

2022/2026

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DELIVERY PROGRAM
HALF YEARLY PROGRESS REPORT
As at 31 December 2024

NARRABRI SHIRE
DISCOVER THE POTENTIAL

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Vision for 2032

OUR 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."



Theme 1: SOCIETY

An empowered, inclusive, and connected community



Theme 2: ENVIRONMENT

A sustainable and compatible natural and built environment



Theme 3: ECONOMY

A strong, diverse, and sustainable economy



Theme 4: CIVIC LEADERSHIP

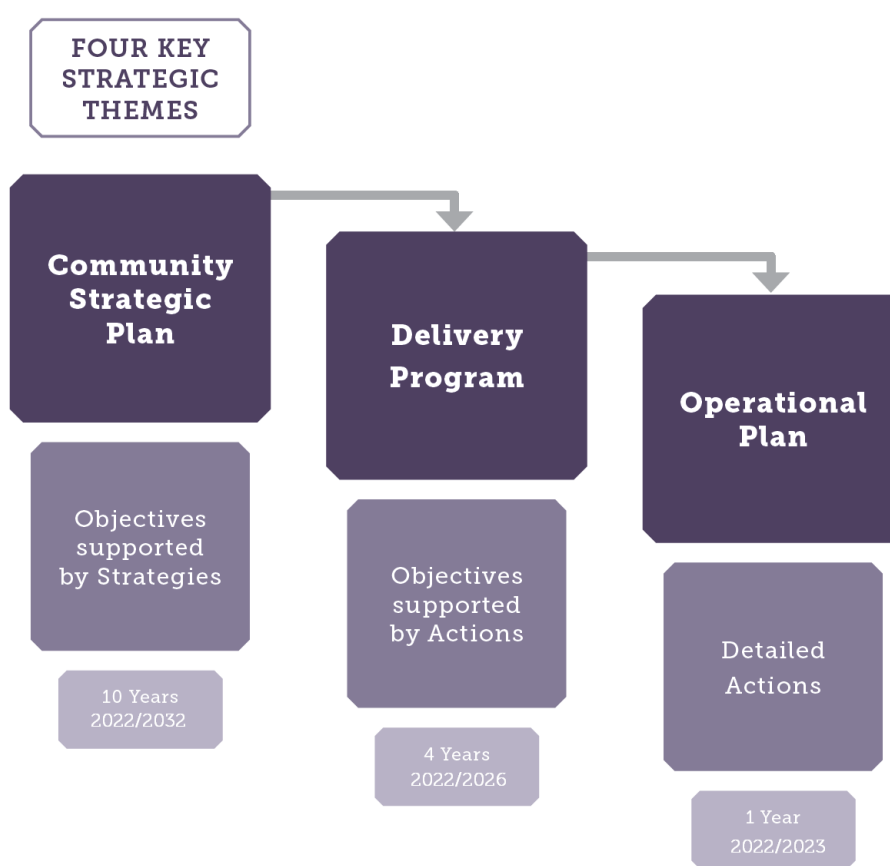
Council as strong leaders for the community

THE DELIVERY PROGRAM

The Strategies identified in the Community Strategic Plan flow down into the Delivery Program. The Delivery Program outlines how Council will deliver and resource these Strategies over the following four years. Council’s Delivery Program measures the success of Council achieving its Strategies for the benefit of the community to which it serves.

Specific actions to be completed and the resources required for each financial year are explored further in Council’s Operational Plan and Resourcing Strategy. The relationship between the Community Strategic Plan, Delivery Program and Operational Plan is demonstrated in the following figure.

Figure: Integrated Planning and Reporting Elements



Measuring and Monitoring our Success

Performance measures have been placed against the Strategies in the Delivery Program to enable the community and Council to monitor the achievement of critical success factors for each strategic priority area. Council will gather information on each performance measure and report to Council through bi-annual reviews on how Council and the community are tracking.

Council will continue to set measurable targets against its actions in the Operational Plan to allow Council to monitor its progress in achieving the plan.

