



2022/2032

COMMUNITY STRATEGIC PLAN

NARRABRI SHIRE
DISCOVER THE POTENTIAL



DISCLAIMER

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

DOCUMENT CONTROL

Issue	Revision	Date	Description	Resolution
Draft	1.1	December 2021	Review and Update	
Draft	1.2	March 2022	Review at Council Briefing	
Draft for Exhibition	1.3	April 2022	To be endorsed for 28 days Public Exhibition	103/2022
Endorsed	1.4	June 2022	Final Endorsement by Council	185/2022

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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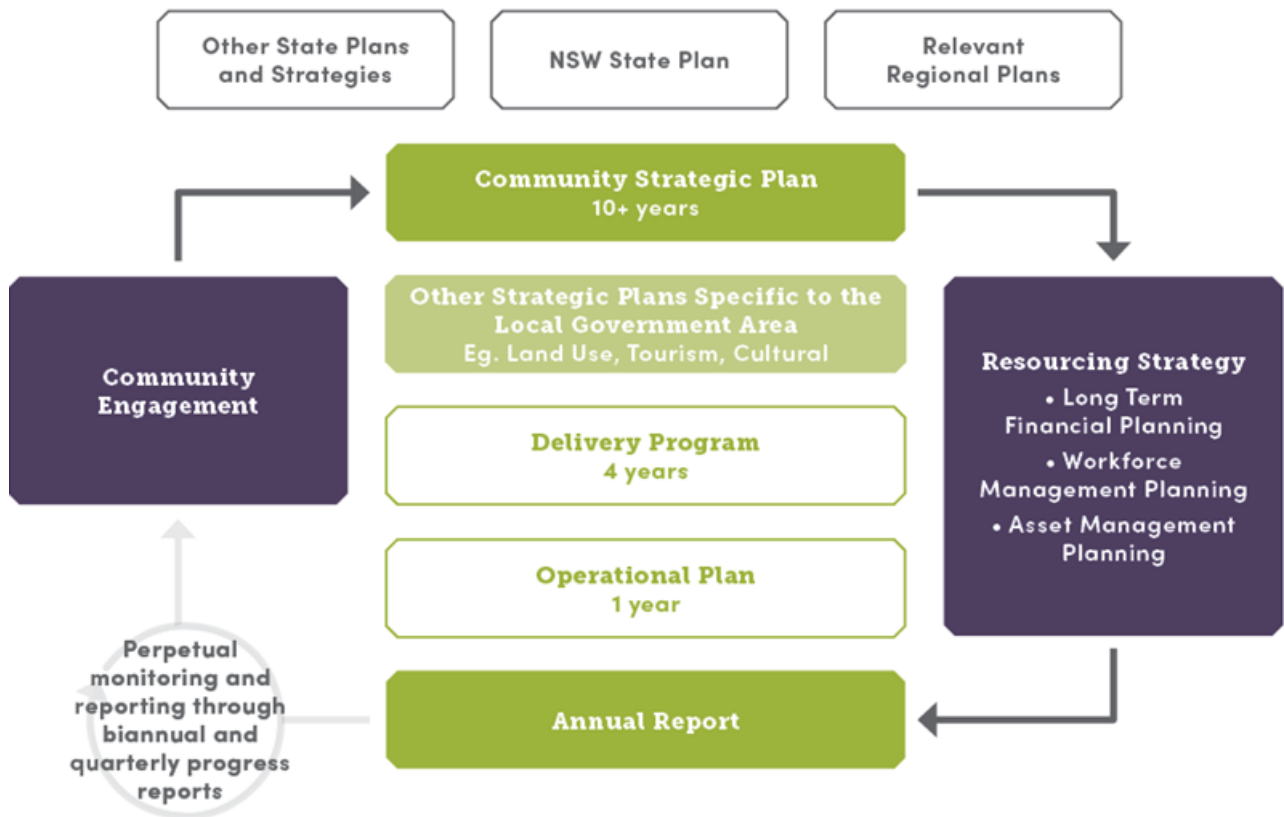
Background

In 2009 the NSW Government introduced a new Integrated Planning and Reporting (IPR) framework for NSW Local Government. This was imbedded into the *Local Government Act 1993*. 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 (CSP) setting out the community's vision over a longer period.

