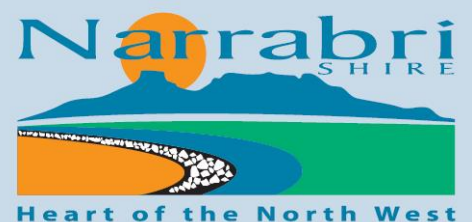


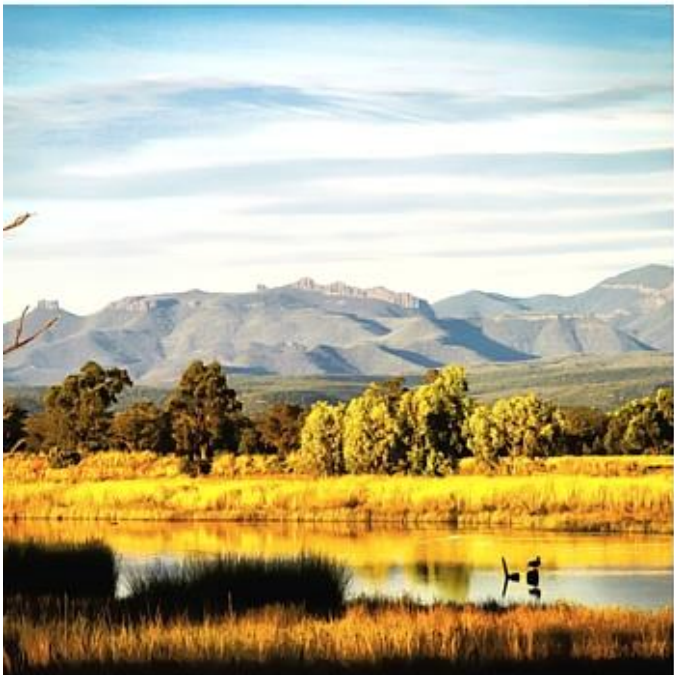


Narrabri Shire Council

End Of Term Report

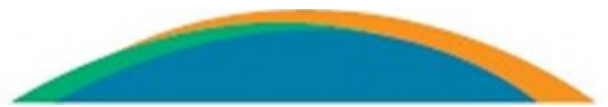
For The Community Strategic Plan 2013-2023





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Executive Summary

Narrabri Shire Council has engaged in a dramatic evolution of the overall strategic direction of its entire operations. There have been significant changes to the Integrated Planning and Reporting Framework to engage a target based Operational Plan which is clear, concise and community minded. The existing Delivery Program was developed when there was only early integration with the resources sector and the Shire; therefore, Council was unable to identify the significant influx of productivity and impacts that encompassed the Shire. The revised Operational Plans have incorporated actions from Council's adopted strategies, in a concise format to ensure that all actions are measurable and accountable to provide transparency to our community.

In support of the accountability of the Operational Plan objectives Narrabri Shire Council developed a "Service Based Budget". This was done to provide the community a budget format that was more understandable and one they could relate closer to than the legislative presentation of budgets in years gone by.

To provide a more in depth strategic framework for all services of Council, "Service Plans" were developed and implemented that complement the Service Based Budget; which has created "plain English" explanations of Council Services for the community. These comprehensive Service Plans define exactly what each service is, what it provides, at what cost and where works are occurring. The community can analyse any of the individual Service Plans and ascertain what is being provided to the local community. These initiatives have endeavoured to provide a transparent integration of objectives and projects down to the individual service levels in the community, clearly demonstrating the impact of the service in the community.

Over the four-year term, Narrabri Shire Council has been significantly successful in obtaining grant funding from various sources. In 2015/2016 alone, Council received five (5) specific purpose grants in excess of \$1 million to undertake infrastructure works throughout the Shire. The Grants were:

1. \$2,200,000 – Provide a town water supply to the village of Baan Baa.
2. \$3,013,787 – Roads to Recovery Grant to upgrade road infrastructure.
3. \$2,734,000 – Timber Bridge Renewal Grants to replace aging timber bridges and support freight movement and community access
4. \$1,694,000 – Harparary Bridge – Construct a two lane bridge to support the transport requirements of that area in the Shire
5. \$1,931,684 - Narrabri Airport – Airside Upgrade, to assist in the reinstatement of airside infrastructure to attract a regular passenger transport (RPT) provider.

Narrabri Shire Council has been an active participant in the NSW Government Joint Organisation's Pilot program, being a part of the Namoi Joint Organisation with neighbouring councils to provide collaborative regional planning and partnerships. The pilot program has been considered a huge success with partnerships being undertaken across many areas of services in Local Government. The NSW Government is now considering Namoi Joint Organisation model as the base framework to introduce across the State as the legislated Joint Organisation model.

The emergence of the resources sector has had significant impact on the Shire. Council showed considerable 'community leadership' and developed an *Extractive Industries Policy* to state Council's position on extractive industries.

Community leadership was further demonstrated with Council seeking the commitment from Santos to first obtain a landholder's permission before accessing land, even though legal right of access existed.

The development of the Gas Industry Social & Environmental Research Alliance (GISERA), an independent research alliance into coal seam gas was another pursuit of Council – as often the Council is the organisation that the community turns to for answers; and the community have many questions on the emergence of coal seam gas in the Shire. GISERA established itself locally in 2016 and resides within the local CSIRO, this research alliance will arm the local community with the knowledge it requires to make informed decisions about the social and environmental impacts of coal seam gas.

Council also lobbied the NSW Environmental Protection Authority, on two fronts; dust impacts resulting from coal mining in the Shire and again impacts of coal seam gas. This lobbying effort has seen the establishment of a local EPA office, which will again further empower the community with information to make informed decisions.

This four-year term was significant in productive change and growth for Council and for the Shire as a whole. Narrabri Shire Council has been successful in meeting challenges that have arisen and is underway in a significant redevelopment of the Shire to provide the sustainability of our region into the future.





Council's Financial Snapshot

Moving Towards Fiscal Responsibility

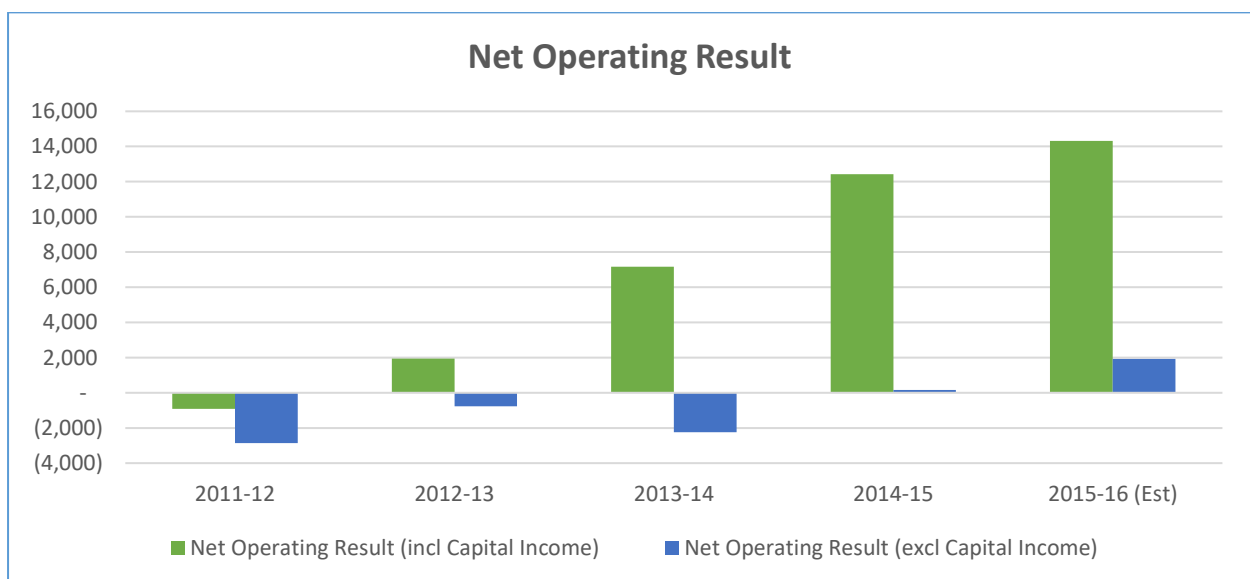
Financial Summary

In 2011/2012 Council had over \$16 million in loans; at the end of the 2015/2016 financial year, Council had only \$8.9 million in loans. The Council has continued its long term objective of reducing Council's debt levels. Council has been extremely successful in negotiating good outcomes with regards to Voluntary Planning Agreements; this has provided Council one avenue of reducing Council debt – Council has used this avenue prudently to reduce its debt levels by a staggering \$7 million.