1: Our Society

An empowered, inclusive and connected community

1.1: A safe and healthy community

Measure	Target (June 2026)	Actual	Notes
Hectares of Sports fields maintained by Council (source: Council Data)	> 14 Ha	14 Ha	Sports fields hectares have remained static with previous years.
Incidents of animal attacks in the Shire (source: Council Data)	< 15	9	9 attacks were reported between 01/07/2022 and 31/12/2022.
Incidents of major road incidents and fatalities in the Shire (source: Australian Road Deaths Database and Transport for NSW Data)	< 10 incidents	10	Transport for NSW crash data for year 2022 will be available in late 2023. The number of road deaths per 100,000 population in NSW has dropped over the past five decades, from 28.9 in 1970 to 4.4 in 2019 (provisional figure), with a low of 4.1 in 2014. The total number of incidents resulting in fatalities for the Narrabri LGA in 2021 was 3.
Length of dedicated walking trails and pathways (does not include fire trails that are also walkable) (source: Council Data and National Parks Data)	> 100 kilometres	83	Of these, 55.05 kilometres are maintained by National Parks and Wildlife and 27.87 kilometres are maintained by Council. Although there have not been any new trails developed within Narrabri Shire National parks, the already established trails are being improved following drought and bushfires. National Park and Wildlife Services have advised an increase in visitation to National Parks over the previous 12 months. Further the Barraba Track is now bookable online, which has assisted in more people having access to the track. Since 1 July 2022, Council has commenced work on the construction of approximately 1 kilometre of pathway.
Number of available aged care spaces across the Shire (source: Provider Data)	> 5%	0%	Council made contact with all registered aged care facilities (permanent care) in the Shire and they are currently at full capacity in regard to beds. It is noted that this can change daily due to mortality rates. The Whiddon Group are about to commence the upgrade of the Jesse Hunt facility which will decrease their availability in the interim.
Number of available child care	> 5%	0%	There are approximately 370 spaces in the Shire with some service providers saying they have spaces available.

Measure	Target (June 2026)	Actual	Notes
spaces across the Shire (source: Provider Data)			Although, supply currently exceeds demand this does not mean that there are not issues with securing places. This can be due to location, parents working hours or age of child.
Number of mental health services across the Shire (source: NSW Health Data)	>6 services	6	There are several Mental Health providers in the Narrabri Region - ranging from local practitioners and health agencies to National help lines.
Participation in sports and recreational activities (source: Community Satisfaction Survey)	>50%	57%	According to the 2021 Community Satisfaction Survey, 57% of residents participate in sports and recreational activities.
Pool utilisation rates (source: Council Data)	>30%	12%	The utilisation rate is 12 percent of the total capacity of the three pools.
Positive perception of lifestyle opportunities (source: Community Satisfaction Survey)	>85% community satisfaction	77%	According to the 2021 Community Satisfaction Survey, 77% of residents are satisfied with the recreation and lifestyle opportunities. This is a decrease of 4% of the previous community survey undertaken.
Reported criminal incidents in the Shire (source: Bureau of Crime Statistics and Research)	<740 incidents	1,313	This figure is from January 2021 to December 2021. Most trends remain stable. There is an increase in fraud, theft, and domestic violence in the Shire. There is a common trend across NSW that fraud and theft have significantly increased but not Domestic Violence.

1.2: A vibrant and connected community

Measure	Target (June 2026)	Actual	Notes
Library utilisation rates (source: Council Data)	>85%	91%	This is an estimate as the Library management system does not identify 'Inactive' members.

Measure	Target (June 2026)	Actual	Notes
Number of accessible public meeting spaces across the Shire (source: Council Data)	>3 spaces	6	There are 6 accessible public meeting spaces across the Shire which include 3 libraries, The Crossing Theatre, and the Wee Waa Arts and Cultural Centre.
Number of community bookings at The Crossing Theatre (source: Council Data)	>20 bookings	6	3 ADFAS lectures; Narrabri Schools Ministry Movie Fundraiser; Rotary Movie Fundraiser; and Narrabri Industrial Network Tradeshow.
Number of digital connectivity and Science, Technology, Engineering, Arts and Mathematics (STEAM) programs run by Council (source: Council Data)	>5 programs	7	The following STEM programs were delivered across the shire: National Science Week - August 2022 Monthly STEM in primary schools Young Einstein's Science Club School Holiday STEM - Egg carton hothouses and Earthquake Engineering workshop Device Advice Scams Awareness Week - November 2022
Participation in arts and cultural activities (source: Community Satisfaction Survey)	>40%	45%	According to the 2021 Community Satisfaction 45% of the Narrabri Shire Council area participated in Arts and Cultural Activities in the July to December 2021 period.
Percentage of households within the Narrabri Shire with access to the internet from the dwelling (source: Australian Bureau of Statistics)	>60%	70%	According to the 2016 Census, 69.9% of households in the Narrabri Shire LGA households had at least one person access the internet from the dwelling. This could have been through a desktop/laptop computer, mobile or smart phone, tablet, music or video player, gaming console, smart TV or any other device. More accurate data captured in the 2021 Census is not scheduled to be released until mid-2023.
Positive community perception of the accessibility of the Narrabri Shire (source: Community Satisfaction Survey)	>85%	92	2021 Community Satisfaction Survey revealed that 92% of those surveyed were satisfied with the accessibility of community facilities and services in their town or village. The Access and Inclusion Committee is also working on a project to increase accessibility by providing all retailers across the shire with a braille 'Call to Attention' sign outside of all retailers.