The CSP 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 IPR Framework. Additional documents in this suite include:

- **Resourcing Strategy** - What resources are available to Council to implement the Community Strategic Plan. This includes the:
 - Workforce Management Plan
 - Long-Term Financial Plan
 - Asset Management Strategy and Asset Management Plans.
- **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.
- **Perpetual Monitoring and Review** – How Council is progressing to achieve the community's goals.
 - **Delivery Program Progress Reports** – A biannual report compiling data which depicts the socioeconomic and operational changes which will illustrate if Council's Delivery Program is working to achieve the community's goals established in the CSP.
 - **Operational and Service Plan Progress Reports** – A quarterly report tracking the progress of Council's actions and works established by the Operational Plan and measurables established by the functional areas' Service Plans.
- **Annual Report** - Reports to the community on how Council has met its strategic objectives set out in the Annual Operational Plan.
- **State of the Shire Report** – Summarises the Council's strategic and operational progress made during the Ordinary Council Term.

Integrated Planning and Reporting Framework



Council will ensure that the CSP forms the basis for a robust corporate planning framework that ensures Council’s operations directly align with and work towards the achievement of the community’s goals. The CSP will also work to inform other strategies and plans which will be translated into specific actions within Council’s Delivery Program and Operational Plans. By ensuring the CSP directly impacts the development of these strategies and plans, all decisions made by Council are for the community.

Legislative Requirements

The *Local Government Act 1993* and the *Local Government (General) Regulation 2021* outline the requirements for all NSW councils IPR Framework.

Narrabri Shire Council adopted its IPR Framework in 2011. This included a suite of integrated plans that establish a vision and goals and outlines strategic actions to achieve them. It involved a reporting structure to communicate operational progress to Council and the community as well as a structured timeline for review to ensure the goals and actions remain relevant and achievable. The IPR Framework's primary suite of documents consists of the CSP, the Resourcing Strategy, the Delivery Program and the Operational Plan.

Pursuant to section 402 of the *Local Government Act 1993*, each local government area must have a CSP that has been developed through thorough engagement with the community and endorsed by Council. A CSP is a plan that identifies the main priorities and aspirations for the future of the local government area covering a minimum period of 10 years from when the plan is endorsed.

A CSP establishes strategic objectives together with strategies for achieving those objectives.

Council must ensure that the CSP:

- addresses civic leadership, social, environmental, and economic issues in an integrated manner;
- is based on social justice principles of equity, access, participation, and rights;
- is adequately informed by relevant information relating to civic leadership, social, environmental, and economic issues; and
- is developed having due regard to the State Government's State Plan and other relevant State and Regional Plans.

Council must establish and implement its Community Engagement Strategy, based on social justice principles, for engagement with the local community when developing the CSP.

Following an ordinary election of Councillors, a council must review its CSP before 30 June following the election. A council may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new CSP, as appropriate to ensure that the area has a CSP covering at least the next 10 years.

A draft new CSP or any amendment to an existing CSP 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 principles for NSW councils are established in Chapter 3 of the *Local Government Act 1993* 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;
- strategically plan, using the IPR Framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community;
- apply the IPR 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* to ensure councils exercise sound decision making and financial management.

Pursuant to section 8C of the *Local Government Act 1993*, 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 CSP;
- A review of the information that informed the original CSP; and
- 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 over 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.

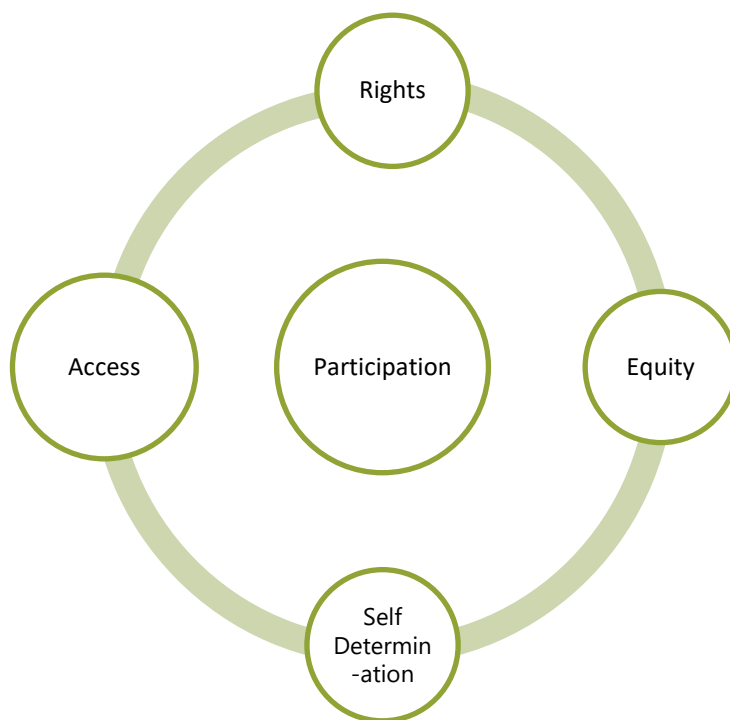
Development of the Community Strategic Plan

This CSP (the 2022/2032 Community Strategic Plan for the Narrabri Shire) was developed through the application of the Narrabri Shire Community Engagement Strategy which applies the International Association for Public Participation (IAP2) principles of engagement to a local setting. The 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 CSP and subsequent plans and strategies relies on the community feeling they have ownership and influence over how their Shire is shaped in the future.

