

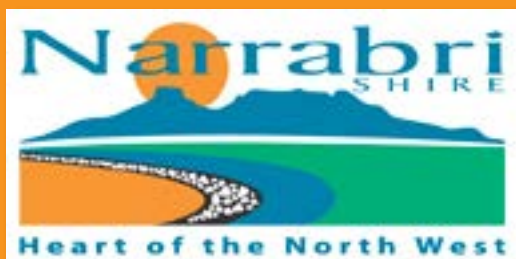
NARRABRI SHIRE

Heart of the North West



Community Strategic Plan

....towards 2022



NARRABRI SHIRE COUNCIL

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Introduction from the Mayor

I am very pleased to be able to introduce the Narrabri Shire Community Strategic Plan. This plan – which very much comes from you, our community – will help to guide the direction of our Shire over the next decade and beyond.

The Community Strategic Plan has been some time in the making. Significant effort has been made to seek the views of residents, community groups and businesses across the Shire. It has been very heartening to read the input received from so many people. There is a lot of pride in our region, and a genuine desire to see it prosper.

Our Shire faces a number of ongoing challenges. We have a relatively small population which supports a wide range of industries including strong agricultural and transport sectors and a fast-growing mining sector. We also live in a region which, as we all know very well, is subjected to serious environmental challenges, such as flood and drought, on a regular basis.

This plan is our pathway to make Narrabri Shire a sustainable regional growth centre. This is the vision of Council. To continue to thrive, we need to attract both businesses and individuals to the Shire, and to do that we need to continue to build a sustainable Shire of which we can all be proud.

Your Council takes this plan very seriously and we will work hard to address its three major themes: 'A place to thrive', 'One community', and 'Proactive leadership and advocacy'. I encourage residents, community groups and businesses to remember these themes so that all of us, across the entire Shire community, can work together to make Narrabri Shire an even better place to live and work.

Robyn Faber
Mayor
Narrabri Shire Council



How to read this document

The Narrabri Shire Community Strategic Plan is made up of four sections. Each focuses on a different part of the overall direction in which the community sees itself heading over the next decade.

Section 1:

Explains what a Community Strategic Plan is, the associated legislative requirements and the link to the NSW State Plan.

Section 2:

Summarises where the Shire is today, the future challenges the community faces and the process followed in order to put together this plan.

Section 3:

Builds a picture of the future for the Narrabri Shire community towards 2022. It contains:

- Vision for the Shire
- Council's ten year strategic objectives
- Details of the community's view of the future
- Summaries of what the Council and our community can do to pursue this future, along with allocation of responsibility
- Details about how we will know when we get there
- Next steps

Section 4:

Provides references to the source material used for the development of this plan.



SECTION 1

What is a Community Strategic Plan?

In 2009, the NSW State Government introduced a new planning and reporting framework for Local Government. This framework replaced Council's Management Plan and Social Plan with a requirement to prepare a long-term Community Strategic Plan and Resourcing Strategy. The Community Strategic Plan is reviewed every four years via a progress report to the final meeting of the outgoing Council.

Covering social, environmental, economic and civic leadership issues, the Community Strategic Plan is the highest level plan that Council will prepare. It addresses four questions for our community:

- Where are we now?
- Where do we want to be in ten years?
- How will we get there?
- How will we know we've arrived?

The Community Strategic Plan is also built around social justice principles of:

- Equity in the distribution of resources
- The recognition and promotion of equal rights for all
- Fair access to the economic resources and services essential to meeting basic needs and improving quality of life
- Opportunities for genuine participation and consultation in decisions affecting people's lives

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the community, it is not wholly responsible for implementation. Other partners, such as state agencies and community groups may also deliver long-term strategies in the plan. These strategies are identified within this document.



What is Integrated Planning and Reporting?

A new planning and reporting framework for NSW local government has been introduced. These reforms replace the former Management Plan and Social Plan with an integrated framework. It also includes a new requirement to prepare a long-term Community Strategic Plan and Resourcing Strategy.