Measure	Target (June 2026)	Actual	Notes
Quantity of arts and cultural activities across the Shire (source: Community Satisfaction Survey)	45 activities	20	These activities include exhibitions, workshops, theatre productions, live music, film festivals and community events such as NAIDOC Week and Australia Day.
Range of community transport available locally (source: Council Data)	>4 vehicles	4	The following community transport is available locally: Taxi (Narrabri, Wee Waa) Rail (Moree to Sydney Line service Narrabri, Boggabri) Coach (School Buses - Narrabri, Wee Waa, Boggabri, Limited Town Bus Service - Narrabri) Air (Narrabri)

1.3: A resilient and strong community

Measure	Target (June 2026)	Actual	Notes
Council revitalisation and upgrade projects (source: Council Data)	4 projects	6	There were 6 revitalisation and beautification projects for the period between 1 July 2022 and 31 December 2022. These include: 1. Development of delivery of the Wee Waa Community Arts and Cultural Centre Programme; 2. Wee Waa Community and Business Hub; 3. Dangar Park Narrabri infrastructure upgrade - fencing, grandstand and amenities; 4. Narrabright 2022 - permanent light installations; 5. Narrabri Shire CBD shopping activation December 2022 programme; 6. Narrabri Community Wellness Garden Event - commenced and scheduled to be completed in 2023.
Funds granted through the community grants program (source: Council Data)	>\$20,000	\$14,400	A combined \$14,400 has been allocated to a range of community groups from Council for the period 1 July 2022 to 31 December 2022. An additional combined \$6,000 has been given in sponsorships to a range of community events in this period.
Number of community programs run by Council (source: Council Data)	>12 programs	6	The following community initiatives have been delivered by Council: -Disability event - celebrating inclusion -Lilian Hulbert memorial Prize - recognising high achievement for people between 15 and 18 years of age -Sporting wall of fame - recognising people who have won a national sporting title or represented Australia -Mental Health Podcast project - high school students being mentored through the process of producing a podcast and marketing it -Wheelchair Tour - to raise awareness of the difficulties

Measure	Target (June 2026)	Actual	Notes
			wheelchair bound people experience on a daily basis -Local Government Week - Council attended the local community markets to meet with residents and showcase the variety of facilities and services Council offers to the wider community.
Number of public toilets across the Shire (source: Council Data)	> 14 facilities	13	New toilet blocks are to be installed in Wee Waa cemetery and Tourist and cultural hub Narrabri this year.
Number of public toilets across the Shire that are compliant with the current Disability Discrimination Act (DDA) standards (source: Council Data)	> 10	8	This number is based on compliance with disability standards from 2008. The current Australian standard would see this number reduce.
Percentage of Shire who volunteer (source: Australian Bureau of Statistics)	>60%	54%	According to the Community Satisfaction Survey undertaken in 2021, 54% of the Shire volunteers. Council aims to run Volunteer Succession workshops and a Volunteer Event where community volunteer groups can showcase their service and engage more volunteers.
Satisfaction with the Shire's CBDs attractiveness (source: Community Satisfaction Survey)	>80%	72%	According to the Community Satisfaction Survey undertaken in 2021 72% of the community are satisfied with the work being undertaken to enhance town and village centres. Next Community Satisfaction Survey is scheduled to occur in late 2023.
Shire's Socio-Economic Index for Areas (SEIFA) (source: Australian Bureau of Statistics)	<956	954	The 2021 Socio-Economic Indexes for Areas (SEIFA) score is proposed to be released in mid 2023. SEIFA is a product developed by the ABS that ranks areas in Australia according to relative socio-economic advantage and disadvantage.
Vacant shops in the Shire's CBDs (source: Council Data)	0 empty	11	There are currently 11 vacant shops in the 3 main blocks of Maitland Street, Narrabri,