Social Justice Framework



Through the community engagement process, Council implemented best practice guidelines developed by IAP2 to ensure engagement was 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 IAP2 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. Not all engagement will require application of every stage of the IAP2 Framework (which is displayed in its entirety on the next page).

IAP2 Public Participation Spectrum

INCREASING LEVEL OF PUBLIC IMPACT



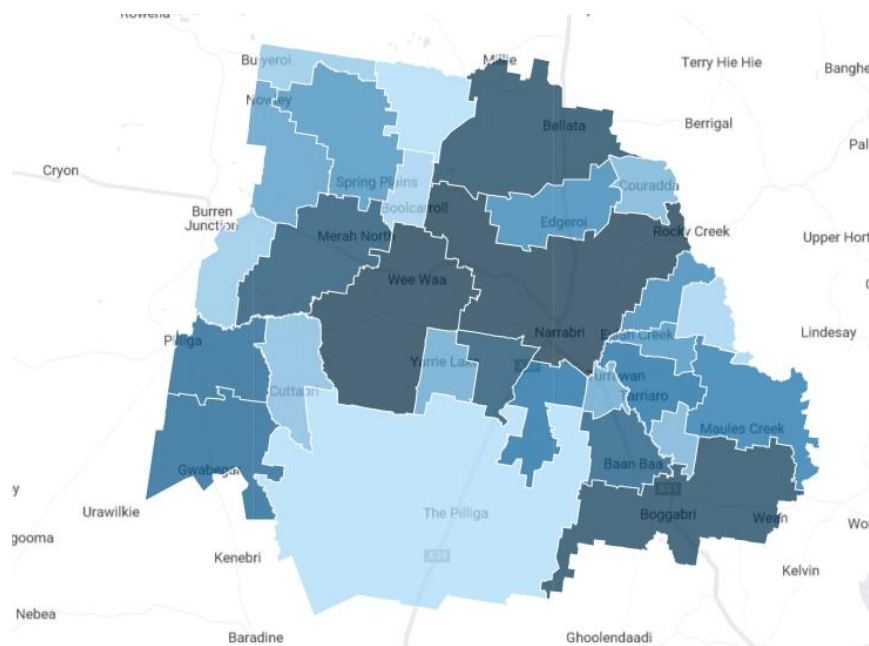
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Purpose	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and active solutions	To obtain public feedback on analysis, alternatives and/or decisions	To work directly with the 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

Demographic Information - Our Community²

To communicate effectively Council must understand its community. The Australian Bureau of Statistics estimated the Narrabri Shire population to be 13,084 as of 2016, with a median age of 39.³ 49.9% of the population identified as male and 50.1% identified as female. 12.2% of the population identified as being of Aboriginal or Torres Strait Islander descent.

Map: Locality Boundaries (by Suburb – SSC)⁴

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.



The Narrabri Shire can be seen as a community of towns and villages. Each town and village has its unique attributes and offerings, which collectively contribute to the quality of the Narrabri Shire. There are varying demographics in each town and village, which should be considered when planning for the future of the Narrabri Shire. An important part of understanding the needs and aspirations of the individual communities which form the Narrabri Shire, is to have active participation by locals in decision making and planning processes.

² **NB: this section will be updated and reindorsed by Council once the Australian Bureau of Statistics 2021 Census Data is released.**

³ Australian Bureau of Statistics Narrabri Shire (A), 2016 Census

⁴ Narrabri (A) REMPLAN.