Another avenue utilised by Council to reduce impacts of debt has been to strategically secure and renew loans utilising low interest rates, via the Local Infrastructure Renewal Scheme (LIRS) for example, this has dramatically reduced the financial outlay in loan repayments and loan interest. Council's overall aim has been to secure its future financial sustainability through prudent and sustained financial management.

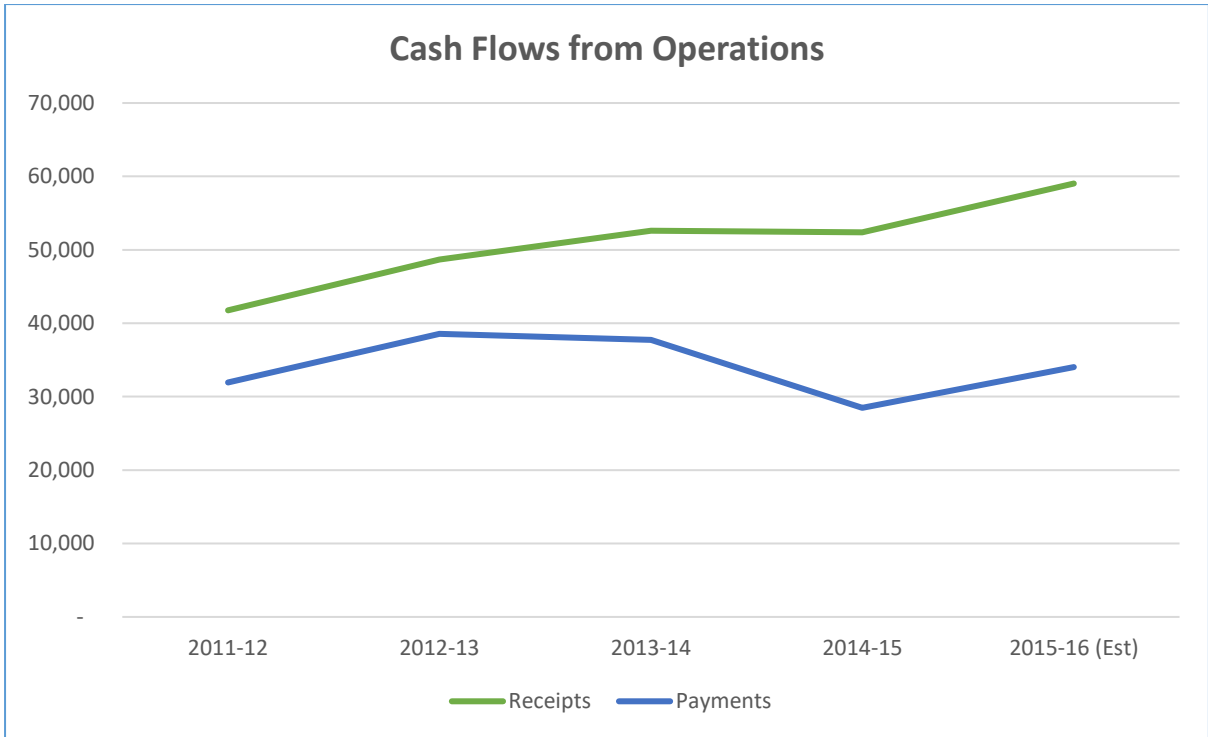
In order to secure long term financial sustainability Council is focusing on building fiscal responsibility. This commitment requires building technical knowledge and financial understanding for staff and Councillors. Policy guidelines have been developed to embed fiscal responsibility into Council's strategic planning and decision making processes. A new major capital projects guidance procedure for the assessment of one-off major projects has been introduced. Financial and corporate reporting systems have been invested in to improve the quality of data heavily relied on by management and Council to make informed decisions. Council has begun focusing on "core business" of local government and will only go beyond this if supplementary funding can be secured and guaranteed. Through this process Council has undertaken a surplus to requirements asset and lands review and non-core assets will be sold.

Major Performance Indicators from 2012-2016 incorporating Fit for the Future

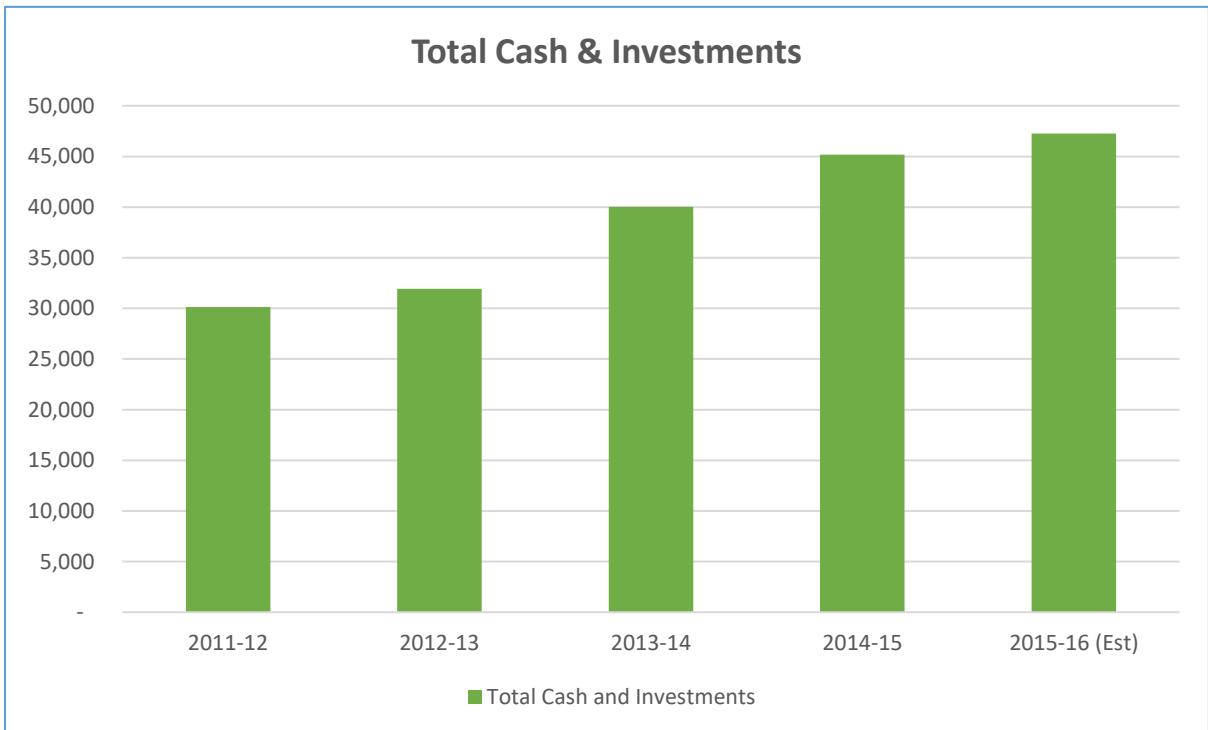


Shows an improving operating result, both including and excluding capital income.