2: Our Environment

A sustainable and compatible natural and built environment

2.1: A protected and enhanced natural environment

Measure	Target (June 2026)	Actual	Notes
Application of weeds management programs in the Shire (source: NSW Department of Primary Industries Data and Council Data)	> 10 programs	5	Council is currently focused on running eradication programs for the following biosecurity issues: <ul style="list-style-type: none"> - Mother of Millions; - African Boxthorn; - Parthenium; - Eve's pin; and - Harrisia cactus.
Educational programs regarding effective biosecurity management (source: Council Data)	> 10 programs	2	Council's Biosecurity Officers presented at a Landcare event in August 2022. Further public education was conducted at AgQuip in August 2022. The Biosecurity Officers are now preparing for community engagement activities at the local Narrabri Carp Muster and the Narrabri Show in the next quarter.
Educational programs regarding responsible companion animal ownership (source: Council Data)	> 10 programs	2	Council continues to conduct and support workshops, seminars and resources for the local community to raise awareness on companion animals management, however this is dependant on funding. Between 1 July 2022 and 31 December 2022, Council ran an educational media campaign for the following: <ul style="list-style-type: none"> - Pets are not Presents - Fireworks Awareness
Hectares of greenspaces maintained by Council (source: Council Data)	> 70 Ha	52 Ha	The greenspace areas maintained by Council include ovals and recreational parks.
Number of Aboriginal heritage listed sites across the Shire (source: Aboriginal Heritage Information Management System (AHIMS))	> 10 sites	1	1 site registered on State Heritage Register.

Measure	Target (June 2026)	Actual	Notes
Number of educational programs implemented (including the installation of information signage) (source: Council Data)	> 15 installations	0	Council will install interpretive signage in all cemeteries this year and the Kaputar Road parking bay will see additional signs added.
Number of Historic (non-Indigenous) heritage listed sites across the Shire (source: State Heritage Register)	> 50 sites	42	42 items registered in the Shire.
Percentage of Council's facilities run through renewable energy (source: Council Data)	>20%	2	Total power consumption for the reporting period was 1,213,809kWh, with total solar generation of 19,317kWh.
Quantity of funds allocated to environmental initiatives (source: LLS North West Weeds Action Plan)	>\$250,000	\$280,000	Currently, for the 2022/2023 financial year, Council has not allocated any funds for environmental initiatives (in addition to biosecurity management programs already funded by the NSW Department of Primary Industries). Council will commence funding environmental initiatives in addition to these from 2023/2024.
Reduction of Council's fuel usage (source: Council Data)	<400,000 L	149,982	Works in the shire have increased with flood damage work which is impacting the amount of fuel usage. the average monthly fuel is putting council on track to use approximately 600,000 litres. Council has had some issues with theft from assets left on site.
Trees planted by Council across the Shire (source: Council Data)	>200 trees	60	Trees were planted along Narrabri creek after flooding to renew vehicle exclusion area.

2.2: An integrated and strategic built environment

Measure	Target (June 2026)	Actual	Notes
Air quality pollution	100%	100%	Air Quality measures are routinely measured and reviewed by NSW EPA via an air quality monitoring

Measure	Target (June 2026)	Actual	Notes
concentrations do not exceed National Environment Protection Measure Guidelines (source: NSW EPA)			network. Latest available report indicates full compliance with national environmental protection monitoring (NEPM) standards.
Community satisfaction with the Shire Roads Network (source: Community Satisfaction Survey)	<75%	58%	According to the Community Satisfaction Survey undertaken in 2021, 58% of the community is satisfied with the Shire Road Network.
Estimated rate of homelessness in the Shire (source: Australian Bureau of Statistics)	<1%		
Hectares of environmental zones, national parks, and nature reserves (source: Council Data)	> 170,000	170,195	Total hectares zoned (C1, C3, RE1, RE2) environmental, national parks and nature reserves.
Hectares of industrial and commercial zones (source: Council Data)	> 550 Ha	542 Ha	Total hectares zoned commercial and industrial across shire (IN1, IN2, B2 zonings)
Hectares of residential zones in the Shire (source: Council Data)	>4,900	4,702	Total hectares inclusive R1, R5 and RU5 zoned residential land.
Local Environmental Plan housekeeping reviews completed (source: Council Data)	100%	100%	Ongoing as required - Local Environmental plans updated with new employment zones, agritourism reforms and flooding clauses during the quarter.
Number of intermodal facilities in the Shire (source: Council Data)	>4	3	Narrabri has 3 existing intermodal facilities. The Northern NSW Inland Port (N2IP) development has the potential to provide further intermodal capabilities with direct access to Inland Rail infrastructure. Council has passed through Gate 4 of the EY driven Interface Improvement Programme. This