The Delivery Program

The Delivery Program outlines how Council will deliver the community plan's strategic objective over a four year period.

The Operational Program

A financial and resource allocation plan that identifies services and activities to be carried out over a twelve month period.

The Annual Report

Reflects and reports on Council objectives, operations and performance for the financial year.



Meeting legislative requirements

According to the Local Government Act 1993, the Community Strategic Plan should be developed and delivered as a partnership between Council, state agencies, community groups and individuals. It should address a broad range of issues that are relevant to the whole community.

The requirements of section 402 of the Act indicate a Community Strategic Plan must:

- Identify the community's main priorities and aspirations
- Establish objectives based on issues identified by the community
- Include strategies to achieve the objectives
- Be based on the social justice principles of equity, access, participation and rights
- Integrate and address social, environmental, economic and civic leadership issues
- Be developed and endorsed by Council
- Cover a minimum period of ten years
- Be reviewed every four years
- Be reported on at the final meeting of the outgoing council
- Give due regard to the NSW State Plan and other relevant state and regional plans
- Prepare and implement a community engagement strategy based on social justice principles

Link to NSW State Plan

The NSW State Plan is an important planning document that sets out NSW government's main services and priorities for improvement. The Plan indicates strategies for and reporting of these improvements.

The NSW Government is measuring its performance in Western NSW against the following criteria set out in the State Plan:

- Diversify the economic base to retain and attract business
- Provide quality health and community services
- Invest in local infrastructure
- Protect our natural environment

These criteria align with the following strategies of the NSW 2021 plan to improve outcomes for Narrabri Shire:

- Rebuild the economy
- Return quality services
- Renovate infrastructure
- Strengthen our local environment and communities
- Restore accountability to Government



SECTION 2

Narrabri Shire today

Population

Narrabri Shire has a population of around 14,000. Over the next twenty years, our population is projected to grow by approximately 1565 residents.

Geography

Located in the north-west of NSW, in the Namoi Valley, the Shire covers approximately 13,000km and includes the key towns of Narrabri, Boggabri and Wee Waa and the villages of Baan Baa, Bellata, Edgeroi, Gwabegar and Pilliga.

Employment

Around 6,000 people are employed within Narrabri Shire, over a quarter of who work in the agricultural sector. Retail trade and mining are the other largest employment sectors. Other major employers include manufacturing, wholesale trade, transport and storage, and a whole range of service industries including recreation, health care and public administration.

Economy

Agriculture and mining are the largest components of the economy in Narrabri Shire, contributing more than half the Shire's Gross Regional Product (GRP). Agricultural production is diverse, including crops such as cotton, wheat, barley, oilseeds, grapes and peanuts, and livestock production comprising sheep, cattle and pigs. Located in the Gunnedah Basin, Narrabri Shire has numerous coal and gas operations. Grain trading, manufacturing, agricultural research and retail are also important industries.

Council

Narrabri Shire Council employs 130 people, servicing all areas of the Shire including road maintenance, waste and recycling, weed control and emergency risk management. The Council also manages a range of community facilities including libraries, parks and gardens, sports facilities and many more.



The community engagement process

The Narrabri Shire Community Strategic Plan is about understanding how the Shire community sees its future, and what residents believe are the priorities for the next ten years. Because of this, significant effort has gone into giving as many people as possible a say in the compilation of this plan.

Narrabri Shire sought ideas from residents, businesses and interest groups about how to retain the existing population while attracting new people to the region. Community workshops were held in each town and village, and discussions in these workshops covered areas including: sports, community service, cultural groups, service clubs, main street business, health, children's services, places of worship, education and schools, resources, agriculture and research, Council staff, state government agencies, transport and indigenous communities.

Participation in the community workshops was invited via radio and newspaper advertising, email and phone.