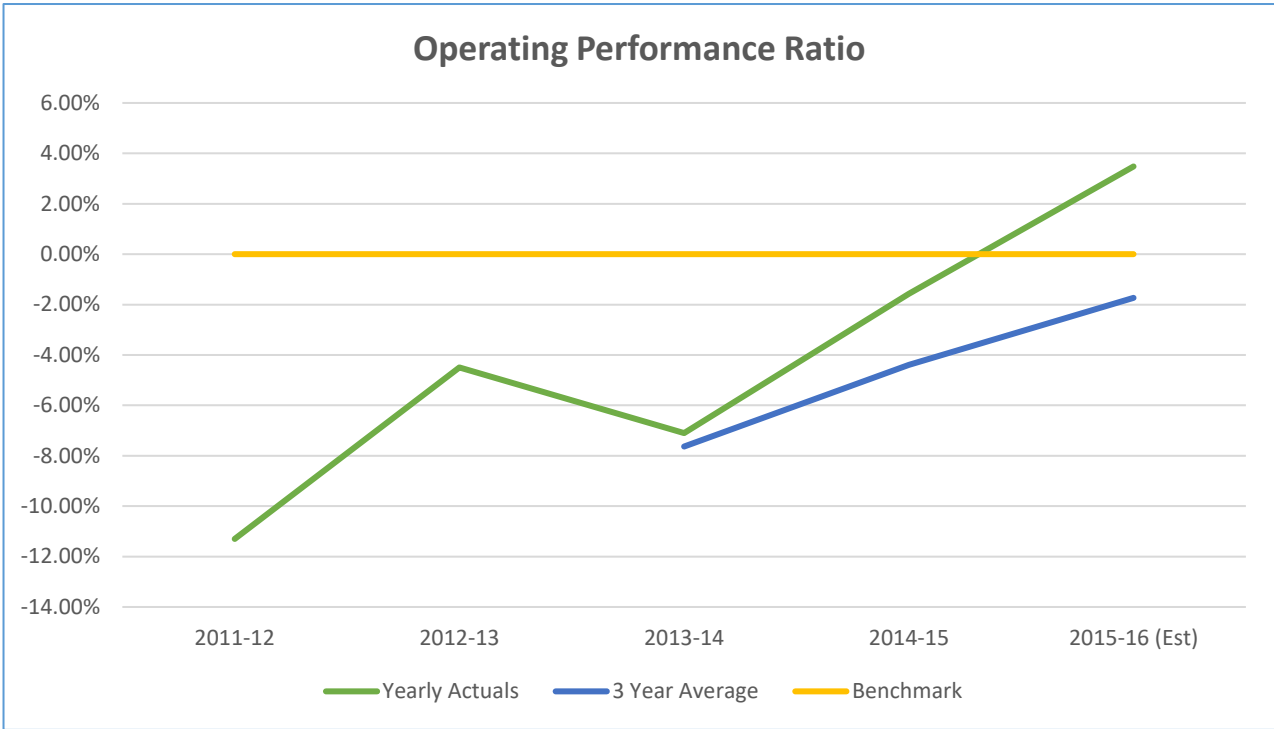


Shows an increasing gap between Council's operating income and expenditure (\$,000)

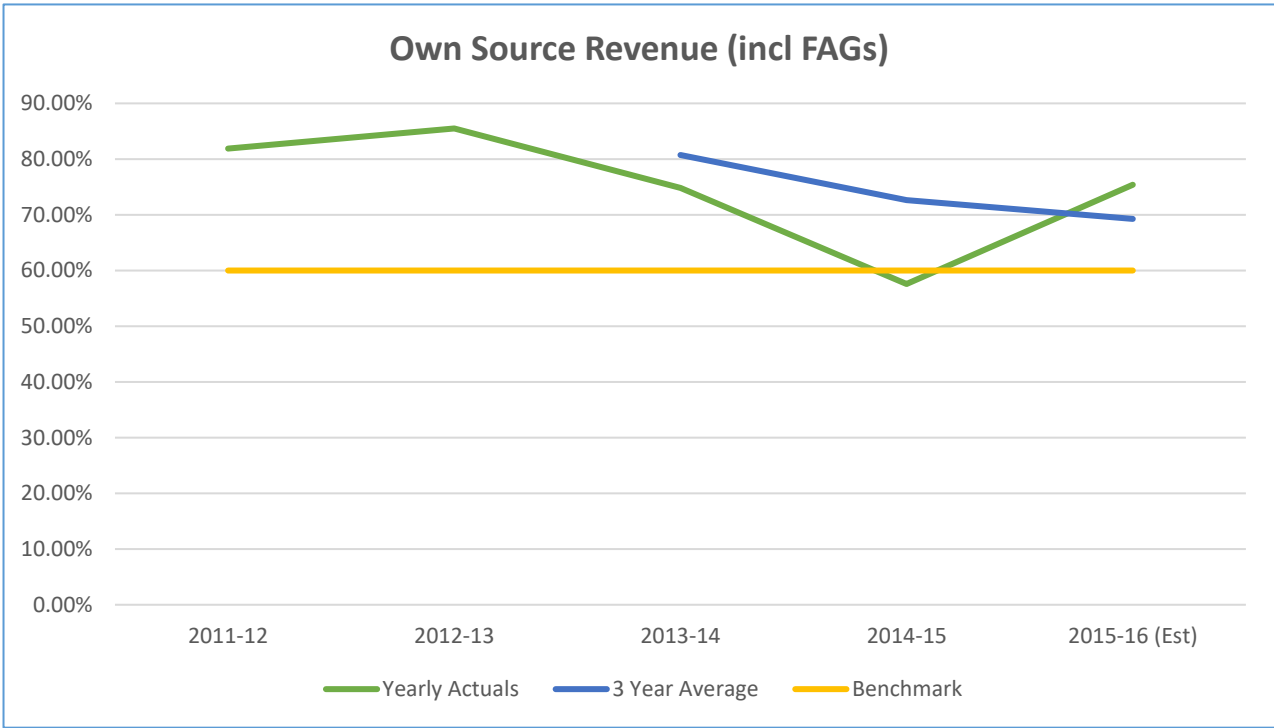


The increase in total cash is due to increases in external restrictions such as mining contributions, water and sewerage fund (\$,000)



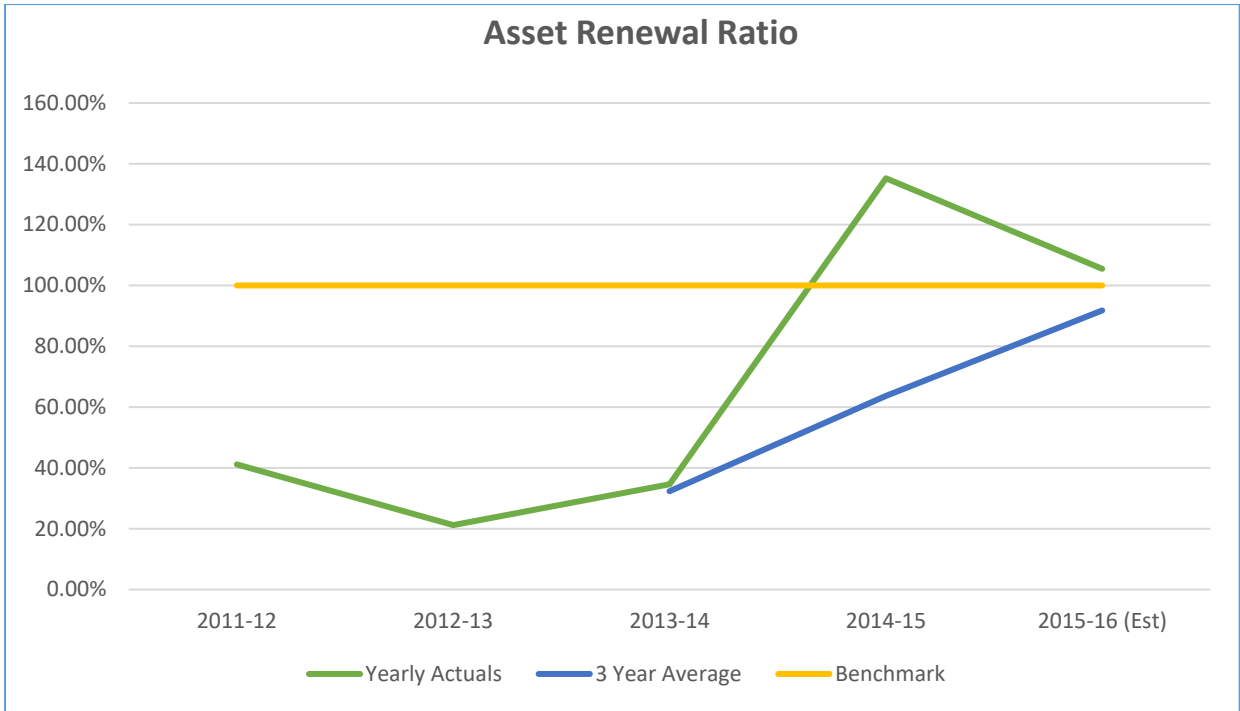


Trending in the right direction as Council continues to focus on preparing surplus budgets