Table: Population and Dwellings by Locality⁵

Locality (Suburb – SSC)	Population		Age Distribution		Aboriginal and Torres Strait Islander	Private Dwellings
	No.	% of Shire	0-14 years	65+ years		
Narrabri	7,606	57.55%	20.9%	17.4%	11.8%	3,408
Wee Waa	2,080	15.74%	23.2%	16.9%	16.8%	943
Boggabri	1,130 ⁶	8.55%	18.4%	21.6%	11.3%	584
Bellata	350 ⁷	2.65%	25.1%	16.9%	8.9%	144
Pilliga	217 ⁸	1.64%	24.8%	18.5%	25.4%	126
Merah North	186	1.41%	21.9%	10.4%	9.6%	71
Bohena Creek	167	1.26%	16.2%	20.3%	9.1%	63
Baan Baa	163	1.23%	21.1%	15.7%	6.6%	85
Gwabegar	162	1.23%	18.0%	25.7%	25.8%	76
Jacks Creek	135	1.02%	17.5%	24.8%	3.1%	64
Tarriaro	116	0.88%	24.8%	23.1%	0.0%	49
Maules Creek	113	0.85%	21.6%	14.7%	2.7%	62
Edgeroi	109	0.82%	*	*	*	59
Bullawa Creek	108	0.82%	*	*	*	42
Eulah Creek	76	0.58%	*	*	*	33
Spring Plains	75	0.57%	*	*	*	30
Turrawan	72	0.54%	*	*	*	72
Nowley	70	0.53%	*	*	*	22
Yarrie Lake	65	0.49%	*	*	*	30
Couradda	54	0.41%	*	*	*	21
Harparary	45	0.34%	*	*	*	14
Cuttabri	43	0.33%	*	*	*	26
Wean	25	0.19%	*	*	*	9
Bulyeroi	15	0.11%	*	*	*	3
Drildool	15	0.11%	*	*	*	9
Boolcarrol	14	0.11%	*	*	*	3
Kaputar	6	0.05%	*	*	*	7
Total	13,217⁹	100%	21.30%	17.60%	12.20%	6,055

5 Australian Bureau of Statistics Narrabri Shire (A), 2016 Census (asterixis '*' have been used where the data was unavailable).

6 Of which, an estimated 1,115 live within the Narrabri Shire Local Government Area boundary.

7 Of which, an estimated 312 live within the Narrabri Shire Local Government Area boundary.

8 Of which, an estimated 162 live within the Narrabri Shire Local Government Area boundary.

9 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.

Table: Comparative Demography (How We Compare)¹⁰

	Narrabri Shire LGA	Regional NSW	NSW	Australia
Median Age	40	43	38	38
Median Weekly Household Income	\$1,242	\$1,166	\$1,481	\$1,431
Couples With Children	42%	25%	32%	30%
Older Couples Without Children	40%	13%	10%	10%
Medium and High-Density Housing	9%	17%	33%	27%
Households with a Mortgage	29%	29%	30%	32%
Median Weekly Rent	\$200	\$278	\$384	\$339
Households Renting	32%	26%	30%	29%
Non-English Speaking Backgrounds	3%	5.8%	21%	17.9%
University Attendance	4%	3%	5%	5%
Bachelor or Higher Degree	10%	14%	23%	22%
Vocational (includes certificates)	18%	24%	18%	19%
Unemployment	6%	6.62%	6.3%	6.9%
SEIFA Index of Disadvantage ¹¹	954	968.6	995.8	1002

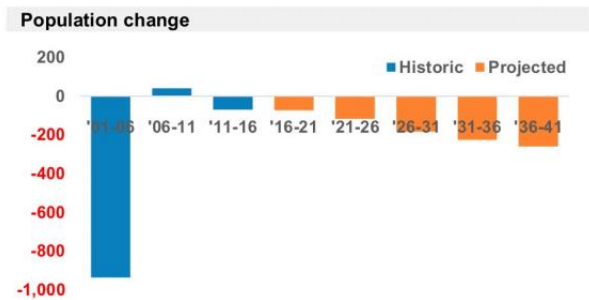
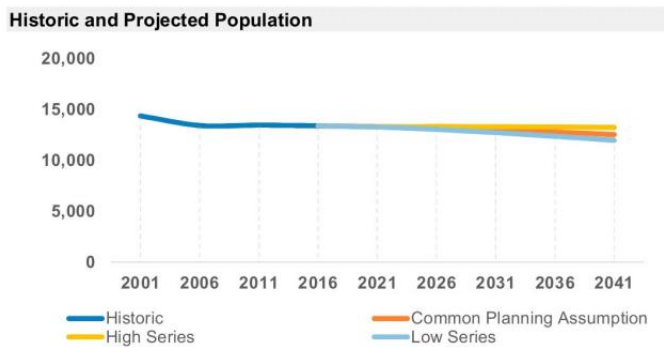
¹⁰ Australian Bureau of Statistics Narrabri Shire (A), 2016 Census

¹¹ Socio-Economic Indexes for Areas (SEIFA) is a product developed by the ABS that ranks areas in Australia according to relative socio-economic advantage and disadvantage. The indexes are based on information from the five-yearly Census and reflect the socio-economic wellbeing of a geographic area, rather than that of individuals.

