

2022/2026  
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# DELIVERY PROGRAM

## Narrabri Township Specific Program

**NARRABRI SHIRE**  
DISCOVER THE POTENTIAL

# DISCLAIMER

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## DOCUMENT CONTROL

<b>Issue</b>	<b>Revision</b>	<b>Date</b>	<b>Description</b>	<b>Resolution</b>
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## THEME 1

# Our Society

## THEME 1: OUR SOCIETY

### STRATEGIC DIRECTION 1: AN EMPOWERED, INCLUSIVE, AND CONNECTED COMMUNITY

#### COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire community identified several social priority areas to be actioned over the 2022/2026 period.

#### COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

- Community development
- Community health and safety
- Community arts, events, and entertainment
- Community care services and transport
- Parks, open spaces, and sporting facilities
- Children, youth, and aged care services
- Disability access services
- Library services

#### COMMUNITY OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following social strategic objectives:

- A safe and healthy community
- A vibrant and connected community
- A resilient and strong community

#### 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

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
<b>Objective 1.1: A safe and healthy community</b>								
Strategy 1.1.1: Support, encourage and enhance health and wellbeing services and programs across the Shire	1.1.1.1	Shire Wide - Support and encourage the provision of education programs in collaboration with other services to reduce the impacts of health issues (including mental health and addiction)	Corporate and Community Services	Community Development		▲	▲	▲
Strategy 1.1.2: Implement programs to improve crime prevention and risk management across the Shire	1.1.2.1	Shire Wide - Support and encourage the provision of education programs in collaboration with other services to decrease the impact of domestic violence within the community	Corporate and Community Services	Community Development	Community Safety and Crime Prevention Action Plan 2019-2023	▲	▲	▲
Strategy 1.1.3: Enhance opportunities for participation in sport and recreation across the Shire	1.1.3.1	Narrabri - Investigate the construction of an Indoor Sports Centre	Infrastructure Delivery	Parks and Open Spaces			▲	
	1.1.3.7	Narrabri - Cooma Oval - Upgrade amenities (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲	
	1.1.3.8	Narrabri - Leitch Ovals - Replace Lighting (subject to funding)	Infrastructure Delivery	Parks and Open Spaces		▲		
	1.1.3.11	Narrabri - Collins, Hogan, and Leitch Ovals - Access Roads	Infrastructure Delivery	Road Services		▲		
<b>Objective 1.2: A vibrant and connected community</b>								
Strategy 1.2.2: Develop, maintain, and enhance quality community spaces and facilities	1.2.2.8	Narrabri - Investigate and complete the upgrade of Splash Park (subject to funding)	Infrastructure Delivery	Aquatic Facilities			▲ Engagement	▲ Design
	1.2.2.9	Narrabri - Investigate the feasibility of a large-scale aquatic recreational facility	Infrastructure Delivery	Aquatic Facilities		▲	▲	▲
	1.2.2.10	Narrabri - Pool - Install Shade Shelter and Tables	Infrastructure Delivery	Aquatic Facilities		▲		
	1.2.2.11	Narrabri - Pool - Investigate and complete an upgrade of the 50m pool and equipment	Infrastructure Delivery	Aquatic Facilities		▲ Scope Works	▲ Design	▲ Construct
							▲ Construct	▲ Construct