The broader issues raised by participants at these forums became the basis for this Community Strategic Plan. After summarising the many contributions made at the forums, three central themes emerged that capture the essence of the community's view on the future of Narrabri Shire:

- **A place to thrive**
- **One community**
- **Proactive leadership and advocacy**



The challenges for the next ten years

Outcomes from the community engagement process, along with strategic analysis undertaken by Council, indicate that our district will continue to face a range of challenges over the next ten years. Due to the ever-changing economic environment, we know about some of these challenges. We are yet to face others.

Many questions were raised during the Shire community engagement process. To assist formulation of the Community Strategic Plan, responses were categorised under the three central themes.

A place to thrive

A strong, diverse economy that attracts and retains businesses, services and tourists.

- How do we manage our infrastructure for our current and future needs?
- How do we improve and maintain first impressions of visitors to the region?
- What can we do to promote the benefits of living and working in the Shire, to maintain and grow business investment in the Shire?
- What will it take to attract a wider choice of health professionals to service the area?
- How can we overcome the lack of entertainment and retail facilities in the Shire?
- How can we improve transport connectivity within the Shire and beyond?
- How do we offset the employment benefits of the resources sector against the needs of the local business community?
- What approach can we take to protect the environment against the impact of mining on the landscape and our people?
- What steps can we take to proactively manage waste?
- What can we do to provide affordable housing that meets the needs of a diverse and growing community?

One community

Valuing the contributions that everyone can make.

- What can we do as local government, business, residents, and community groups to foster an inclusive and collaborative spirit as the community grows?
- What do we need to do to foster equal opportunity and social justice for all elements of our society?
- How can we encourage our young people to live and work in the Shire?
- How do we capitalise on the volunteer and good neighbour community spirit?
- How do we plan for an ageing population?
- What can we do to inspire all local residents to speak and act with pride in their community?



Proactive leadership and advocacy

Managing for all and standing up for our Shire.

- How can we deliver proactive leadership that acknowledges and manages the differing interests groups at Government and community levels?
- How can we influence other Government agencies to improve the state of the roads and other infrastructure in the Shire?
- What processes can we apply to inform the whole community about Council actions and information quickly and efficiently whilst ensuring that their goals are being met and needs heard?
- How will we manage the increasingly diverse community's expectations of local government projects versus available funds?

Turning these questions into meaningful actions – consistent with the ten year vision and strategic objectives previously adopted by Council – is what this Community Strategic Plan is all about. In Section 3 we will revisit Council's vision and strategic objectives, and explore each theme and Council's planned response to it.



SECTION 3

Our Shire vision

Over the next decade, Narrabri Shire will cement a reputation for itself as a vibrant community, offering all the advantages of a regional lifestyle along with a wide range of activities to enjoy. We will make the most of the diversity of our economy, returning to the community the benefits of a busy agricultural sector and growing resources sector. In turn this will strengthen the ability of our Shire to offer a full range of services, including health, education and retail. This will make the area an even more attractive place to live and work.

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

Ten year strategic objectives

In line with this vision and after applying particular focus on the opportunities for growth while acknowledging the barriers, the following strategic objectives have been established for Narrabri Shire Council:

1. Narrabri Shire to be a regional centre
2. Airport to be of regional quality (similar to Newcastle)
3. Regional standard Narrabri CBD
4. Regional standard industrial land/parks developments
5. Established and sustainable investment program in place
6. Adequate health services to meet the needs of a regional centre
7. Expanded tertiary educational facilities (agriculture, education, business, mining and health)
8. Adequate accommodation available to meet demand (residential, community, industrial, aged and itinerant)
9. Regional standard infrastructure
10. Revenue and income growth strategy in place

Council’s intention is to combine the above vision and strategic objectives with the input received from the community in order to create a unified plan for the Shire. In the next few pages, the central themes of the community response are expanded into more specific areas, along with the associated actions.