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 12,500 in 2041.¹² 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

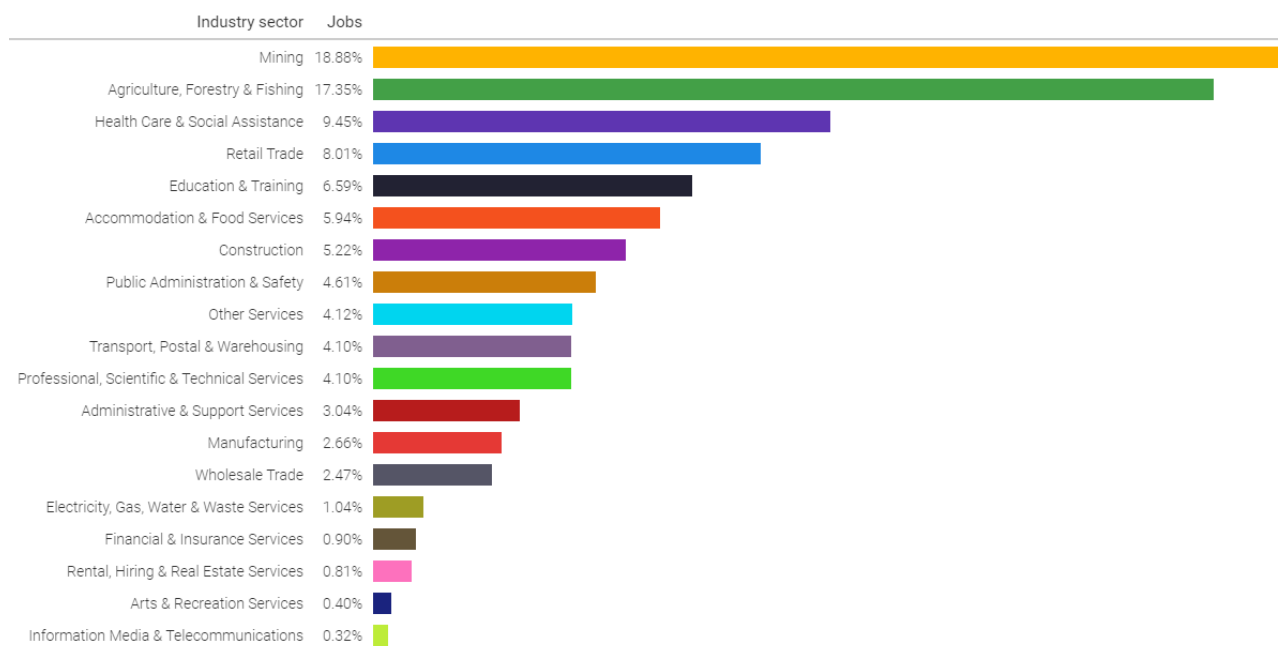


12 NSW Department of Planning, Industry and Environment, Narrabri Shire Council 2019 NSW Population Projections.

Employment¹³

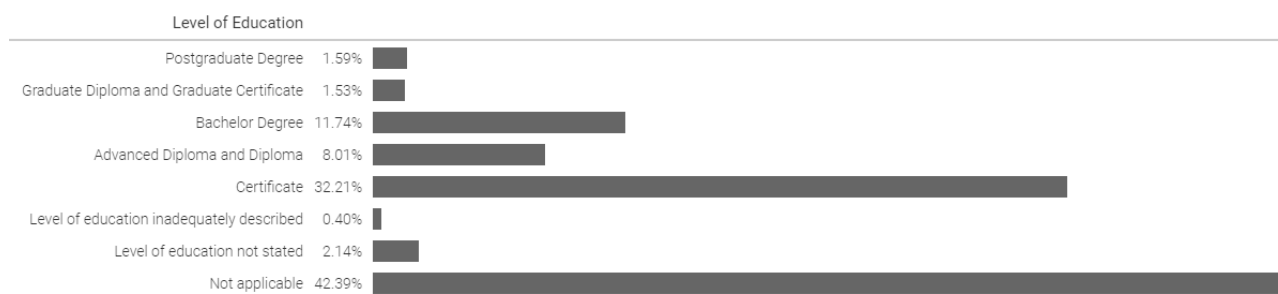
The Narrabri Shire economy supports an estimated 6,553 jobs.¹⁴ At the 2016 Census, the main industry of employment in the Shire was Mining, employing 18.88% of the working population. At the 2011 Census, Agriculture, Forestry and Fishing was the main industry of employment in the Shire, employing 21.4% of the working population.

Employment



Of the estimated 6,553 people working in the Shire, 42.39% have obtained employment without the attainment of a tertiary qualification.¹⁵

Education



13 Narrabri (A) REMPLAN.

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

15 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%).¹⁶

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.¹⁷ 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.¹⁸ 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 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.

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

17 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.