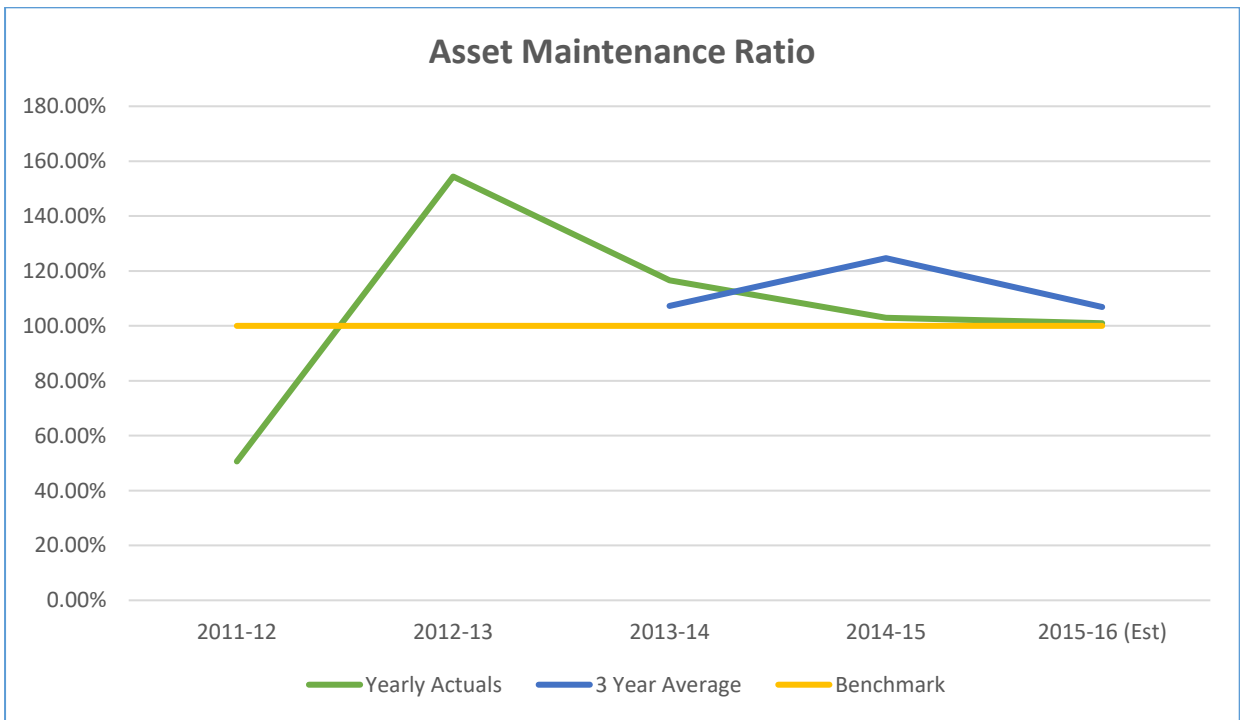


Percentage can fluctuate with large grants affecting the result



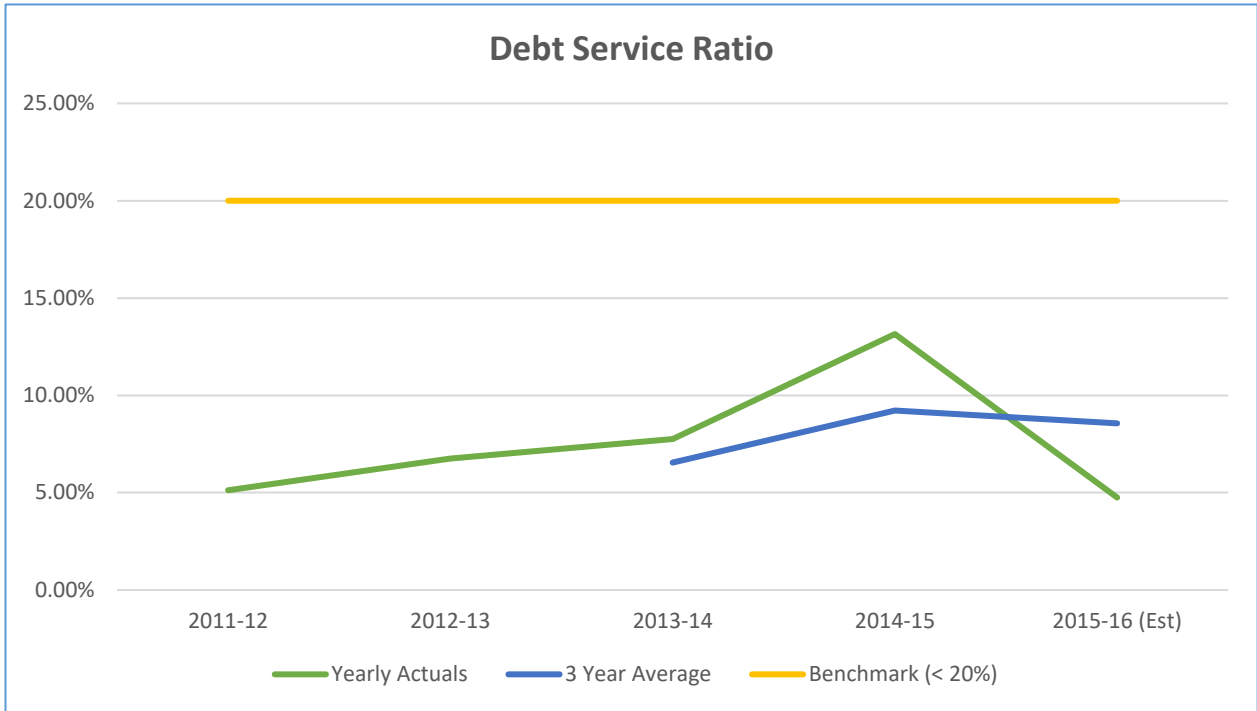


Can fluctuate with timing of asset renewal - Capital Expenditure

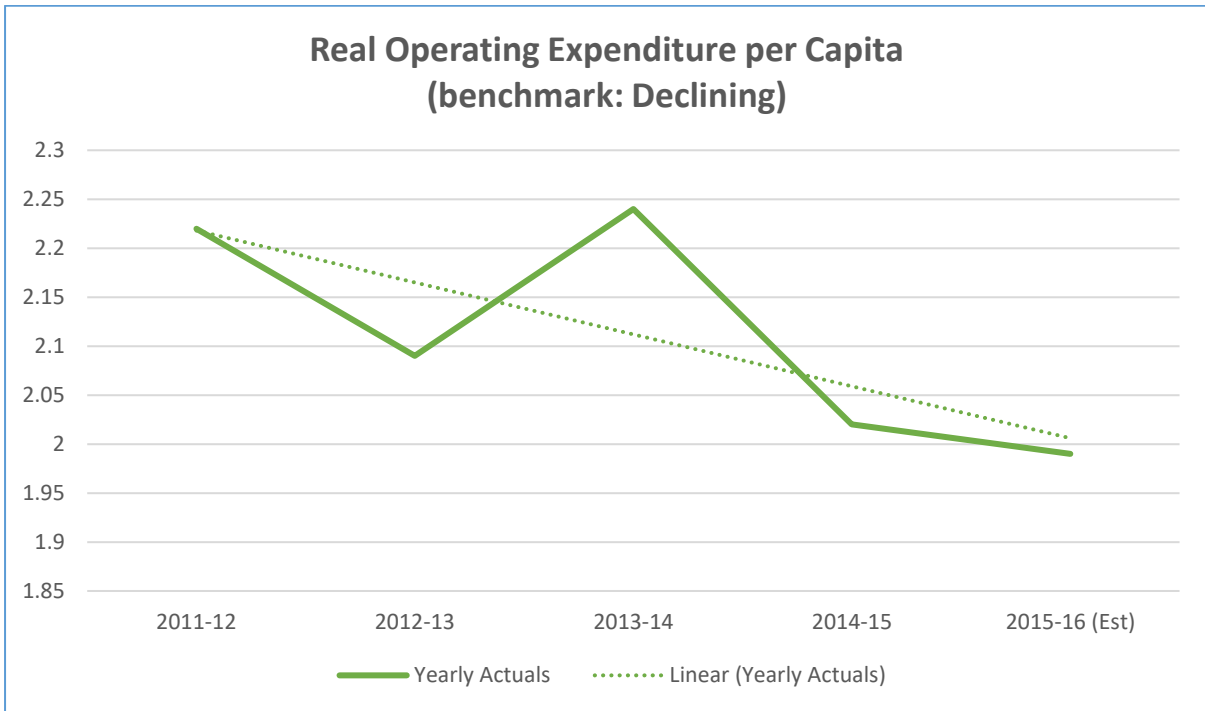


Annual maintenance should be reasonably consistent – Operational Expenditure



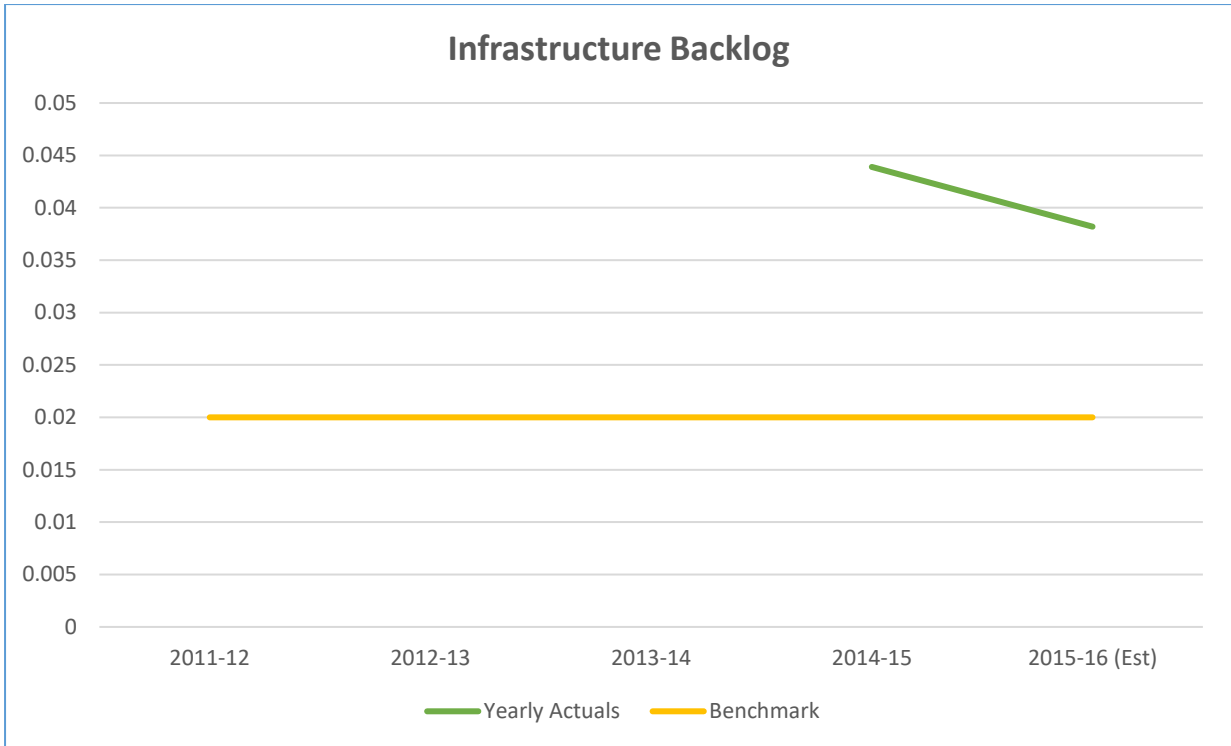


The debt service ratio spiked with the early repayment of the Crossing Theatre loan in 2014-2015



This ratio is trending in the right direction as Council continues to seek efficiencies





Council has been able to reduce its infrastructure backlog with increased Roads to Recovery funding.

This funding will drop back to normal levels in 2017-2018

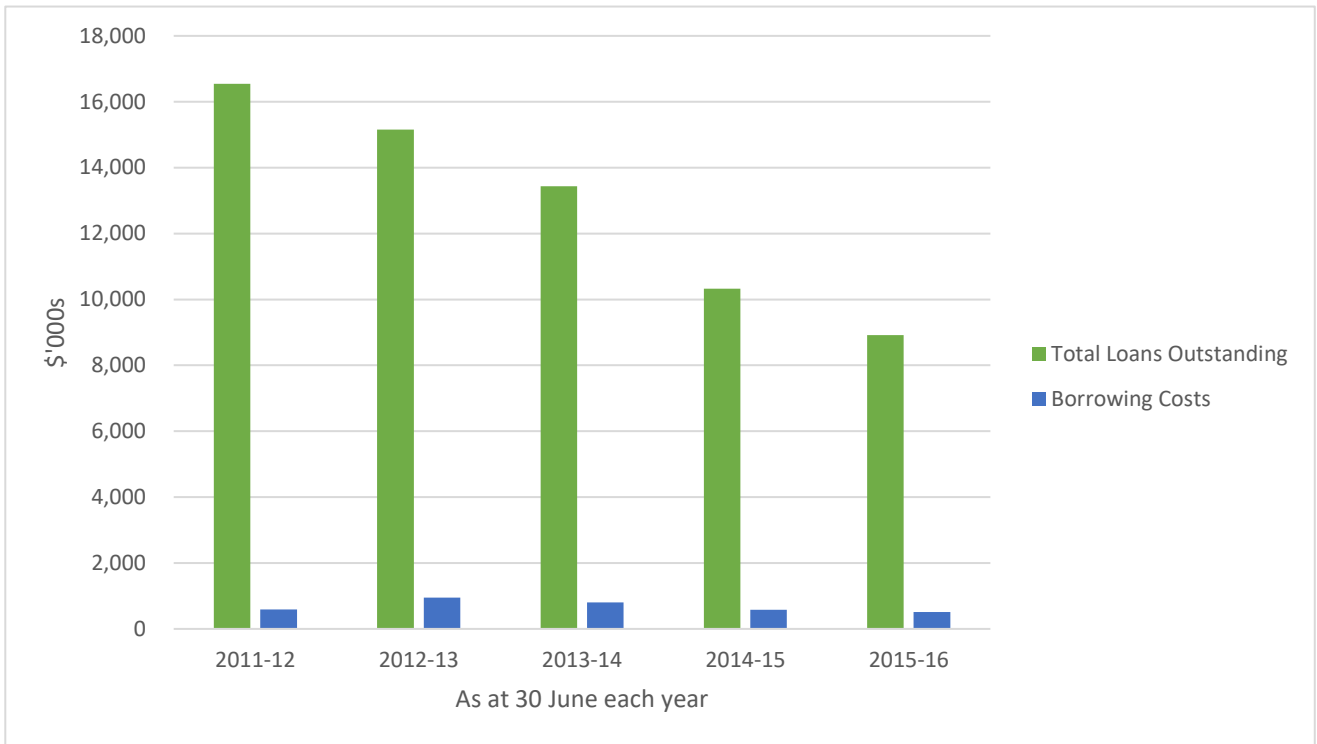
To maintain backlog reductions Council will need to consider other funding opportunities which include a special rate variation