A place to thrive

A strong, diverse economy that attracts and retains businesses, services and tourists

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

The following statements summarise what the community would like to create in the next decade:

An environment that makes us proud

Our Shire is well looked after. It's a place that both residents and visitors enjoy. Main streets are clean and well lit; shopping strips have trees and flowers for shade and colour, and external dining for atmosphere. Even when times are tough, we show pride in our environment by keeping vacant shops tidy or finding innovative temporary uses for them. We value our past and look after older buildings, but we also put effort into maintaining all our public parks, buildings and sporting venues.

Infrastructure that works

Our community is easy to access and easy to get around. Our main roads are kept in good condition and repaired promptly after damage. We have an organised and streamlined approach to restoring normality after flood and other emergencies. Businesses and residents can rely on easy and affordable access to major cities by air. Businesses are well connected to other transport hubs in the state, while residents willingly use well run public transport services. There is ample parking in and around our main streets.

A sustainable economy

The economy of the region is robust enough to survive the rigours of its high exposure to agriculture and the routine challenges faced by that industry due to natural disaster and market fluctuations. Similarly, while we value the contribution being made by mining, we are wary of becoming overly dependent on that sector. In essence, the local economy is diverse enough to sustain itself in the long term.

Services for life

We have access to essential services throughout our community, including medicine, education and childcare. We attract the nurses, midwives, doctors and specialists we need to staff our hospitals. Our GP services support the breadth of the community, including women and children. Education options include ample primary and secondary schooling, and a tertiary campus that supports local industries from mining to agriculture to astronomy. We provide enough childcare for existing and prospective residents, ensuring that lack of childcare is never a barrier to those considering a move to the Shire.



Affordable housing for all

We have a sufficient level housing options across the Shire, including for those in disadvantaged situations. Plans are in place to support population growth with land released for development as needed and streamlined approvals processes that make new home construction efficient. Where accommodation is needed for temporary workers, we have a plan for provision and removal when it is no longer needed. Council doesn't allow short-term industries to inflate local property prices.



A PLACE TO THRIVE: A strong diverse economy that attracts and retains businesses, services and tourists

What Council will do:

Council action	Definition of success	Measurement
An environment that makes us proud		
1. Continue a regular maintenance program for community facilities and infrastructure	Community members are regular users of parks, gardens and sporting venues	Community Satisfaction survey
2. Improve entry points to towns and villages in keeping with a Tidy Towns attitude	Most residents and visitors are complimentary of the look of the towns and villages	Operational and Delivery Plans
3. Engage and assist local businesses to develop regional standard Narrabri CBD and beyond	New and existing business owners are experiencing growth	Usage of parks and sporting facilities
4. Provide for regional standard industrial land and park developments	Shop owners take pride in their external facade and window displays	Chamber of Commerce feedback
5. Proactively work towards attracting investment to the Shire	Retail areas are shaded, attractive and well maintained	Events and seminars for the business community
	Development and execution of a proactive business development marketing program	Business growth
Infrastructure that works		
1. Work with and influence government agencies to improve roads	Reduction of complaints about status of roads	Community satisfaction survey
2. Lobby government agencies to provide support for a regional standard airport	Public transport is more readily accessible and used across the Shire	Public transport utilisation



3. Provide lasting repair solutions to Council owned roads	Air transport more accessible and affordable	Airport Master Plan is implemented
4. Develop flood management strategies	Reduction in property and infrastructure damage due to floods	Reduced disruption to residents and business
5. Promote the public transport needs of the Shire to other levels of government	Minimal negativity concerning main street car parking costs and availability	
6. Minimise cost on business owners for main street carparking	More recycling of waste by residents and Council	
A sustainable economy		
1. Monitor and report regularly on the health of local economy	Retention of business and residents	Business growth
2. Work with financial institutions and business to encourage investment	New business opportunities realised	People retention
	Infrastructure that meets current and future needs	Effective Council communications to Community
		Chamber of Commerce feedback
Services for life		
1. Proactively engage with government agencies for expanded tertiary education facilities	Improvements to opportunities for education and learning	Community satisfaction survey
2. Advocate for adequate health services to meet the needs of a regional centre	Access to satisfactory health services is available for all	Range of educational services and facilities
3. Provide assistance to develop local workforce opportunities for all	More GPs and nurses resident in the Shire	Reduction in transport out of Shire for health appointments
4. Encourage schools and private operators to provide additional childcare facilities	Increased specialist visits to Shire	Access to Childcare
	All communities have improved access to childcare	