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
	1.2.2.12	Narrabri - Pool - Investigate and implement accessibility upgrades	Infrastructure Delivery	Aquatic Facilities		▲	▲	▲	▲
	1.2.2.13	Narrabri - Pool - Replace Tiles and Paint Pool Shell	Infrastructure Delivery	Aquatic Facilities		▲			
	1.2.2.14	Narrabri - Repaint the Aquatic Facilities	Infrastructure Delivery	Aquatic Facilities				▲	
	1.2.2.26	Narrabri - Lawn Cemetery - Install two concrete plinth rows	Infrastructure Delivery	Cemetery Services		▲			
	1.2.2.35	Narrabri - Collins Park - Upgrade Grandstand and Amenities (Carryover 2021/2022)	Infrastructure Delivery	Parks and Open Spaces		▲			
	1.2.2.36	Narrabri - Hogan and Leitch Ovals - Upgrade Skate Park (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲		
	1.2.2.37	Narrabri - Pirate Park - Install bubblers and bottle refill stations	Infrastructure Delivery	Parks and Open Spaces		▲	▲		
	1.2.2.38	Narrabri - Tibbereena Street - Beautification Project (Design and Investigation)	Infrastructure Delivery	Parks and Open Spaces			▲	▲	
	1.2.2.39	Narrabri - Tourism Hub - Stage 1 - Car Park	Infrastructure Delivery	Parks and Open Spaces		▲			
	1.2.2.40	Narrabri - Tourism Hub - Stage 1 - Construction (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲	▲	
	1.2.2.46	Shire Wide - Conduct ongoing Facilities Maintenance	Infrastructure Delivery	Parks and Open Spaces		▲	▲	▲	▲
	1.2.2.55	Narrabri - The Crossing Theatre -External refurbishment	Corporate and Community Services	Property Services			▲		
Strategy 1.2.3: Ensure an accessible Shire for all	1.2.3.5	Narrabri - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	Infrastructure Delivery	Design and Investigation		▲	▲	▲	
	1.2.3.6	Narrabri - Library - Investigate increasing the number of disabled access parking spaces	Infrastructure Delivery	Design and Investigation	2022/2026 Disability Inclusion Action Plan	▲			
	1.2.3.17	Narrabri - Install additional bike racks at the Barwon Street Carpark, The Crossing Theatre, Parks, and Shared Pathways	Infrastructure Delivery	Parks and Open Spaces		▲			

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	1.2.3.18	Narrabri - Narrabri Creek Shared Pathway - Design footbridge near the Narrabri Hospital (subject to funding)	Infrastructure Delivery	Parks and Open Spaces				▲
	1.2.3.19	Narrabri - Selina Street and Guest Street - Shared Pathway	Infrastructure Delivery	Parks and Open Spaces	▲			
	1.2.3.20	Narrabri - West Lake Shared Pathway - Design footbridge to replace the Stepping Stones (subject to funding)	Infrastructure Delivery	Parks and Open Spaces		▲		
	1.2.3.22	Shire Wide - Investigate the installation of additional inclusive amenities	Infrastructure Delivery	Parks and Open Spaces	2022/2026 Disability Inclusion Action Plan	▲		
<b>Objective 1.3: A resilient and strong community</b>								
Strategy 1.3.1: Implement programs to revitalise townships across the Shire	1.3.1.2	Narrabri - CBD - Install single face AC power source	Infrastructure Delivery	Parks and Open Spaces			▲	
	1.3.1.3	Narrabri - CBD - Review and Update Master Plan	Infrastructure Delivery	Parks and Open Spaces	▲			
	1.3.1.4	Shire Wide - Investigate opportunities for beautification of entryways to townships	Infrastructure Delivery	Parks and Open Spaces	▲	▲		
	1.3.1.6	Narrabri - Old Gaol - Investigate opportunities for revitalisation	Corporate and Community Services	Property Services	▲			
	1.3.1.7	Deliver a town centre precinct plan for Wee Waa, Narrabri, and Boggabri	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040			▲
	1.3.1.9	Shire Wide - Complete the upgrade of Gateway Signage (Carryover 2020/2021)	Corporate and Community Services	Tourism		▲		
	1.3.1.10	Shire Wide - Complete the upgrade of Town Signage (Carryover 2020/2021)	Corporate and Community Services	Tourism		▲		
Strategy 1.3.3: Strengthen community resilience through collaboration and capacity building	1.3.3.2	Shire Wide - Investigate the implementation of a Community Connect Day	Corporate and Community Services	Community Development		▲		



Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Strategy 1.3.4: Increase public amenity across all townships	1.3.4.1	Narrabri - CBD - Identify an appropriate area and install an inclusive amenities block	Infrastructure Delivery	Parks and Open Spaces		▲ Identify	▲ Install		
	1.3.4.2	Shire Wide - Conduct Keep Australia Beautiful programs	Infrastructure Delivery	Waste Services		▲	▲	▲	▲



## THEME 2

# Our Environment

## THEME 2: OUR ENVIRONMENT

### STRATEGIC DIRECTION 2: A SUSTAINABLE AND COMPATIBLE NATURAL AND BUILT ENVIRONMENT

Through extensive community engagement, the Narrabri Shire community identified several environmental priority areas to be actioned over the 2022/2026 period.

#### COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

- Waste management and recycling
- Environmental planning
- Planning and development
- Parks and open spaces
- Noxious weeds control
- Floodplain management
- Water and sewer management
- Stormwater management

#### COMMUNITY OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following environmental strategic objectives:

- A protected and enhanced natural environment
- An integrated and strategic built environment
- A resilient and sustainable environment

#### 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

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
<b>Objective 2.1: A protected and enhanced natural environment</b>								
Strategy 2.1.1: Protect Aboriginal and historic (non-Indigenous) heritage whilst educating the broader community on its significance	2.1.1.3	Narrabri - Investigate the development of an Aboriginal Cultural Centre and Meeting Place	Corporate and Community Services	Community Development		▲	▲	▲
	2.1.1.7	Shire Wide - Carry out a Historic Heritage Study to identify and protect heritage items, and update appropriate local planning controls	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040; Growth Management Strategy 2020		▲	
	2.1.1.9	Shire Wide - Carry out an Aboriginal Heritage Study in consultation with the local Aboriginal Community to identify and protect heritage items, and update appropriate local planning controls	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040; Growth Management Strategy 2020			▲
Strategy 2.1.2: Protect and enhance the Shire's natural bushland, open spaces, and national parks	2.1.2.2	Shire Wide - Street Tree Strategy and Program	Infrastructure Delivery	Parks and Open Spaces		▲	▲	▲
Strategy 2.1.3: Protect the Shire's natural environment through improved awareness and mitigation of destructive and invasive flora and fauna	2.1.3.3	Narrabri - New Animal Management Facility - Complete construction	Planning, Strategy and People	Regulatory Compliance		▲		

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Strategy 2.1.4: Promote and implement where appropriate sustainable practices, energy efficient and renewable technologies	2.1.4.3	Shire Wide - Implement Council's Renewable Energy Action Plan (REAP)	Corporate and Community Services	Property Services			▲	▲
<b>Objective 2.2: An integrated and strategic built environment</b>								
Strategy 2.2.1: Maintain, enhance, and support an integrated, diverse, and safe transport network: Pedestrian; Road; Rail; and Air	2.2.1.2	Narrabri - Airport - Conduct an assessment of the runway	Corporate and Community Services	Airport		▲	▲	▲
	2.2.1.3	Narrabri - Airport - Install LED Apron	Corporate and Community Services	Airport		▲		
	2.2.1.4	Narrabri - Airport - Investigate opportunities for increased utilisation	Corporate and Community Services	Airport		▲	▲	▲
	2.2.1.5	Narrabri - Airport - Terminal Design (Carryover 2020/2021)	Corporate and Community Services	Airport		▲	▲	
	2.2.1.12	Narrabri - CBD - Replace pavers	Infrastructure Delivery	Parks and Open Spaces		▲		
	2.2.1.25	Narrabri - Kaputar Road - Intersection Upgrade (subject to grant funding)	Infrastructure Delivery	Road Services			▲	
	2.2.1.26	Narrabri - Selina Street to Tibbereena Street - Renewal	Infrastructure Delivery	Road Services		▲	▲	
	2.2.1.28	Shire Wide - Flood Damage Restoration (March 2021 Augmentation)	Infrastructure Delivery	Road Services		▲		
	2.2.1.29	Shire Wide - Flood Damage Restoration (November 2021 Augmentation)	Infrastructure Delivery	Road Services		▲	▲	
	2.2.1.30	Shire Wide - Footpaths - Renewal programs	Infrastructure Delivery	Road Services		▲	▲	▲
	2.2.1.31	Shire Wide - Install Concrete Causeways	Infrastructure Delivery	Road Services		▲	▲	▲

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.2.1.32	Shire Wide - Kerb and Gutter - Replacement programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.33	Shire Wide - Transport Assets - Roads Condition Assessments and Revaluations	Infrastructure Delivery	Road Services	2022/2026 Resourcing Strategy: Asset Management Strategy	▲			
	2.2.1.34	Shire Wide - Rural Roads - Rehabilitation Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.35	Shire Wide - Rural Roads - Reseal Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.36	Shire Wide - Shire Roads - Gravel Resheeting	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.37	Shire Wide - Shire Roads - Rehabilitation Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.38	Shire Wide - Shire Roads - Reseal Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.39	Shire Wide - Stormwater - Renewal programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.40	Shire Wide - Town Streets - Rehabilitation Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.41	Shire Wide - Town Streets - Reseal Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
Strategy 2.2.3: Reduce the impact the built environment has on the natural environment	2.2.3.1	Narrabri - Sewer Treatment Plant - Environmental Improvements (Stage 2)	Infrastructure Delivery	Sewer Services		▲			
<b>Objective 2.3: A resilient and sustainable environment</b>									
Strategy 2.3.1: Mitigate impacts of adverse events	2.3.1.1	Shire Wide - Install telemetric gauges on the creek systems that are subject to flash flooding	Infrastructure Delivery	Design and Investigation	Narrabri Shire Adverse Event Plan		▲		