Unqualified Audits Achieved

Council has been working hard to improve its asset management which has led to Council's last two audits being unqualified.

This means that the Auditor now has confidence in the fair valuations Council has provided for its assets for inclusion in the financial reports.

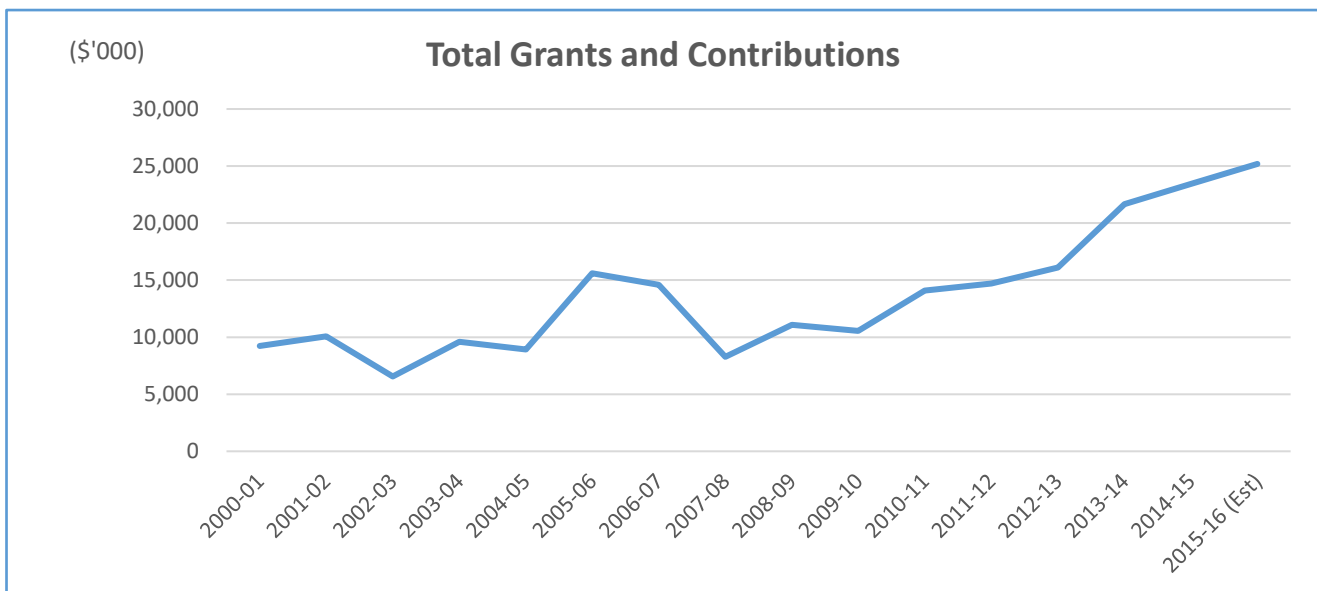




Total Loans Outstanding and Borrowing Costs

Grant Funding

In total from July 2013 to June 2016 Narrabri Shire Council was successful in 59 competitive grant programs resulting in approximately \$18,500,000 in funding



Specific purpose grants of over \$1m provided to Council over the last five years are provided below:

- **2016**
 - \$2,200,000 Baan Baa Water.
 - \$3,013,787 Roads to Recovery Grant.
 - \$2,734,000 Timber Bridge Renewal Grants.
 - \$1,694,000 Harparary Bridge Grant.
 - \$1,931,684 Narrabri Airport Grant.