Measure	Target (June 2026)	Actual	Notes
			looked at the viability of being able to access the Inland Rail infrastructure from the N2IP site. Council has been deemed a Special Activation Precinct (SAP) investigation area and is currently going through baseline reports in relation to this. This process was worked on throughout 2022 and will be into the first half of 2023.
Number of new residential developments approved in the Shire (source: Council Data)	>10 developments	6	4 single dwellings and 1 dual occupancy approved between 1 July 2022 and 31 December 2022.
Quantity of income secured through Voluntary Planning Agreements (source: NSW DPE Regional Monitoring Data)	\$1,000,000	\$2,000,000	Council finalised and executed the Santos VPA in December 2022, with the first payment of 2 million dollars invoiced.
Regular Passenger Transport rates (source: Council Data)	>4,000	2,189	2,189 RPT passengers recorded through the Narrabri Terminal between 1 July 2022 and 31 December 2022.

2.3: A resilient and sustainable environment

Measure	Target (June 2026)	Actual	Notes
Average volume of household waste per 6 months (NSW average is 558kg per capita per annum) (source: Council Data)	<245 kilograms	288	During the period 1 July 2022 to 31 December 2022, an average of 48kg of household waste per month was produced, This is calculated off kerbside waste.
Average water consumption rate per household per year (source: Water NSW and Council Data)	300,000 litres	152,630 litres	Current consumption per house per year is less due to reduced average consumption from wet weather so far, this financial year.

Measure	Target (June 2026)	Actual	Notes
Income generated through the Section 7.12 Contributions Scheme (source: Council Data)	\$4 million	\$3.3 million	7.12 contributions paid on developments in the period 1 July 2022 to 31 December 2022. Of the 3.3 million dollars, 3.2 million dollars was obtained because of the Vickery Coal Mine Extension Development Application as per Council Resolution (269/2019).
Number of dwellings damaged by natural disasters (source: Resilience NSW and Local Emergency Services Data)	<0 dwellings	26	26 dwellings were damaged between 1 July 2022 and 31 December 2022. All were damaged in the October 2022 flood event.
Percentage of total water allocation for the Narrabri Shire consumed by Council (source: Council Data)	<15%	30%	Increase of 30% from 30 June 2022.
Percentage of waste diverted from landfill (source: Council Data)	>75%	37%	During the period 1 July 2022 to 31 December 2022, 710 tonnes of waste was diverted from landfill out of the total 1,950 tonnes.
Rate of Effluent Reuse (source: Council Data)	100%	0%	Ordinarily Council maintains a rate of 100% reuse of treated effluent via Federation Farms. However, recently Council has been discharging treated effluent into the Namoi river with Federation Farm's dams being full.
Value of projects funded through the Section 7.12 Contributions Scheme (source: Council Data)	\$3 million	\$1 million	During the period 1 July 2022 to 31 December 2022 projects to the value of \$1,000,085 were funded through the Section 7.12 Contributions Scheme.
Volume of ground water extracted (source: Council Data)	<1 gigalitres	598 megalitres	Large number of leaks observed in the network has caused higher extraction rates this quarter.

Measure	Target (June 2026)	Actual	Notes
Volume of material reused (source: Council Data)	>3,000 tonnes	2,851 tonnes	During the period from 1 July 2022 to 31 December 2022, 2,851 tonnes of material was reused.