18 Tourism Research Australia Local Government Area Visitor Profiles 2019

Proposed Development

There are currently 12 major development projects proposed for Narrabri Shire:

STATE SIGNIFICANT DEVELOPMENT PROJECTS

PROJECT/DEVELOPMENT	Cost	LGA Investment	Total Const. Jobs	Peak LGA Const. Jobs	Ongoing LGA Jobs
Canadian Solar - Narrabri South Solar Farm	\$100,000,000	\$100,000,000	112	112	5
Engie - Silverleaf Solar Farm	\$140,000,000	\$140,000,000	100	100	0
Santos - Narrabri Gas Project	\$3,600,000,000	\$3,600,000,000	1,300	1,300	200
Perdaman - Narrabri Ammonium Nitrate Plant	\$1,500,000,000	\$1,500,000,000	700	700	100
Whitehaven Coal - Vickery Mine Project	\$500,000,000	\$250,000,000	500	500	115
Inland Rail - Narrabri to Narromine	\$750,000,000	\$300,000,000	1,800	350	10
Inland Rail - Narrabri to North Star	\$700,000,000	\$300,000,000	1,200	250	0
APA Group - Western Slopes Pipeline	\$500,000,000	\$175,000,000	350	200	5
Narrabri Underground Mine - Stage 3 Extension	\$500,000,000	\$500,000,000	0	0	0
Northern NSW Inland Port	\$183,000,000	\$29,800,000*	100	100	565
Wee Waa Sun Farm	\$30,000,000	\$30,000,000	80	80	3
Narrabri Underground Mine - Stage 4 Extension	\$500,000,000	\$500,000,000	0	0	0
	\$9,003,000,000	\$7,395,000,000		3,692	1,003

*Investment to date

The construction period for these projects is likely to extend over the next six years. During construction the number of workers will fluctuate with the peak construction workforce being in excess of 2,200 people. Once operational, combined, these projects will have a workforce of around 1,500 people. Approximately a third of the operational workforce reside in Narrabri Shire, with around 80% being existing residents and 20% relocating to the Shire. Most of the people relocating to the Shire are expected to live in Narrabri.

In November 2020, the previous Deputy Premier, Mr John Barilaro committed to a Special Activation Precinct (SAP) in Narrabri. Investigations are being undertaken to determine the breadth of the SAP. The Narrabri SAP is anticipated to be a thriving energy hub that will target industries including: Value-added production; Manufacturing; Freight and logistics. The Narrabri SAP will also leverage key infrastructure such as the Inland Rail to give investors access to global supply chains and markets. The development of the Santos Gas Project, Northern NSW Inland Port in Narrabri and the Inland Railway are key enablers for the SAP.

Sustainability



SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD



In September 2015, Australia was one of 193 countries to commit to the United Nation's Sustainable Development Goals. The 17 goals provide a global roadmap for all countries to work toward a better world for current and future generations.

The goals establish set out an agenda to tackle climate change, inequality, sustainable business, and innovation for participating nations.

Three (3) core elements are considered a priority:

- economic growth;
- social inclusion; and
- environmental protection.

Implementation of the goals is not only the responsibility of federal, state and local governments, but also businesses, and the community as a whole. Partnerships and collaborative action will ensure more focused attention on shared outcomes.

It is a local action plan (such as a CSP) that makes a positive contribution to the sustainable development of the Narrabri Shire and community in line with Australia's global commitment. Therefore, the relevant Sustainable Development Goals have been linked to each CSP theme to ensure they are continued to be considered when developing corresponding Strategies and Plans (such as the Delivery Program and Operational Plan).

Vision for the Narrabri Shire in 2032

The CSP has been structured to address four (4) key outcomes that Council and other stakeholders will work with the community to achieve.

The Outcomes are:

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

These outcomes will be achieved through the implementation of 12 Objectives and 48 Strategies identified within this CSP. Further details regarding the specific activities and programs of work that Council will implement to accomplish these Strategies are outlined in the 2022/2026 Delivery Program and correlating Operational Plans.

The CSP also identifies the key stakeholders that will be involved in this work and the indicators that Council will measure to help us understand our progress against the Strategies.

The indicators in this plan are divided into two groups: 'Community' indicators detail how the community will be able to measure progress against the Strategies and 'Council' indicators detail how Council will be able to measure progress. All indicators will be measured and used to produce a 'State of the Shire' Report by December 2024 which will be publicly available for the next incoming Council.

Whilst it is important for the whole Narrabri Shire to work together for the collective benefit of all those who live, work, and visit the Local Government Area, it is important to recognise the visions of the individual townships that make the Narrabri Shire so special. During the community engagement process, it was determined that each community had their own visions for their unique townships. The following individual visions have been developed in consultation with the respective communities. These visions link to the overall Narrabri Shire Vision (on page 3) and will work collaboratively to enhance the overall community connection within the Shire.