- **2015**
 - \$1,149,225 Roads Flood Restoration.
 - \$1,054,941 Roads to Recovery Grant.
 - \$4,068,316 Narrabri Airport Grant.

- **2014**
 - \$4,576,630 Roads Flood Restoration.
 - \$1,589,525 Roads to Recovery Grant.

- **2013**
 - \$5,780,221 Roads Flood Restoration.
 - \$1,528,086 Roads to Recovery Grant.

- **2012**
 - \$4,250,612 Roads Flood Restoration.





Achievements

Four Year Summary



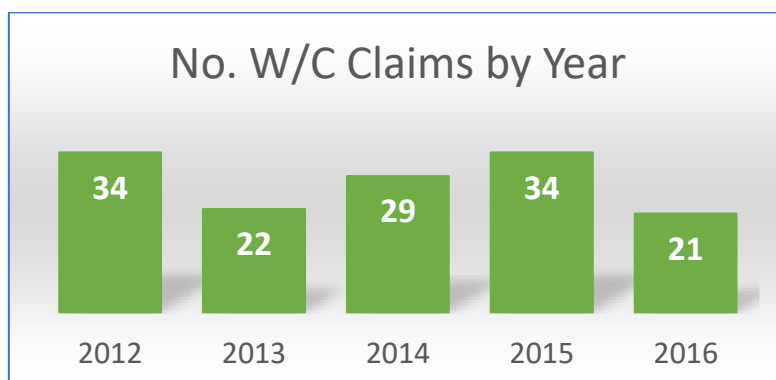
**Council adopted its first complete
Integrated Planning and Reporting
Strategic Planning framework**

**Council declared
'Fit' under the
State Governments**

**'Fit for the Future'
reforms**

**Council initiated efficiency
savings to the total amount of
\$414,612 in 2015/2016**

Human Resources



Reflection of Worker Compensation Claims each year.

Narrabri Shire Council identified the objective to reduce increasing Workers Compensation premiums and initiated the investigation into the process for the Health and Safety of the workforce. The WHS system was absent of formal structure for review and improvement and internal ownership, reflecting a flawed process system.

The SHIRE Safety Management System commenced after internal review conducted in late 2015. Narrabri Shire Council initiated an external consultant to work with Council to produce a safety management system for all staff across the organisation. The concept of SHIRE was provided to Council as a base platform to provide working tools for workers and increase accountability with the objective to alter health and safety culture within the organisation. In March 2016, Council implemented some significant changes to its safety management system to improve its safety culture and systems of work. This was part of a three-pronged strategy to reduce the number of workplace injuries sustained by its workers. Training was provided to the workforce and systematic formats to proactively manage individuals within the organisation were provided.

The SHIRE Safety Management Plan consisted of:

- S – Safe – Hazard reduction and incident reporting.
- H – Health – Manual Handling and Fitness for work.
- I – Information – Training, prestart meetings and communication.
- R – Risk – Risk assessment, Safe Work Method Statements and Permits.
- E – Equipment – Provision and use of tools and Personal Protection Equipment.

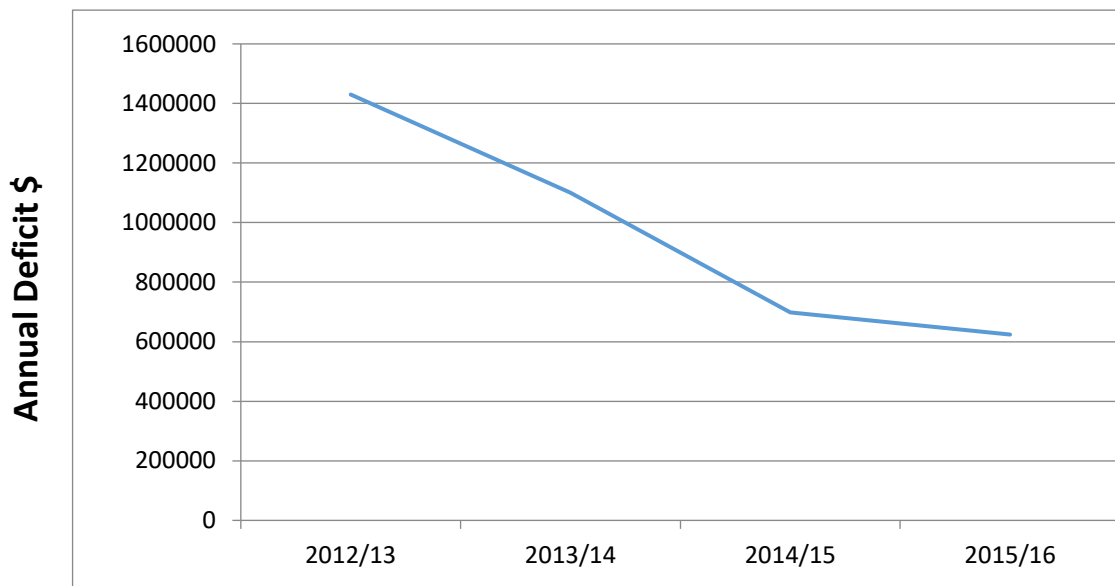
There has already been a significant improvement in the number of claims in the 2015/2016 year in comparison to previous years dropping by 21 claims. Of the 21 claims for the year only four occurred after the new system was introduced. The downward trend, if it continues, should reduce the cost of claims which impact heavily on Council's worker's compensation premium.

Other Human Resources key achievements throughout the term were:

- The 'Make It Work' pilot program was concluded and has successfully delivered training and employment to six trainees
- Human Resources have implemented the following programs for staff happiness, safety and wellbeing, Planning for Performance Framework, Drug and alcohol testing and Volunteer Program.
- 2013 Narrabri Chamber of Commerce Best Business Awards - Winner for Business Fostering Trainees/Apprentices.



The Crossing Theatre



The Crossing Theatre Financial Performance Improvement

Over the past 4 Years, The Crossing Theatre has successfully reduced its financial impact on the community.



Daft Punk International Album Launch May 2013
Attracted in excess of 4000 people



Keith Urban Concert June 2014
Attracted in excess of 6000 people



Libraries

Narrabri Shire Libraries have won a number of awards.

- The Local Chamber of Commerce have awarded Narrabri Library with the Innovation in Business Award (2015).
- Local Government Arts and Culture Awards Winner of the Leading Arts and Culture: Division A - Fractured Fairytales (2012).

Narrabri Shire Library services work in conjunction with Randwick City Council through the Council's Sister City relationship which provides the opportunity to visit locations and share positive initiatives. From this productive Sister City Relationship, Narrabri Library partnered with scientists from CSIRO to deliver our first after school science program. The Science Program was greatly received and provided a healthy learning environment from children of all ages.



Narrabri Shire Libraries have continued their successful partnership with the Central Northern Regional Library. Some of the successes resulting from the Agreement include the One Region, One Book Promotion which saw the same book, *The Rosie Project* by Graeme Stimson, being read simultaneously across the region in an attempt to promote Literacy. Technology was a focus as CNRL purchased two 3D printers to circulate between branches, and a number of new collections, such as the Seed Library were successfully trialed. The e-Resources continue to build as more borrowers are using the e-book, e-audio book and the e-magazine collections. Borrowers are also able to download five songs legally via the Library music app.

Narrabri Shire Libraries launched a new Autism Spectrum Disorder Support Collection throughout the Shire. A key component of the collection is the availability of kits comprising specialty toys and equipment which can be borrowed by families to trial equipment and assess their child's needs. This is a program to particularly assist parents in rural areas that do not have access to specialised services and will benefit many in our community.