3: Our Economy

A strong, diverse and sustainable economy

3.1: A diverse economy

Measure	Target (June 2026)	Actual	Notes
Formal training opportunities available for youth (16-24 years) in the Shire (source: Australian Bureau of Statistics and Provider Data)	>300 places available	465	TAFE Certificated courses - 450 places available. Community College Certificated courses - 15 places available Therefore, total of 465 places available. There are 542 youth attending technical or further educational institutions, including TAFE and University. There are currently numerous courses that youth have access to via TAFE and the local RTA Community College, these courses are run face to face, online or as a hybrid of both. Courses are for a Certificate I, II, III, IV or above or provides license or other qualification.
Number of commercial developments completed in the Shire (source: Council Data)	>15	2	2 new commercial Occupation Certificates were issued between 1 July 2022 and 31 December 2022. Of these, 1 was issued by a private certifier external to Council.
Number of jobs within the Shire (source: Australian Bureau of Statistics)	>8,000	6,949	The job number of 6,949 comes from the 2021 Census and shows a sustainable increase from the 2016 census which had number of 6,553.
Number of programs targeted at local businesses and innovators (source: Council Data)	>10 programs	14	During the period from July to December 2022 a total of 14 programs have been delivered which included 51 events and activities, attracting 729 registered attendees/participants
Number of registered businesses in the Shire (source: REMPLAN)	>2,000	1,770	There are currently 1,770 operating businesses in Narrabri Shire which is an increase in businesses from 1,698 in June 2021.
Percentage of Shire's population	>20%	32%	32% of the Shire's population has a non-school qualification. This was sourced from REMPLAN

Measure	Target (June 2026)	Actual	Notes
with non-school qualifications (source: REMPLAN)			Community Profile of the Narrabri Region. Of the 32%, 16% have a Bachelors qualification or higher.
Quantity of sales through the Why Leave Town Program (source: Why Leave Town Data)	>\$120,000	\$58,000	Separate to the value of sales achieved, a further \$100,000 was loaded onto cards from 1 July 2022 to 31 December 2022. There is a further \$239,000 loaded onto other cards that is still yet to be spent in the local businesses.
Shire's unemployment rate (source: REMPLAN)	<4%	5.4%	The unemployment rate in June 2022 was 5.4%. At the same period the NSW unemployment rate was 3.6%.

3.2: A regionally renowned economy

Measure	Target (June 2026)	Actual	Notes
Average spend per visitor to the Shire (source: REMPLAN)	>\$120	97	According to the latest available figures produced by Tourism Research Australia the average spend per visitor per trip is \$97.00. Please note this based on Domestic Day Trips.
Number of events, conferences and entertainment activities hosted in the Shire (source: Council Data)	>35	20	2 conferences at The Crossing Theatre and 18 entertainment activities which include theatre, annual celebration, live music, and exhibitions.
Number of State Significant Developments determined and approved in the Shire (source: NSW DPE Data)	>16 projects	14	14 State Significant Developments have been determined in Narrabri Shire. These include: <ul style="list-style-type: none"> - Narrabri Gas; - New Wee Waa High School; - Boggabri Coal Mine; - Silverleaf Solar Farm; - Narrabri Underground Mine Stage 3 Extension Project; - Maules Creek Coal Mine; - Wilga Park Power Station; - Vickery Mine Extension; - Narrabri Coal Mine - Stage 2; - Narrabri South Solar Farm; - Tarrawonga Coal Mine;

Measure	Target (June 2026)	Actual	Notes
			- Narrabri Gas Bibblewindi Exploration; - Vickery Coal Mine; and - Narrabri Gas Dewhurst Exploration.
Number of visitors to the Narrabri Region Visitor Information Centre (source: Council Data)	> 17,000 visitors	12,558	Based on the door count at the Narrabri Region Visitor Information Centre.
Population of the Shire (source: Australian Bureau of Statistics)	> 14,000	12,703	Sourced from the 2021 Census, this shows a decline in the population from that reporting in the 2016 Census, being 13,084.
Social Media Engagement (source: Council Data)	> 4,500 people	7,806	As per Facebook Professional Data. In the period 1 July 2022 to 31 December 2022, Narrabri Shire Council has had engagement on social media with 7,806 people.
Visitation to the Narrabri Shire (source: Destination NSW Data)	> 300,000	297,000	The latest available data produced by Tourism Research Australia in 2017 indicates 297,000 visitors to the Narrabri LGA per annum. Visitation statistics included are for holidays, business and visiting friends and relatives.

3.3: A resilient and sustainable economy

Measure	Target (June 2026)	Actual	Notes
Grant funding secured (source: Council Data)	> \$6 million	\$27.5 million	For the period, 1 July 2022 to 31 December 2022, Council applied for 38 grants. As at 31 December 2022, 31 applications worth \$29,778,493 were successful (less \$2,215,632 of Council's contributions).
Percentage of Council expenditure within the Shire (source: Council Data)	> 75%	26%	For the period of 1 July 2022 to 31 December 2022, 26% of Council's total expenditure went to local businesses and entities, with an address registered within the Narrabri Shire. This totalled \$5,394,588.
Quantity of Regional Exports (source: REMPLAN)	> \$3.3 billion	\$2.9 billion	Regional export number of \$2,977,000,000 is as of June 2021.

