism Brochure	Biennially	Guide to tourist attractions in the Shire.	Visitors and interested residents
	Services Brochures and Flyers	As required	Staff developed brochures or flyers providing more detailed information about Council Services.	Prospective investors, residents, local businesses, those looking to move to the Shire.
Council Reports	Public Exhibition of Documents	Monthly	Reports for Council and Committee (if applicable) on new or amended documents being placed on public exhibition.	Councillors, staff and interested residents.
	Annual Report	Annually	Council's Annual report on the Operational Plan completion for the public and Councillors.	Councillors, staff and interested residents.
Meetings	Workshops	As required	<p>A meeting held with specific stakeholder group for the purpose of informing, consulting, involving and engaging.</p> <p>Meetings may be by invitation and require a booking system in place.</p> <p><i>Recommendations:</i></p> <ul style="list-style-type: none"> • <i>Host both morning (6:30am-8:00am) and afternoon (6:30pm-8:00pm) sessions.</i> • <i>Catering</i> • <i>See Seating Plan A</i> 	Affected stakeholders.

Medium	Source	Currency	Details	Target Audience
	Drop-In Sessions	As required	<p>Staff and other relevant government officers and experts be made available to the community to ask specific questions (often 10-30 minute per person).</p> <p><i>Recommendations:</i></p> <ul style="list-style-type: none"> • <i>Host both morning (6:30am-8:00am) and midday (12:00pm-2:00pm) sessions</i> • <i>Catering</i> • <i>See Seating Plan B</i> 	Interested residents and affected stakeholders.
	Information Session	As required	<p>Meetings targeting at informing the community, with time for questions at the end. These meetings can be held both in person and online simultaneously (by setting up audio-visual link equipment to allow users to attend via platforms such as Zoom).</p> <p><i>Recommendations:</i></p> <ul style="list-style-type: none"> • <i>Host both morning (6:30am-8:00am) and afternoon (6:30pm-8:00pm) sessions.</i> • <i>Catering</i> • <i>See Seating Plan C</i> 	Affected stakeholders.

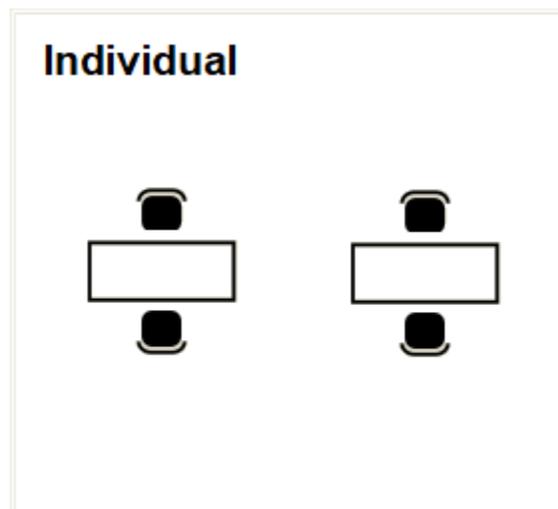
Special Considerations for In Person Engagement Sessions:

- If using specialised equipment, online platforms or software, always test these systems thoroughly before utilising it publicly.
- Seek community feedback about the engagement method immediately after an engagement session has concluded.
- If catering an engagement session, ensure there is a variety of tea, coffee and food available that caters for those with dietary requirements (such as having gluten free bread and biscuits, soy milk and vegan options).
- Introduce all staff and officials present and ensure all have name tags and Council business cards.
- If the Mayor is attending in their official capacity ensure both the Mayor and Deputy Mayor (as a contingency) are briefed prior to the event.
- If any media outlets are in attendance to cover the story, ensure all in attendance are offered refreshments (bottle water).
- Seating arrangements can be as follows:

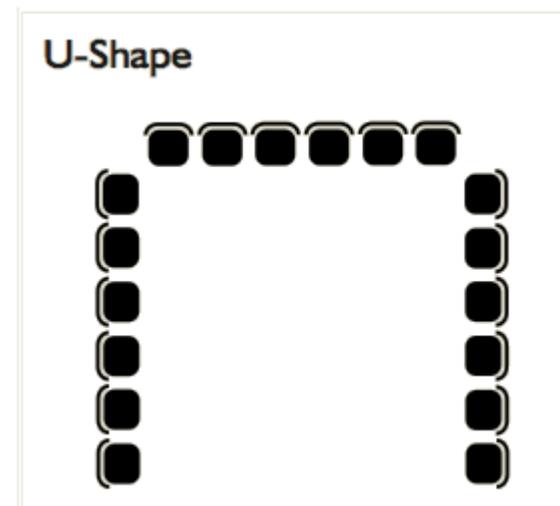
Seating Plan A: Collaborative



Seating Plan B: One-on-One Consultation



Seating Plan C: Information Only



Internal Communication Mediums

Medium	Source	Currency	Details	Target Audience
Meetings	MANEX Meetings	Fortnightly	Meeting of the Senior Management Team (Directors and the General Manager) to discuss higher level operational matters and issues.	Senior Management Team
	Managers Meetings	Monthly	Meeting of the management team with the General Manager to provide an update on Council's operations.	Management Team
	Section/Team Meetings	As required	Meeting of a section/team, at the discretion of the relevant manager, to keep their team informed on relevant matters or issues.	All staff
	Toolbox Meetings	Daily/Weekly	Meetings, primarily held by outdoor staff, to provide updates on relevant matter or issues.	Outdoor Staff
	Internal Working Group Meetings	Monthly	Meeting of relevant operational staff involved in certain areas to workshop matters, plans, projects and solutions to issues prior to a determination of MANEX or Council.	All Staff
Online	<u>Council's Website</u>	Daily	The 'go-to' place for information for both Council Staff and the Shire's community.	All residents, ratepayers and interested parties.
	<u>Intranet</u>	As required	Information relevant to Council Staff.	All Staff (primarily indoor staff due to accessibility issues for the outdoor staff).
	<u>Velpic</u>	As required	The online learning platform for all staff to complete most induction and operational training.	All staff.
	<u>Vault</u>	As required	The online StateCover Safety Portal for all staff to report incidents, near misses, injuries, hazardous work, positive safety observations. record a safety hazard that requires action to eliminate it and maintain contractors' insurances.	All staff
	<u>Workplace</u>	As required	An online collaborative software tool developed by Facebook, Inc. It facilitates online groupwork, instant messaging, video conferencing, and news sharing.	All Staff (primarily indoor staff due to accessibility issues for the outdoor staff).
Written Correspondence	General Manager's Update to Councillors	As required	Updates distributed to Councillors containing information from staff on what is happening around Council and the Shire.	Councillors
	Internal Memorandums	As required	Sent to Councillors or relevant staff via email or pay slips (if access to email is not an option) to inform of important organisational changes.	Staff and Councillors
	Briefing Notes	As required	Key messages provided to Councillors or relevant staff on important matters.	Staff and Councillors

Medium	Source	Currency	Details	Target Audience
	Email to Staff	As required	Formal or informal direct email to staff in relation to operational or organisational matters.	All Staff (primarily indoor staff due to accessibility issues for the outdoor staff).
	Email to Councillors	As required	Formal or informal direct email to Councillors in relation to Council.	Councillors
Boards	Staff Noticeboard	As required	Information placed on noticeboards in team rooms in Council offices.	All staff
	General Manager's Noticeboard	As required	Information placed on noticeboards in team rooms in Council offices.	All staff

Appendix 3: Engagement Strategy for the Community Strategic Plan

Through the Community Engagement Strategy for the Narrabri Shire Community Strategic Plan (the CSP), Council is committed to being innovative with its engagement and providing the community fun, alternative methods of getting involved. Particular attention will be made to involve the under-represented groups.

Branding

A special brand was developed by staff to be used throughout the community engagement for the CSP. This branding will help residents and stakeholders recognise the range of engagement activities available and encourage their involvement. The branding is simple and projects the message that Council is seeking input on the “big picture” items. It encourages residents to think about where they see the Shire in the long-term. The range of engagement activities will provide residents with a chance to use their “voice” in a range of different ways and shows that an individual idea can shape the future of Narrabri Shire.



Phase 1: – Education and Gauge Interest

In this phase is Council staff will review the [2022/2036 Narrabri Shire Community Strategic Plan](#) , noting what Council and the Shire’s community have achieved and what still needs to be done.¹⁹ Council will primarily engage at the **INFORM** level to re-educate the community on the purpose of the CSP and the engagement process. Simple branding has been developed so the community can easily identify how they can get involved and what the engagement is being used for.

Engagement Activity	Description	Target Groups to be Engaged	Engagement Level
Review 2022/2036 Narrabri Shire Community Strategic Plan	<ul style="list-style-type: none"> • Council staff will review the current strategy. • Advertise Council’s achievements and non-complete items as outlined in Council’s Annual Reports. 	All Staff	CONSULT (internal)
Rates Notice Flyer	<ul style="list-style-type: none"> • Information provided on the upcoming community. engagement sessions and why it is important to get involved. • Includes how the community can register their interest to participate in upcoming community engagement sessions. 	All Ratepayers	INFORM
Social Media	<ul style="list-style-type: none"> • Branded information on community engagement sessions and the purpose of the CSP. • Includes how the community can register their interest to participate in upcoming community engagement sessions. • Posts should be boosted. 	All those on Social Media	INFORM
Displays and Noticeboards	<ul style="list-style-type: none"> • Posters at specific locations to gain branding awareness and encourage participation. • Includes a QR code for the community to register their interest to participate in upcoming community engagement sessions. 	All residents	INFORM
E-Newsletter and Letter Drop	<ul style="list-style-type: none"> • Provides information on the CSP. • Includes how the community can register their interest to participate in upcoming community engagement sessions 	Identified Stakeholder groups	INFORM

¹⁹ This information will be reported on in the 2022/2026 State of our Shire Report (to be prepared and presented to the second meeting of the newly elected Council for the 2024/2028 Term).