Specific Vision for Narrabri

“Forked Water”

Narrabri is the strategic centre of the Narrabri Shire Local Government Area, situated 560km northwest of Sydney on the Kamilaroi Highway and 560km southwest of Brisbane on the Newell Highway. Narrabri was settled by European graziers along the banks of the Namoi River in the mid-1800s. In 1860 Narrabri was proclaimed a town. Today, Narrabri is a bustling town offering a wonderful selection of natural attractions, industry, and development.

A strong and regionally recognised economic hub of Northern NSW

Specific Vision for Boggabri

“Place of Many Creeks”

Boggabri was proclaimed a township in 1860 and further developed after the opening of the railway in 1882. Boggabri is located along the Kamilaroi Highway east of Narrabri and is an historic small country town with big community spirit offering a unique country lifestyle. With a rich agricultural and industrial history and several recently opened coal mines the town is set for further expansion.

A vibrant centre that highlights its heritage and connection to industry

Specific Vision for Wee Waa

“Fire for Roasting”

Wee Waa the oldest township of the Narrabri Shire and is situated 576km northwest of Sydney on the Kamilaroi Highway. Wee Waa is the birthplace of Australia’s modern cotton industry. Today, the community and the agricultural industries they live by not only sustain, but also strengthen Wee Waa and the wider region.

A strong and innovative agricultural centre that recognises its connection to Country

Specific Vision for Baan Baa

“Swim Away”

Located approximately 30km North West of Boggabri on the Kamilaroi Highway, Baan Baa had early beginnings as a squatting run. Baan Baa is now primarily a grain terminal, feeding in from the rich grain country surrounds.

A revitalised centre that preserves its history and supportive community

Specific Vision for Bellata

“Home of Belar Trees”

The village of Bellata, located 42km north of Narrabri on the Newell Highway, has a long and proud history of agriculture due to the surrounding rich productive black basalt soils.

A beautiful and vibrant agricultural community that emphasises its agricultural connections

Specific Vision for Edgeroi

“A Creek”

Edgeroi lies just 26km north of Narrabri on the Newell Highway and is built on some of Australia’s richest agricultural land. Today, Edgeroi is an agricultural village growing wheat, sorghum, dry land summer crops and cotton, and grazing cattle and sheep.

A revitalised community that highlights its rich agricultural heritage

Specific Vision for Gwabegar

“Place of Many Trees”

Gwabegar is located in the middle of the largest naturally forming cypress pine forest in the Southern Hemisphere, being the Pilliga forest and developed alongside the Region’s timber industry. Whilst the local forestry industry shut down many years ago, Gwabegar it remains a vibrant and united community.

A strong and resilient community that is empowered to protect its natural and built heritage

Specific Vision for Pilliga

“Swamp Oak”

Situated 105km west of Narrabri and approximately 60km northwest of Gwabegar, the scenic drive from Narrabri is sealed and takes about one hour, while the journey from Gwabegar is unsealed. Pilliga got its start from the early development of the timber industry. Today, many travel from near and far to visit the iconic Pilliga Bore Baths, which is one of the eight Great Artesian Bores Baths in NSW

A connected and supportive community that provides an attractive place to live and visit

1. Society

An empowered, inclusive, and connected community

Achieving the Goal

Objective 1.1:	A safe and healthy community
Strategy 1.1.1:	Support, encourage and enhance health and wellbeing services and programs across the Shire
Strategy 1.1.2:	Implement programs to improve crime prevention and risk management across the Shire
Strategy 1.1.3:	Enhance opportunities for participation in sport and recreation across the Shire
Strategy 1.1.4:	Work to ensure that aged and child care services meet the current and future needs of the Shire
Objective 1.2:	A vibrant and connected community
Strategy 1.2.1:	Improve digital connectivity and access to technology across the Shire
Strategy 1.2.2:	Develop, maintain, and enhance quality community spaces and facilities
Strategy 1.2.3:	Ensure an accessible Shire for all
Strategy 1.2.4:	Enhance access to arts and culture across the Shire
Objective 1.3:	A resilient and strong community
Strategy 1.3.1:	Implement programs to revitalise townships across the Shire
Strategy 1.3.2:	Empower the community's volunteers
Strategy 1.3.3:	Strengthen community resilience through collaboration and capacity building
Strategy 1.3.4:	Increase public amenity across all townships