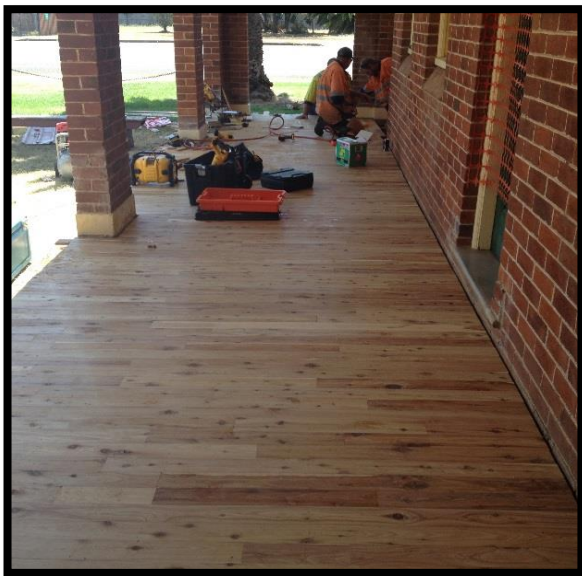
The Library also provides external services visiting preschools, isolated schools and also the aged care facilities to provide group reading activities and book borrowing opportunities.

During 2015/2016 the Narrabri Library hosted a Film making workshop. Two film makers, Anthony Newcastle and Ben Daley, who have a wealth of experience in filmmaking as both actors, directors, editors and facilitators, visited Narrabri Library to conduct film making workshops to Narrabri Shire children. This was part of the North West Film Festival which was held on 17 and 18 June 2016 and funded as part of the Australian Government's Drought Assistance Package. The film made by Narrabri students was entered into the North West Film Festival and were announced as the winners of the Primary Section. Participants from the workshop were on hand to accept the award. Copies of the films made by both High School and Primary School Students from Narrabri was sent to Narrabri Library to conduct a special screening for all those involved in this program.

Property and Assets

The following are the key achievements of the Property and Assets Department:

- The Property and Assets section GIS services has developed services delivering data that informs Council's Asset Management Plans with location based information that can be linked to financial records to allow modelling of projected works and necessary budgets.
- Maintenance and renewal schedules have been developed for public buildings enabling alignment against identified service levels.
- Property and Assets has collated all asset registers and loaded into the financial database to facilitate confirmation and processing of asset expenditure associated to renewals, repairs and capital operations.



Property and Assets conducted a repair program for the Boggabri Courthouse to upgrade the facility to ensure safety standards and making the facility accessible for disabled persons. The included considerable restructuring works with a number of repairs made to ensure the ongoing safe use of the facility. The aging timber deck was replaced and stained to allow safe access to the entrances and around the facility. The aging brickwork was showing signs of decay and has been restored and repaired to ensure the safety and structural integrity of the building. The toilet facilities were deteriorating and were considered a risk to public safety, these have been removed. A disabled toilet has been erected to ensure the facility has amenities that meet the requirements

of all members of the Boggabri community. A new ramp and footpath has been installed to ensure that there is accessibility to the building and facilities. There has been the installation of hand rails and a new electrical switchboard to ensure safety in the future usage of the Boggabri Courthouse.



These works have improved the buildings appearance and have begun restoring dignity to the building which is part of the rich history of Boggabri.

Above: Replacing the deck at the Boggabri Court House

Left: Boggabri Court House



Information Technology

Narrabri Shire Council Information Technology section maintains the technical infrastructure throughout the Shire at all Council Depots, Libraries and external sites.

All telecommunications and records management are also maintained by the Information Technology section. In essence this section is the key to our future development and the preservation of Council's history.

Key achievement during the term include:

- Server Consolidation project – This project had a budget of \$90,000. The consolidation will improve the archiving of Council data, the speed and accuracy of data capture and retrieval and the facility for disaster recovery should it be required at some time in the future.
- Construction an implementation of a new internal intranet site to provide up to date news, forms and information to staff in locations throughout the Shire.



Economic Development

The key achievements for Economic Development for this term are:

- After developing a small industrial estate on Williams Drive, Narrabri, Council sold two of the three blocks to local businesses.
- Wrote, produced and arranged a film crew to film a ten-minute promotional DVD which makes up a part of Council's suite of promotional materials.
- Products and Services Guide designed and content updated. This brochure was distributed to all residents in Narrabri Shire.
- Narrabri Shire Economic Profile updated with new Census Data and redesigned to suit the updated Narrabri Shire Promotional Suite.
- In conjunction with the community and the President of the Boggabri Business Promotion Association, Council funded and facilitated the creation of the Boggabri Township Marketing Plan.
- Council submitted a detailed Intermodal Terminal report to the NSW Regional Intermodal Terminal Taskforce and received congratulations on the quality of the submission.
- Council continues to market and sell its recently constructed residential development, Shannon Estate. The last year has seen six more properties sold taking sales in the estate past the 50% level. New homes are currently being built on the estate as well as six affordable housing properties which are the first in North West New South Wales. Council expects interest to continue in the coming financial year.
- Council developed two industrial estates, one being Francis Street and the other off Yarrie Lake Road. Council quickly sold four of the five blocks with one under negotiation. Of the four blocks sold, two are currently being developed with one considering further sub division. This activity reinforces the strength of Narrabri Shire as organisations are prepared to commit long term to the local government area.
- Launch of the new look user friendly Narrabri Shire Council Website in march 2015. This is supported by Council's Facebook page which gives updates on maintenance, emergencies and grading works throughout the Shire. Council also joined Twitter.
- Council conducted a drought survey to gauge implications regarding small businesses within the region. From the 61 responses received, 76.27% responded that business turnover has not increased in the last 12 months. Staff numbers in the last 12 months were reported as decreasing for 45.61% of the businesses and remaining the same for 49.12%, with only 5.26% increasing in staff levels. From the responses, 65.52% indicated that their business will decline in the next 12 months should conditions continue.



Weeds Management

The Weed Management achievements during this term were:

Inspections

- 4,000 inspections (private property, high risk areas, re-inspections, council land, nurseries, machinery dealers, TSR's etc.) have been completed since 1 January 2012-30 June 2016

Field Days/Shows/Agquip/School Education

- Every year Council has attended Narrabri and Wee Waa Shows and Agquip.
- Every year Council have held a Field day generally in relation to Green Cestrum Projects.
- Every year Council has attended one school or school associated workshop to educate children on noxious weeds.

Green Cestrum Projects

- Bullawa Creek – Approx. \$70,000 – including \$11,786 Crownland funding. Project started in 2012 and finished in 2014 with inspections still on going with pressure to clean up the creek.
- Eulah Creek - \$90,000 funded by North West Local Land Services (NWLLS). Project started 2015 and is due to finish end of 2016 with inspections will still be on going with pressure to clean up the creek.
- Maules Creek - \$9,062 this is Crownland land only and funded by Crownland. Application for funding was successful in 2015. Applied for funding in the 2016 round of funding and not yet known of success. Landowners are on board and future inspections will take place with pressure to clean up the creek.

Grant Funded Projects

Council's Weeds Grant – Community Groups - \$15,610 funded by Weeds Officer Budget.

- 3 groups were successful – Narrabri Rifle Club, Bellata and Wee Waa Common for control of Mother of Millions and African Boxthorn control.
- Project was completed in 2012.

Coolatai Grass Project – Millie Rd and Berrigal Rd - \$34,000 funded by Border Rivers Gwydir now NWLLS

- Started 2014, goals achieved but we still have money so have continued on with control and bought containment lines closer to Bellata.
- Some of this budget was used to fund 2 kayaks for the Alligator Weed Project. They are the same funding body and approval for expenditure was granted.

Alligator Weed Project – Namoi River - \$180,000 funded by Namoi CMA now NWLLS

- This project money is held by Gunnedah Shire Council.

- Project started in 2012 and is due to end Dec 2016. The team is hoping for more funding to continue on with project.
- This is a joint project with Liverpool Plains, Tamworth and Gunnedah Shire Councils so each council helps the other councils do Alligator Weed surveys from the Peel River at Sandy Creek through to the Namoi River until the junction of Walgett Shire.
- No Alligator Weed found yet in the Narrabri Shire Council area.

Fish Habitat Action Grant – Tariaro Reserve - \$45,327 total which includes \$22,664 in-kind from Council funded by Recreational Fishing Trust

- Started in January 2016 and is ongoing until June 2017.
- Project is to rehabilitate the reserve by controlling noxious and environmental weeds, clean up the reserve of car bodies, tyres and rubbish and plant trees to reduce effects from erosion.