Engagement Activity	Description	Target Groups to be Engaged	Engagement Level
Advertising	<ul style="list-style-type: none"> • Use of Council's Your Council Advertorial, in The Courier, to inform the CSP and how to register to engage. • Consider community announcements on NowFM, and 2VM.Utilise Council's existing sponsorship message agreement on MaxFM Radio.Place advertisements in both the North West Guide and the Narrabri Courier. 	All residents	INFORM

Phase 2: Starting the Conversation

In this phase, Council will start to actively engage the community at the **CONSULT** and **INVOLVE** level. Priorities of the community will be discussed and community opinion gauged. The key will be to involve as many people as possible, especially those apart of under-represented groups, in a range of ways to capture the community's thoughts and ideas.

Engagement Activity	Description	Target Groups to be engaged	Engagement Level
Community Engagement Website	<ul style="list-style-type: none"> • Use of Council's website as a portal of information. • Will include links to the survey. • Will include a list of community consultation groups and session times. 	Everyone with internet access	CONSULT and INVOLVE
Social Media	<ul style="list-style-type: none"> • Networking and generation of ideas led by staff as facilitators. • Hour or general feedback to Vox Pops. • Use of alternative social media such as Instagram to capture different audiences. 	Youth and Young Adults Stay at home parents	CONSULT
Suggestion Box	<ul style="list-style-type: none"> • An anonymous way to target specific audiences by placing a suggestion box in a specific location (such schools, The Crossing Theatre, and the Council's Admin Building) • Could be used at community and focus group meetings to let people anonymously make suggestions. 	Target groups less likely to come to a meeting or put their face to their comment.	CONSULT
Survey	<ul style="list-style-type: none"> • Community Survey distributed through a range of means. • Will be accessible at all consultation meetings via a QR Code. 	Targeting those that are less likely to be vocal about their needs and wants in the community	CONSULT and INVOLVE

Phase 3: Developing a Strategy

In this phase, Council will be working closely with key people to finalise the strategic objectives for the Community Strategic Plan and start to draft the document. This will be the phase when Council will **COLLABORATE** to determine these key objectives.

Engagement Activity	Description	Target Groups to be Engaged	Engagement Level
Stakeholder Meetings	<ul style="list-style-type: none"> Attendance at key stakeholder group meetings to encourage involvement and obtain feedback. Provide QR codes to the survey at the end of each meeting. 	Key Stakeholder Groups	COLLABORATE
Town and Village Forums	<ul style="list-style-type: none"> Held in all centres across the Shire to allow everyone an opportunity to have a voice. Structured to get the feedback needed. 	Whole of community Stakeholder groups would be encouraged to attend.	COLLABORATE
Focus Groups	<ul style="list-style-type: none"> Development of four (4) focus groups to cover each of the four (4) strategic themes. Further brain storming and finalising the key objectives for the Community Strategic Plan. Working closely with Council staff and Councillors to draft a Community Strategic Plan. 	Representatives picked to cover a majority of the stakeholder groups in the Shire. Council staff Councillors	COLLABORATE
Councillor Workshop	<ul style="list-style-type: none"> Workshop with Councillors to finalise objectives and content of the Community Strategic Plan. 	Councillors	COLLABORATE
Senior Staff Workshop	<ul style="list-style-type: none"> Workshops with staff to provide advice to Councillors of viability of objectives and determine significance. 	Council Staff	COLLABORATE

Phase 4: Exhibiting the Strategy

In this phase, the draft Narrabri Shire Community Strategic Plan will be placed on 28 days public exhibition. During these 28 days, the Shire's community will be encouraged to provide feedback on the document.

Engagement Activity	Description	Target Groups to be engaged	Engagement Level
Council's Website	<ul style="list-style-type: none"> • Link the draft CSP on Council's Website. • Invite the public to make submissions on the document. 	Everyone with internet access	CONSULT
Social Media	<ul style="list-style-type: none"> • Branded information on community engagement sessions and the purpose of the CSP. • Link the draft CSP on Council's Website. • Invite the public to make submissions on the document. 	Youth and Young Adults	CONSULT
Physical Copy on Display	<ul style="list-style-type: none"> • Have a physical copy of the draft CSP at Council's Admin Building and all Narrabri Shire Library branches. 	Those who enter the Library and Admin Building	CONSULT

Appendix 4: Narrabri Shire Community Participation Plan

(Attached under a separated cover)



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