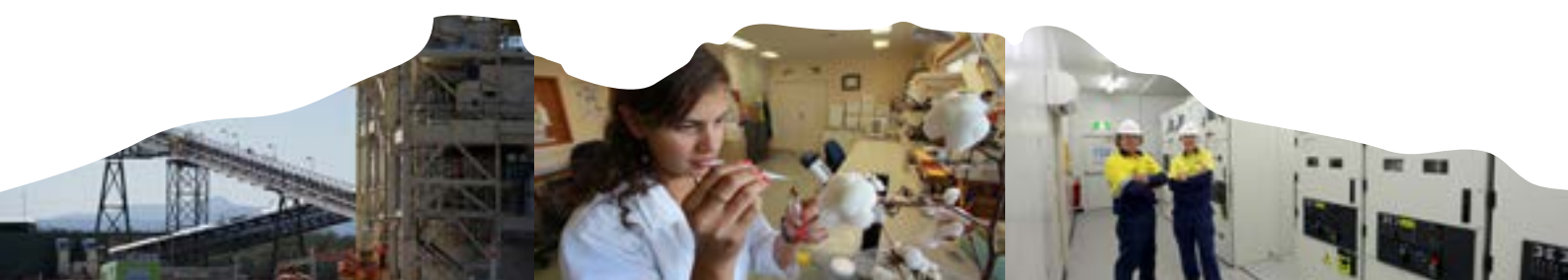
Affordable housing for all		
1. Further improvement and communication/promotion of pre DA process	Adequate accommodation available to meet demand	Decrease in approval time frame
2. Timely release of land for residential development	More timely DA approvals	Increase in number of approvals granted
3. Council applies influence at government agency level to provide solutions for those in disadvantaged situations	Broad mix of accommodation types to suit all socio-economic situations	Increased housing supply

What the community can do:

- Support local business and industry
- Take pride in your business, home and community environment
- Take the initiative in preserving the natural and built environment
- Minimise waste disposal through household recycling
- Utilise available public transport

Relevant documents:

- Narrabri Shire Economic Social Plan 2010-2015: 16.4, 16.5, 16.9, 16.11
- Narrabri Shire Economic Development Strategy 2011: 3.2 Assisting Local Business
- Narrabri Shire Council Community Workshops Report 2012



One community

Valuing the contributions that everyone can make

Our community believes strongly in the Council's vision statement of an "entire Shire community". Everyone has a contribution to make and everyone deserves to share in investments made by Council. Continuing efforts are needed to engage our young people and to involve the indigenous members of our community.

The following statements capture the essence of how the community would like these things to happen:

Sharing the rewards of our diverse economy

Investments in community infrastructure are fairly and transparently distributed around the Shire. These include improvements to roads and public transport, the creation of affordable arts and culture activities, and the upkeep of sporting facilities, parks and gardens. We coordinate partnerships between our education centres and industries such as mining, astronomy, business, health and agriculture to ensure local expertise adds value to the Shire.

Keeping youth active and interested (sport and non-sport)

Council creates real opportunities for the young people of Narrabri Shire. While the community continues to recognise the importance of sport to many, a broader range of options will appeal to more young people. Our youth have a good range of educational opportunities, no matter where they live, and this education leads to better job opportunities within the Shire. Effective efforts are made to connect youth into arts, indigenous, sporting, cultural, environmental and vocational projects and events.

Inclusion and engagement of the indigenous communities

Working with the things that unite us, Council liaises with the indigenous community to provide pathways to improving school habits and providing work experience and scholarships for Aboriginal children. Our indigenous communities feel much more engaged with the wider Narrabri Shire population. The indigenous heritage of the region is understood and respected by all within the Shire.