Measure	Target (June 2026)	Actual	Notes
Quantity of value added by industries within the Shire (source: REMPLAN)	>\$3 billion	\$2.1 billion	The last reported quantum of value-add report was \$2.172 Billion in June 2021. 63.7% of this is traced back to the Shire's mining sector.
Shire's Gross Regional Product (source: REMPLAN)	>\$3 billion	\$2.2 billion	Narrabri Shire's Gross Regional Product has increased from \$2.061 Billion in June 2021 to \$2.237 Billion in June 2022.
Successful grant applications (source: Council Data)	>75%	82%	For the period, 1 July 2022 to 31 December 2022, Council applied for 38 grants. As at 31 December 2022, 31 applications worth \$29,778,493 were successful (less \$2,215,632 of Council's contributions). Three applications were unsuccessful, and Council is awaiting the outcomes of the other four.

4: Our Civic Leadership

Council as a strong leader for the Community

4.1: A transparent and accountable Council

Measure	Target (June 2026)	Actual	Notes
All recordings of open council meetings are publicly available on Council's website (source: Council Data)	100%	100%	All public sessions of Council Meetings are placed on Council's website.
Community satisfaction with elected representatives (source: Community Satisfaction Survey)	>90%	65%	The 2021 Community Satisfaction Survey reported that 65% percent of those surveyed were satisfied with the Councillors at the time of being surveyed (being the 2016/2022 Council Term). The next Community Satisfaction Survey will be conducted in 2023.
Media content dedicated to raising awareness of Council's role in the community (source: Council Data)	60	105	For the period between 1 July 2022 to 31 December 2022, Narrabri Shire Council has produced media content raising awareness to the community 105 times.
Number of Code of Conduct breaches (source: Council Data)	0	1	Council received 1 Code of Conduct complaint between 1 July 2022 and 31 December 2022. All Code of Conduct complaints are investigated in accordance with Council's Adopted Code of Conduct, pursuant to the Local Government Act 1993.
Number of Public Interest disclosures received (source: Council Data)	0	2	Council received 2 Public Interest Disclosures between 1 July 2022 and 31 December 2022. All Public Interest Disclosures are investigated in accordance with Council's Adopted Public Interest Disclosures Policy, pursuant to the Public Interest Disclosure Act 1994.
Percentage of Operational Plan Actions completed (source: Council Data)	100%	9%	As at 31 December 2022, of Council's 421 Operational Plan Actions: <ul style="list-style-type: none"> - 39 Actions (9%) have been marked as 'Complete'; and - 324 Actions (77%) have been marked as 'On Track' for completion by 30 June 2023.

4.2: A strong Council that advocates for the Community

Measure	Target (June 2026)	Actual	Notes
Community satisfaction rate of Council's communications and provision of information (source: Community Satisfaction Survey)	>75%	65%	According to the Community Satisfaction Survey undertaken in 2021, 65% of those surveyed were satisfied with Council's communications and provision of information. Council continues to distribute information on Council-specific activities through Your Council, media releases, the Council website, fact sheets, social media and community radio sponsored announcements.
Community satisfaction rate of Council's operations (source: Community Satisfaction Survey)	>85%	60%	According to the Community Satisfaction Survey undertaken in 2021, 60% of residents were satisfied with Council's operation and responsiveness.
Number of submissions made to external parties on behalf of the community (source: Council Data)	>6 submissions	11	Multiple submissions were made to external agencies, including state and federal government, in relation to advocacy matters and issues of significant community interest. These include, but are not limited to major project reviews, telecommunications and legislative reform programs.
Percentage of calls resolved at first contact (source: Council Data)	>85%	77	On analysis of the snapshot of calls vs quick closes in CRM, Council's first call resolution percentage for the period 1 July 2022 to 31 December 2022 was determined to be 77%.
Visitation to Council's website (source: Google Analytics)	>12,000	39,000	Google Analytics was applied to the Narrabri Shire Council website from 1 July 2022 to 31 December 2022. This has provided accurate data on users accessing the Narrabri Shire Council homepage for the reporting period being 39,000.