Relevant Sustainable Development Goals



Key Stakeholders

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

Achievement Measures and Indicators

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

2. Environment

A sustainable and compatible natural and built environment

Achieving the Goal

Objective 2.1:	A protected and enhanced natural environment
Strategy 2.1.1:	Protect Aboriginal and non-Indigenous heritage whilst educating the broader community on its significance
Strategy 2.1.2:	Protect and enhance the Shire's natural bushland, open spaces and national parks
Strategy 2.1.3:	Protect the Shire's natural environment through improved awareness and mitigation of destructive and invasive flora and fauna
Strategy 2.1.4:	Promote and implement where appropriate sustainable practices, energy efficient and renewable technologies
Objective 2.2:	An integrated and strategic built environment
Strategy 2.2.1:	Maintain, enhance and support an integrated, diverse and safe transport network: Pedestrian; Road; Rail; and Air
Strategy 2.2.2:	Support the development of appropriate housing across the Shire
Strategy 2.2.3:	Reduce the impact the built environment has on the natural environment
Strategy 2.2.4:	Support strategic and non-conflicting land use that supports sustainable growth through zoning and advocacy
Objective 2.3:	A resilient and sustainable environment
Strategy 2.3.1:	Mitigate impacts of adverse events through strategic planning and preparedness
Strategy 2.3.2:	Ensure appropriate planning controls are implemented for the benefit of the community
Strategy 2.3.3:	Responsibly manage, conserve, and protect water resources
Strategy 2.3.4:	Responsibly manage waste disposal and support the transition to a circular waste economy

Relevant Sustainable Development Goals



Key Stakeholders

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

Achievement Measures and Indicators

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

3. Economy

A strong, diverse, and sustainable economy

Achieving the Goal

Objective 3.1:	A diverse economy
Strategy 3.1.1:	Support local employment opportunities
Strategy 3.1.2:	Actively engage with and support capacity building opportunities for local businesses and innovators
Strategy 3.1.3:	Attract and support opportunities for investment and value-add industries within the Shire
Strategy 3.1.4:	Advocate for and support diverse education and personal development opportunities to ensure available skills meet local demand
Objective 3.2:	A regionally renowned economy
Strategy 3.2.1:	Develop a state significant manufacturing, transport, and logistics hub
Strategy 3.2.2:	Promote the Shire as an attractive environment to invest, visit and live
Strategy 3.2.3:	Develop and support a variety of events and tourism opportunities in the Shire
Strategy 3.2.4:	Capitalise on state significant development that occurs in the Shire for the benefit of the community
Objective 3.3:	A resilient and sustainable economy
Strategy 3.3.1:	Support the resilience, growth, and diversity of the local economy
Strategy 3.3.2:	Revenue from grants and funding programs is maximised and responsibly managed
Strategy 3.3.3:	Achieve economic sustainability through supporting local businesses
Strategy 3.3.4:	Advocate for and invest in infrastructure to support and future-proof the local and broader economy.

Relevant Sustainable Development Goals



Key Stakeholders

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

Achievement Measures and Indicators

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

4. Civic Leadership

Council as a strong leader for the Community

Achieving the Goal

Objective 4.1:	A transparent and accountable Council
Strategy 4.1.1:	Ensure all operations are pre-planned and executed in the best interests of the community
Strategy 4.1.2:	Enforce good governance, risk management, and statutory compliance
Strategy 4.1.3:	Increase awareness of Council's role in the community including the services and facilities provided
Strategy 4.1.4:	Ensures transparent and accountable decision making for our community
Objective 4.2:	A strong Council that advocates for the Community
Strategy 4.2.1:	Communicate and engage with the community regarding decision-making
Strategy 4.2.2:	Work cooperatively and appropriately with external parties to advocate for the community's best interests
Strategy 4.2.3:	Deliver clear and effective communication
Strategy 4.2.4:	Deliver high quality and informative customer service
Objective 4.3:	A resilient and sustainable Council
Strategy 4.3.1:	Ensure policies and procedures are effective and implemented in accordance with legislative requirements and best practice principles
Strategy 4.3.2:	Sustainably manage Council's finances, assets, and workforce
Strategy 4.3.3:	Deliver reliable and quality services through innovation and continuous improvement
Strategy 4.3.4:	Provide a safe and healthy working environment

Relevant Sustainable Development Goals



Key Stakeholders

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

Achievement Measures and Indicators

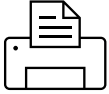
CSP	Measure	Source
4.1.1	Percentage of Operational Plan Actions completed	Council Data
4.1.1	Percentage of asset Masterplan Actions completed	Council Data
4.1.2	Community satisfaction with elected representatives	Community Satisfaction Survey
4.1.2	Number of Code of Conduct breaches	Council Data
4.1.2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

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:



Phone: 02 6799 6866



Fax: 02 6799 6888



Email: council@narrabri.nsw.gov.au



Post: PO Box 261, Narrabri NSW 2390



In Person: 46-48 Maitland Street, Narrabri NSW 2390