Valuing volunteers

Council acknowledges that the spirit of volunteering is alive and well and understands that publicly recognising this sector contributes to this spirit. Our health system relies heavily on the work of volunteers. We listen and provide assistance to these people as they actively work together to research, propose and build the things our community needs.



ONE COMMUNITY: Valuing the contributions that everyone can make

What Council will do:

Council action	Definition of success	Measurement
Sharing the rewards of our diverse economy		
1. Ensure that investment in community infrastructure is fairly and transparently distributed around the Shire	<p>Implementation of Economic Development Strategy</p> <p>Individual communities receive new infrastructure and facilities and/or upgrades according to need</p> <p>Maintenance of public buildings, sporting facilities, parks and gardens in all communities</p> <p>Satisfaction with Council distribution of funds</p>	<p>Annual Community Survey</p> <p>Operational and Delivery Plans</p>
Keeping youth active and interested (sport and non-sport)		
<p>1. Establish a Youth Advisory Council and consult with young people</p> <p>2. Employ a Youth Liaison Officer</p> <p>3. Continue lobbying for government funding for facility upgrades and new development</p> <p>4. Provide dedicated support to indigenous youth for social and employment needs</p>	<p>Youth Strategy for the Shire Council proactively partners with youth community groups via a Youth Liaison Officer</p> <p>Youth crime rates on the decline</p> <p>Facilities across the Shire to meet youth sporting and non-sporting needs</p> <p>Indigenous youth have increased opportunity for social and employment integration</p> <p>Promotion of apprenticeships</p>	<p>Annual Community Survey</p> <p>Appointment of Youth Liaison Officer</p> <p>Marketing Program to promote and support youth</p> <p>Youth Unemployment</p> <p>Crime statistics</p> <p>Indigenous integration</p>



Inclusion and engagement of the indigenous communities		
1. Respect and acknowledge the indigenous heritage of the Shire	Promotion of aboriginal culture through dedicated facility and tourism materials	Involvement of indigenous community
2. Provide education and employment support	Inclusion in historical exhibits across the Shire	Cultural awareness
	Participation in high school and tertiary education	Tourism marketing materials
	Work experience opportunities	Education levels
		Employment statistics
		Literacy levels
Valuing volunteers		
1. Council to encourage and recognise the work of volunteers	Continuation of volunteering	Annual Volunteer Celebration
	More young people involved in volunteering	

What the community can do:

- Participate in volunteering
- Help others in times of trouble
- Provide work experience for youth including the indigenous community
- Promote our Shire

Relevant documents:

- Narrabri Shire Economic Social Plan – 16.1 Shirewide Objectives, 16.3, Youth, 16.5 Volunteers, 16.11 Key Economic Opportunities, 16.8 Aboriginal and Torres Strait Islanders
- Narrabri Shire Council Community Workshops Report 2012



Proactive leadership and advocacy

Managing for all and standing up for our shire

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

The community's views on leadership and advocacy are summarised in the following statements:

Transparent communication

Council communicates regularly and actively with residents, working diligently to reach every part of the Shire. While electronic communication is seen as a valuable tool, Councillors and Council staff make regular face-to-face visits to the more outlying parts of the community. Communication is responsive, transparent and honest, underpinned by a “how can we help” attitude.

Meeting commitments

Council acts on existing plans to improve life for current residents. Where a commitment is made, it is kept; if not, the reasons why are clearly communicated and alternative plans made. Council staff feels empowered to act and are therefore enthusiastic about their roles; staff turnover is low due to high job satisfaction.

Streamlining for growth and reducing red tape

The Council adopts an effective approach to development that balances progress with protection of heritage, aboriginal values and natural features. Development applications are dealt with quickly and efficiently. Businesses can move to Narrabri Shire confident that they will not be held back by excessive bureaucracy or costs and will be well supported.