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
through strategic planning and preparedness	2.3.1.5	Shire Wide - Investigate the establishment of Heli Pads in key locations (such as areas near isolated workforces) across Narrabri, Boggabri, Wee Waa, and the Pilliga to assist in emergency management and evacuation efforts.	Infrastructure Delivery	Emergency Services	Narrabri Shire Adverse Event Plan		▲		
	2.3.1.8	Narrabri - The Crossing Theatre - Flood mitigation works	Corporate and Community Services	Property Services			▲		
	2.3.1.9	Narrabri - The Crossing Theatre - Gas Bottle relocation	Corporate and Community Services	Property Services		▲			
	2.3.1.12	Narrabri - Sewer Treatment Plant - Upgrade generator capabilities	Infrastructure Delivery	Sewer Services		▲			
	2.3.1.17	Narrabri - Flood Plain Management Plan Program - Implement findings of the Risk Management Strategy and Plan	Planning, Strategy and People	Strategic Planning			▲		
	2.3.1.18	Narrabri - Flood Plain Management Plan Program - Undertake community consultation regarding the Risk Management Strategy and Plan	Planning, Strategy and People	Strategic Planning		▲			
	2.3.1.22	Shire Wide - Conduct Hydrant Maintenance	Infrastructure Delivery	Water Services		▲	▲	▲	▲
Strategy 2.3.3: Responsibly manage, conserve, and protect water resources	2.3.3.9	Narrabri - Decommission Tibbereena Street Bore	Infrastructure Delivery	Water Services		▲	▲		
	2.3.3.10	Narrabri - Safe Chlorine Storage Unit	Infrastructure Delivery	Water Services		▲			
	2.3.3.11	Narrabri - Saleyards Bore and Rising Main - Design and Construction	Infrastructure Delivery	Water Services		▲			
	2.3.3.12	Narrabri - Selina Street and Hind Street Water Towers - Repaint	Infrastructure Delivery	Water Services		▲			
	2.3.3.13	Narrabri - Selina Street Reservoir - Access Stairs and Roof Upgrade	Infrastructure Delivery	Water Services		▲			
	2.3.3.14	Narrabri - Water Main Renewals	Infrastructure Delivery	Water Services		▲			

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.3.3.16	Shire Wide - Conduct additional community engagement regarding water quality	Infrastructure Delivery	Water Services		▲		
	2.3.3.17	Shire Wide - Conduct water efficiency education to make the Narrabri Shire more Water Wise	Infrastructure Delivery	Water Services		▲	▲	▲
	2.3.3.18	Shire Wide - Environmental and Water Extraction - Monitoring Compliance	Infrastructure Delivery	Water Services		▲	▲	▲
	2.3.3.19	Shire Wide - Investigate opportunities for water service expansion	Infrastructure Delivery	Water Services		▲	▲	▲
	2.3.3.20	Shire Wide - Scouring Program	Infrastructure Delivery	Water Services		▲	▲	▲
	2.3.3.21	Shire Wide - Water Mains - Replacement program	Infrastructure Delivery	Water Services		▲	▲	▲
	2.3.3.22	Narrabri - Water Pump Station Rehabilitation and Water Pump Service and Replacement Program	Infrastructure Delivery	Water Services		▲	▲	▲
	2.3.3.23	Shire Wide - Water Reservoir - Maintenance program	Infrastructure Delivery	Water Services		▲	▲	▲
	2.3.3.24	Shire Wide - Water tower access upgrades	Infrastructure Delivery	Water Services		▲		
	2.3.3.25	Narrabri - Federation Farm - Upgrade water rising main	Infrastructure Delivery	Water Services				▲
	2.3.3.26	Narrabri - Investigate the installation of a bulk Chlorine Gas System	Infrastructure Delivery	Water Services			▲	
	2.3.3.27	Narrabri - Telemetry Review	Infrastructure Delivery	Water Services			▲	
	2.3.3.28	Narrabri - Water Augmentation Project - Construct a Water Treatment Plant	Infrastructure Delivery	Water Services				▲
	2.3.3.29	Narrabri - West Narrabri Water Reservoir - Upgrade	Infrastructure Delivery	Water Services				▲
	2.3.3.30	Shire Wide - Instrumentation Works	Infrastructure Delivery	Water Services			▲	



Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026	
	2.3.3.31	Shire Wide - Investigate and implement methods to improve water pressure in townships	Infrastructure Delivery	Water Services		▲			
	2.3.3.32	Shire Wide - Water Reservoir - Upgrade program	Infrastructure Delivery	Water Services		▲	▲	▲	
Strategy 2.3.4: Responsibly manage waste disposal and support the transition to a circular waste economy	2.3.4.1	Shire Wide - Investigate additional opportunities for reuse of treated effluent and encourage the use of alternate water sources on local government assets, including playing fields	Infrastructure Delivery	Sewer Services	Growth Management Strategy 2020	▲	▲		
	2.3.4.2	Narrabri - Zimmerman Street - Sewer Pump Station Update	Infrastructure Delivery	Sewer Services		▲			
	2.3.4.3	Shire Wide - Investigate opportunities for sewer service expansion	Infrastructure Delivery	Sewer Services		▲	▲	▲	
	2.3.4.4	Shire Wide - Sewer Pump Station - Rehabilitation Program	Infrastructure Delivery	Sewer Services		▲	▲	▲	
	2.3.4.5	Shire Wide - Sewer Mains - Relining and Rehabilitation (including manholes and chambers)	Infrastructure Delivery	Sewer Services		▲	▲	▲	
	2.3.4.6	Shire Wide - Sewer Pumps - Service and replacement program	Infrastructure Delivery	Sewer Services		▲	▲	▲	
	2.3.4.8	Narrabri - Sewer Treatment Plant - Conduct compliance audit	Infrastructure Delivery	Sewer Services		▲			
	2.3.4.9	Narrabri - Sewer Treatment Plant - Upgrade Access Road	Infrastructure Delivery	Sewer Services		▲			
	2.3.4.11	Shire Wide - Sewer Mains - Replacement program	Infrastructure Delivery	Sewer Services			▲	▲	
	2.3.4.12	Narrabri - Sewer Treatment Plant - Upgrade	Infrastructure Delivery	Sewer Services			▲ Scope Works	▲ Design	▲ Construct
	2.3.4.13	Narrabri - Telemetry Upgrades	Infrastructure Delivery	Sewer Services			▲		
	2.3.4.14	Shire Wide - Instrumentation Works	Infrastructure Delivery	Sewer Services			▲		

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.3.4.15	Shire Wide - Sewer Treatment Plant - Install sampling jetties	Infrastructure Delivery	Sewer Services				▲
	2.3.4.16	Shire Wide - Sewer Treatment Plant - Update security systems	Infrastructure Delivery	Sewer Services			▲	
	2.3.4.20	Narrabri - Investigate opportunities for a Community Garden maintained by mulched Green waste	Infrastructure Delivery	Waste Services				▲
	2.3.4.21	Narrabri - Waste Management Facility - Advocate for soft plastics receptacle	Infrastructure Delivery	Waste Services	▲	▲	▲	▲
	2.3.4.22	Narrabri - Waste Management Facility - Investigate and implement a Buy Back Centre	Infrastructure Delivery	Waste Services	▲ Scope Works	▲ Construct		
	2.3.4.23	Narrabri - Waste Management Facility - Investigate funding opportunities to implement green waste processing locally	Infrastructure Delivery	Waste Services	▲	▲	▲	▲
	2.3.4.24	Narrabri - Waste Management Facility - New Cell No. 1 - Complete construction (year 2 of 2)	Infrastructure Delivery	Waste Services	▲			
	2.3.4.25	Narrabri - Waste Management Facility - New Cell No. 2 - Complete Construction	Infrastructure Delivery	Waste Services		▲	▲	▲
	2.3.4.26	Narrabri - Waste Management Facility - New Cell No. 2, 3, 4 - Complete Land and Environmental Assessments and Investigate appropriate design	Infrastructure Delivery	Waste Services	▲			
	2.3.4.27	Narrabri - Waste Management Facility - Push Pit - Complete Construction	Infrastructure Delivery	Waste Services	▲ Scope Works	▲ Construction		
	2.3.4.28	Shire Wide - Transfer Station Upgrades	Infrastructure Delivery	Waste Services	▲ Year 1 of 2	▲ Year 2 of 2		
	2.3.4.31	Shire Wide - Landfill Legacy Closures	Infrastructure Delivery	Waste Services	▲ Year 1 of 13	▲ Year 2 of 13	▲ Year 3 of 13	▲ Year 4 of 13



## THEME 3

# Our Economy

## THEME 3: OUR ECONOMY

### STRATEGIC DIRECTION 3: A STRONG, DIVERSE, AND SUSTAINABLE ECONOMY

Through extensive community engagement, the Narrabri Shire community identified several economic priority areas to be actioned over the 2022/2026 period.

#### COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

- Economic development
- Planning and development
- Entertainment and conferences
- Local and regional tourism and events
- Saleyards
- Airport

#### COMMUNITY OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following economic strategic objectives:

- A diverse economy
- A regionally renowned economy
- A resilient and sustainable economy

#### 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
- Business NSW
- NSW Regional Growth and Development Corporation
- TAFE NSW
- Community College Northern Inland
- Local Businesses
- Regional Development Australia
- Regional Universities Network NSW members
- Country Universities Centre

## 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 spends 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

Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
<b>Objective 3.1: A diverse economy</b>								
Strategy 3.1.4: Advocate for and support diverse education and personal development opportunities to ensure available skills meet local demand	3.1.4.2	Shire Wide - Investigate and support the implementation of youth development programs	Corporate and Community Services	Community Development		▲	▲	▲
	3.1.4.7	Shire Wide – Develop library programs for the community	Corporate and Community Services	Library Services		▲	▲	▲
<b>Objective 3.2: A regionally renowned economy</b>								
Strategy 3.2.1: Develop a state significant manufacturing, transport, and logistics hub	3.2.1.2	Narrabri - Develop scope of works for future infrastructure demands at the Northern NSW Inland Port (N2IP) site (transport, telecommunications, water, and sewer)	Planning, Strategy and People	Economic Development		▲	▲	
Strategy 3.2.3: Develop and support a variety of events and tourism opportunities in the Shire	3.2.3.18	Shire Wide - Investigate additional Council operated tours	Corporate and Community Services	Tourism		▲	▲	▲
	3.2.3.19	Shire Wide - Investigate the implementation of sound trails	Corporate and Community Services	Tourism		▲		
Strategy 3.2.4: Capitalise on state significant development that occurs in the Shire for the benefit of the community	3.2.4.3	Narrabri - Investigate the potential to undertake containerised freight transportation via the Northern NSW Inland Port (N2IP) and the Narrabri Airport	Planning, Strategy and People	Economic Development		▲		
<b>Objective 3.3: A resilient and sustainable economy</b>								

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Strategy 3.3.2: Revenue from grants and funding programs is maximised and responsibly managed	3.3.2.3	Shire Wide - Conduct annual community grants workshop	Corporate and Community Services	Grants		▲	▲	▲	▲
Strategy 3.3.4: Advocate for and invest in infrastructure to support and future-proof the local and broader economy	3.3.4.3	Narrabri - Advocate for the upgrade of the Old Gaol	Planning, Strategy and People	Economic Development		▲	▲	▲	▲
	3.3.4.4	Narrabri - Saleyards - Truck Wash Tank	Corporate and Community Services	Saleyards		▲			



## THEME 4

# Our Civic Leadership

## THEME 4: OUR CIVIC LEADERSHIP

### STRATEGIC DIRECTION 4: COUNCIL AS STRONG LEADERS FOR THE COMMUNITY

Through extensive community engagement, the Narrabri Shire community identified several civic leadership priority areas to be actioned over the 2022/2026 period.

#### COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

- Integrated strategic planning and reporting
- Community engagement and consultation
- Representation and governance
- Human resource management
- Customer services
- Information services
- Financial services
- Risk management
- Compliance and regulation

#### COMMUNITY OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following civic leadership strategic objectives:

- A transparent and accountable Council
- A strong Council that advocates for the Community
- A resilient and sustainable Council