4.3: A resilient and sustainable Council

Measure	Target (June 2026)	Actual	Notes
Asset renewal ratio (source: Council Data)	>100%	163%	This figure is sourced from Council's Unaudited Financial Statements for 2021/2022. This ratio approximates the extent to which assets managed by a local government are being replaced as these reach the end of their useful lives. It is calculated by measuring capital expenditure on renewal or replacement of assets, relative to depreciation expense. Expenditure on new or additional assets is excluded.

Measure	Target (June 2026)	Actual	Notes
Cash Expense Cover Ratio (source: Council Data)	<3 months	11.88	This figure is sourced from Council's Unaudited Financial Statements for 2021/2022. This ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow. Benchmark for this ratio is greater than 3 months.
Debt Service Cover Ratio (source: Council Data)	>2 times	18.51x	This figure is sourced from Council's Unaudited Financial Statements for 2021/2022. This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. Councils have approximately twice as many financial assets as they do outstanding borrowings. The benchmark for this ratio is greater than 2.0.
Lost time injuries (source: Council Data)	<0	1,128 hours	Council has seen improvement with the reporting culture amongst staff. Of the 1,128 hours lost between 1 July 2022 and 31 December 2022, only 353 hours were lost due to injuries that occurred (6 injuries in total) in 2022/2023, the remaining 775 hours were lost due to injuries that had occurred in previous financial years. Of these 6 lost time injuries that were incurred in 2022/2023, 4 are back to pre-injury duties and 2 are recovering at work.
Number of health and wellbeing programs run by Council for staff (source: Council Data)	>4	2	Council participated in a muscular skeletal audit which has helped increase understanding of how to prevent such injuries. Council also arranged for a psychologist to deliver group mental health and wellbeing awareness training to staff and offer individual sessions with employees who wanted to attend.
Number of internal audits conducted (source: Council Data)	>12 audits	0	2 Internal Audits are currently in progress and scheduled to be completed before 30 June 2023. These audits are looking at Commercial Operations and Project and Contract Management. A third internal audit is scheduled to commence in 2023 and will examine Council's Payroll.
Operating Performance Ratio (source: Council Data)	>0%	5.86%	This figure is sourced from Council's Unaudited Financial Statements for 2021/2022. The operating performance ratio measures a council's achievement in containing operating expenditure within operating income. The benchmark for this ratio is 0% or greater.
Own Source Operating Revenue Ratio (source: Council Data)	>60%	60.91%	This figure is sourced from Council's Unaudited Financial Statements for 2021/2022. Own source revenue ratio measures financial flexibility. It indicates the degree of reliance on external funding sources such as grants, and contributions received by councils. A council has

Measure	Target (June 2026)	Actual	Notes
			improved financial flexibility with a higher level of own source revenue. Own source revenue includes rates, annual charges and user fees and charges.
Participation rate in the Staff Satisfaction Survey (source: Staff Satisfaction Survey)	>75%	45%	Based on the last Staff Engagement Survey undertaken in 2021, the participation rate was 45%.
Percentage of outstanding internal audit action items (source: Council Data)	<15%	61%	Of the 75 Action Items recommended through Council's Internal Audit Program, 29 have been completed.
Percentage of Policies reviewed annually (source: Council Data)	100%	100%	Between 1 July 2022 and 31 December 2022, Council undertook an extensive policy review and reviewed all its policies (consolidating where possible).
Rates and Annual Charges Outstanding Percentage (source: Council Data)	<10%	11.54%	This figure is sourced from Council's Unaudited Financial Statements for 2021/2022. This ratio assesses the impact of uncollected rates and annual charges on liquidity and the efficiency of councils' debt recovery. Some councils may have agreements in place to assist ratepayers to reduce the debt owed to council. The benchmark for outstanding rates is <5% for city and coastal councils and <10% for regional and rural areas.
Staff Retention Rate (source: Council Data)	>80%	86%	For Quarter 1 and Quarter 2 2023 the retention rate of staff was 86%.
Unrestricted Current Ratio (source: Council Data)	<2 times	4.36x	This figure is sourced from Council's Unaudited Financial Statements for 2021/2022. The unrestricted current ratio (UCR) measures the adequacy of working capital and the ability of a council to satisfy its obligations in the short term. It does not include externally restricted activities such as water, sewer or specific grants and contributions.



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