A voice for the shire at federal and state level

Council acts as a champion for the community's needs at Federal and State level, acting assertively and proactively to support the Shire's interests. Federal and State Governments and agencies have Narrabri Shire clearly in mind when they make decisions that may affect the Shire. We may be moderate in size, but we will not be forgotten in areas such as internet and mobile telephone access, highway construction and maintenance and water management.



PROACTIVE LEADERSHIP AND ADVOCACY: Managing for all and standing up for our Shire

What Council will do:

Council action	Definition of succes	Measurement
Transparent communication		
1. Proactively engage with and transparently inform the Community about Council activities	Positive perceptions of the Council	Community satisfaction survey
2. Adopt a service attitude	Elected representatives provide face-to-face visits across the Shire	Effective Marketing and Communications program
	Customer service training “How can we help?” attitude	
Meeting commitments		
1. Funds are allocated as per annual plans	Infrastructure improvements	Community satisfaction survey
2. Demonstrate accountability for actions	Staff engagement in the process	Annual Plans
3. Share best practice and successes with other Councils	Regular communication re funding activities	Council staff turnover
4. Realign management and organisation structure to be in line with Council services offered	Benchmark against other Councils	
	More residents are satisfied with Council governance	
	Customer first approach is realised	



Streamlining for growth and reducing red tape		
1. Develop effective workflow practices	Improvement in quality and response times to queries	Community satisfaction survey
2. Finalise customer requests and concerns in a timely fashion	Perception that Council staff are friendly and helpful	Website traffic
3. Provide easy access to Council for total community	Increased use of Council website	Staff productivity
A voice for the Shire at federal and state level		
1. Regularly promote community issues to government agencies	Improved funding for infrastructure and services	Community satisfaction survey
2. Encourage individuals and groups to voice their issues to government authorities	Residents voicing their opinion to government agencies on important issues	Broader awareness of Narrabri Shire

What the community can do:

- Take an active role in the Shire's future direction
- Provide constructive feedback to Council

Relevant documents:

- Narrabri Shire Economic Social Plan 2010-2015: 16.11
- Narrabri Shire Council Community Workshops Report 2012



Where to from here?

Achieving the aims of this Community Strategic Plan will require everyone in our community – individuals, community groups and businesses – to play their part.

Council will play a major role in supporting the plan, integrating the plan with initiatives that are already underway, communicating plans for the future and working with others (Federal and State Governments and agencies, community groups, and so on) to make progress.

Council will also look to this plan as a guide when creating strategic plans and budgets over the next ten years.

Narrabri Shire Council looks forward to working with the entire community to create the Shire we all want.



SECTION 4

Acknowledgements

Narrabri Shire Council Strategic Planning Document November 2011
Narrabri Shire Council Community Workshops Report May 2012
Narrabri Shire Economic Social Plan 2010-2015: 16.4, 16.5, 16.9, 16.11
Narrabri Shire Economic Development Strategy 2011: 3.2 Assisting Local Business
NSW Government Western Region report
Local Government Act 1993

Disclaimer:

The statements, opinions and projections contained within this Community Strategic Plan are given in good faith. However, in the preparation of this document, we have relied upon our own source material and data supplied to us by various other parties. As we have not conducted an audit of the information provided by others, but have accepted it in good faith, we do not give any warranty with this information.

The preparation of this Community Strategic Plan has necessitated making projections of the future which are inherently uncertain and our opinion is formed based on the underlying representations, scope, assumptions and projections detailed in this document. Typically, there will be differences between projected and actual results, because events and circumstances may not occur as expected.

We do not express an opinion as to whether projected outcomes will approximate actual outcomes, nor can we confirm, underwrite or guarantee the achievability of the projections as it is not possible to substantiate assumptions which are based on future events. We make no warranty to any third party in regard to the contents of this document.

This document has been written in accordance with the related legislation at the date of this document.

Accordingly, this document is not to be used for any other purpose, nor is it to be made available to any other party without the prior written consent of Narrabri Shire Council.



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