#### 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



Strategy	Action	Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
<b>Objective 1.1: A safe and healthy community</b>								
Strategy 4.1.1: Ensure all operations are pre-planned and executed in the best interests of the community	4.1.1.5	Narrabri - Library - Develop Master Plan	Corporate and Community Services	Property Services		▲		
	4.1.1.6	Narrabri - Saleyards - Annual Business Review	Corporate and Community Services	Saleyards		▲	▲	▲
	4.1.1.11	Narrabri - Visitor Information Centre - Investigate Redevelopment	Corporate and Community Services	Tourism		▲		
Strategy 4.1.2: Enforce good governance, risk management, and statutory compliance	4.1.2.18	Upgrade the Chemical Loading Station at the Narrabri Depot	Infrastructure Delivery	Weeds		▲		
<b>Objective 4.2: A strong Council that advocates for the Community</b>								
Strategy 4.2.2: Work cooperatively and appropriately with external parties to advocate for the community's best interests	4.2.2.4	Narrabri - Investigate and advocate for a PCYC that operates outreach services across the Shire	Corporate and Community Services	Community Development		▲	▲	▲
	4.2.2.12	Narrabri - Airport - Advocate for more frequent regular passenger transport	Planning, Strategy and People	Economic Development			▲	▲
Strategy 4.2.4: Deliver high quality and informative customer service	4.2.4.4	Renew the Narrabri Administration Building's front counter and customer access	Corporate and Community Services	Property Services				▲
<b>Objective 4.3: A resilient and sustainable Council</b>								

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Strategy 4.3.1: Ensure policies and procedures are effective and implemented in accordance with legislative requirements and best practice principles	4.3.1.5	Shire Wide - Depots - Develop Management Master Plan and Operational Protocols	Infrastructure Delivery	Property Services			▲		
Strategy 4.3.2: Sustainably manage Council's finances, assets, and workforce	4.3.2.3	Shire Wide - Sewer and Water Assets - Revaluation	Corporate and Community Services	Financial Services	2022/2026 Resourcing Strategy: Asset Management Strategy				▲
	4.3.2.32	Narrabri - Council Admin Building - External upgrade and repairs	Corporate and Community Services	Property Services				▲	
	4.3.2.33	Narrabri - Council Admin Building - Refurbishment	Corporate and Community Services	Property Services				▲	
	4.3.2.35	Shire Wide - Buildings and Other Structures - Assets revaluations and condition assessments	Corporate and Community Services	Property Services	2022/2026 Resourcing Strategy: Asset Management Strategy		▲		
	4.3.2.36	Narrabri - Sewer Mains - Replacement program	Infrastructure Delivery	Sewer Services		▲			
	4.3.2.38	Narrabri - Sewer Treatment Plant - Options Study	Infrastructure Delivery	Sewer Services		▲			
	4.3.2.39	Shire Wide - Conduct a critical spares assessment and procure critical spares	Infrastructure Delivery	Sewer Services		▲			
	4.3.2.40	Shire Wide - Sewer Assets - Condition Assessments	Infrastructure Delivery	Sewer Services	2022/2026 Resourcing Strategy: Asset Management Strategy	▲			

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.3.2.42	Shire Wide - Conduct a critical spares assessment and procure critical spares	Infrastructure Delivery	Water Services		▲			
	4.3.2.43	Shire Wide - Water Assets - Condition Assessments	Infrastructure Delivery	Water Services	2022/2026 Resourcing Strategy: Asset Management Strategy	▲			
Strategy 4.3.3: Deliver reliable and quality services through innovation and continuous improvement	4.3.3.7	Shire Wide - SCADA Upgrade	Infrastructure Delivery	Sewer Services		▲	▲	▲	
	4.3.3.8	Shire Wide - SCADA Upgrade	Infrastructure Delivery	Water Services		▲	▲	▲	
Strategy 4.3.4: Provide a safe and healthy working environment	4.3.4.4	Narrabri - Depot - Stores Office Construction (Carryover 2020/2021)	Corporate and Community Services	Property Services		▲			
	4.3.4.5	Narrabri - Library - Investigate and implement safety improvements	Corporate and Community Services	Property Services			▲		

## 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](http://www.narrabri.nsw.gov.au)) or contact us via:



Phone: 02 6799 6866



Fax: 02 6799 6888



Email: [council@narrabri.nsw.gov.au](mailto:council@narrabri.nsw.gov.au)



Post: PO Box 261, Narrabri NSW 2390



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



Narrabri Shire Council  
46 - 48 Maitland Street  
PO Box 261, Narrabri NSW 2390

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P. (02) 6799 6866  
F. (02) 6799 6888  
E. [council@narrabri.nsw.gov.au](mailto:council@narrabri.nsw.gov.au)

[www.narrabri.nsw.gov.au](http://www.narrabri.nsw.gov.au)