Community Budget - \$8,000

- Is a budget of \$8,000 set aside to do control work on community areas not necessarily a normal part of our control program.
- In 2015/2016 financial year this money was spent on starting to control Mimosa along roadsides. Mimosa is now declared an “invasive native species” not a noxious weed so council is not obliged to control Mimosa but we consider it a weed that we should control where possible. Our north, west region is our worst area for Mimosa which we will need to work on for many years yet. In other areas of the council region we are putting in containment lines and aim to eradicate the weed.



Strategy and Land Use

The key achievements for Strategy and Land Use are:

- On 21 December 2012 the Narrabri Local Environmental Plan 2012 (LEP) was gazetted and came into force. The LEP was the first combined LEP for the whole Narrabri LGA area that complied with the NSW Governments standard LEP template and is the culmination of over ten-years' work. Since gazettal Council has made seven (7) amendments to the LEP to rectify minor errors and respond to the changing local economy which has further improved the system to include features such as active street frontage requirements.
- Council has completed the Wee Waa Levee Flood Study in June 2015 which has identified shortcomings in the ability of the levee to withstand a 1% flood. To ensure protection during flood of Wee Waa residents Council has sought and been successful in obtaining a 6:1 grant to the value of \$77,000 from the Office of Environment and Heritage to complete the next stage in the flood planning process which is a Risk Management Plan and Strategy which should be completed by June 2017.
- After many years the Narrabri Flood Study is finally nearing completion in October 2016 with Council taking the opportunity to combine the proposed River only study in one (1) dimension to a combined two (2) dimension study incorporating not only the river modelling but also the significant impacts of the Mulgate, Horsearm and Long Gully tributaries.
- Waste Services - Council's waste management facilities are now EPA compliant and providing waste disposal services to the community.



Tourism

The key achievements for Tourism were:

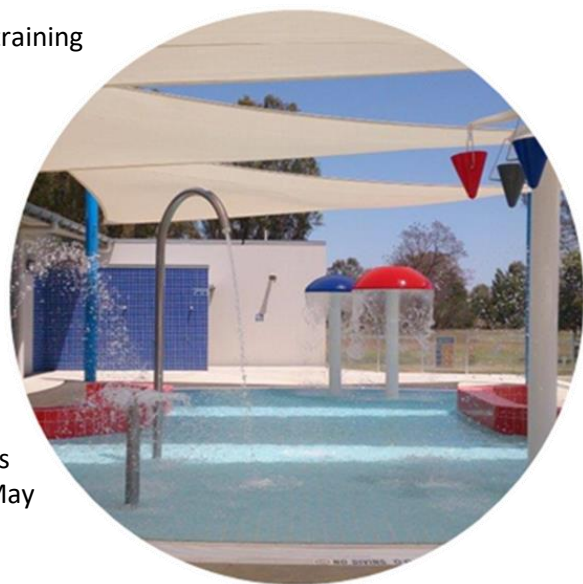
- The Visitors Information Centre completed the Kamilaroi Stories Touchscreen consisting of 8 stories which preserves the local culture of our Region and promotes the area, which has been utilised by locals and school groups alike. The initiative was the Winner of the 2014 NSW LG Aboriginal Network Conference - Council Partnership Of The Year Award which recognised the partnership between the Narrabri Shire Council and the Kamilaroi Indigenous Community.
- Stage two of the Kamilaroi Touch Screen completed consisting of 32 stories and two screens, at the Visitors Centre and Wee Waa Library.
- Narrabri Shire hosted a national rally in October for the Campervan & Motorhomes Club of Australia. There were 1,800 vehicles involved with 2,200+ visitors to Narrabri, increasing visitor numbers and bringing additional business to the Shire.
- 2013 Narrabri Chamber of Commerce Best Business Awards – Narrabri Shire Council - Winner for Tourism.
- Narrabri Visitors Information Centre assists the Boggabri Drivers Campfire each year to conduct the event and receive sponsorship. The event has grown from strength to strength winning numerous awards including the Silver Award - 2015 Qantas Australian Tourism Awards in Festivals & Events Category



Community Facilities

The key achievement for Community Facilities were:

- **Narrabri Netball Courts** – court surface reseal and new line marking compliant with safety standards, renewal of goals posts by powder coating, new lighting towers and court lighting to training standard and improved all weather car parking – total cost of improvements \$240,000.
- **Gwabegar Improvements** – new multi-sport court, electric BBQ and accessible toilet and shower extension to the public toilets – total cost of improvements \$179,000.
- **Pilliga Bore Baths** – upgrade of the wastewater management (septic) system to accommodate 100 campers per day due to popularity during cooler months of the year – total cost of improvements \$65,000.
- **Narrabri Lawn Cemetery** – construction of two new interment (burial) sections to provide capacity for 8-10 years as well as upgrade of the boundary fence nearest the highway by Narrabri Lions’ Club – total cost of improvements \$340,000.
- **Narrabri Lake** – In collaboration with state government agencies and community groups and service clubs: revegetation of over 2000m² of parkland using grant funding; relocation of the World War I Memorial; and installation of Exercise Stations for use by residents – total cost of improvements approximately \$55,000. All activities undertaken within the guidelines of the adopted Narrabri Lake Plan of Management
- **Wee Waa Skate Park** – landscaping to provide shade structure, installation of bollards to prevent vehicle access and improvements to the skate park surface – total cost of improvements \$15,000 (check figure against cap budget).
- **Wee Waa Cook Oval** – upgraded the training floodlights at Cook Oval.
- **Boggabri** – contributed funding to the Boggabri Rotary club to construct a skate park at Vickery Park and install footpaths in ANZAC Park.
- **Narrabri Aquatic Centre** - Construction including indoor 25m heated pool, children’s splash play pool and new amenities, kiosk and amenities was completed and the facility opened in May 2013.



Grant Funded Major Infrastructure Projects

PROJECT	FUNDED VALUE
Timber Bridge Replacement Program	\$5,300,000
Narrabri Water Augmentation	\$12,310,000
Narrabri Airport Runway Upgrade	\$10,500,000
Baan Baa Water Supply Project	\$4,464,000
Harparary Bridge	\$3,338,000
Grain Valley Way	\$800,000
Pilliga Road (MR127)	\$800,000
Roads to Recovery	\$9,236,295
Flood Damage (Local) – February 2013	\$12,820,022



Community Projects

Pedestrian and Mobility Access Plan (PAMP)

The Plan was developed to outline Councils Walking and Cycling strategy for implementation strategy. This plan is used to obtain numerous grants for improvement to public safety and health and wellbeing initiatives.



Narrabri Youth Shack

Council identified the need to address the lack of facilities for Youth within the Shire. A Youth Committee was established as a Section 355 Committee of Council to identify an opportunity to create a Youth Facility in Narrabri. The Youth Shack Committee worked with Council to establish the Narrabri Youth Shack which operates an open centre for Youth to meet and integrate in safe and friendly environment promoting positive mental health. The Narrabri Youth Shack operates from 3pm until 7pm on Wednesdays, supervised by adult Volunteers, in a Council owned building specifically set up with activities and furniture to be utilised by young people.

The Youth Shack Committee also organises activities throughout the year to provide entertainment and healthy relationships. There has been a 'Slip and Slide', Mexican Night and car washes to raise money for new resources within the Youth Shack. The Narrabri Youth Shack recently celebrated its 1st Birthday and continues to provide a safe environment for the Youth of Narrabri to 'hang out' and socialise.

The Narrabri Youth Shack Committee and Council worked in conjunction to facilitate the Narrabri Shire Youth Week Event, 'Skate and Create' at the Narrabri Skate Park. This free event was for 12 to 18 year olds and included skateboarding workshops, art workshops, a free sausage sizzle by Narrabri Rotary and lots of prizes. Ownlife was engaged to conduct the activities and a free shuttle bus was provided from Wee Waa and Boggabri. The event was well received and all those that attended enjoyed the variety of activities.



Roads Services

Narrabri Shire Council roads network is continually under strain from freight usage from the resource industry and agriculture which operate at different capacities and areas throughout the year. This heavy activity, inclusive of various weather anomalies provided significant damage to the road infrastructure in flood events.

Narrabri Shire Council successfully obtained \$3 million in Roads to Recovery Grant funding to assist in the repairs and maintenance of the Shire Road network to support the industry of the region.

Bitumen resealing is carried out to extend the life of sealed roads. Resealing projects totalling \$2,750,000 were carried out on a number of rural roads and town streets. Under Fit for Future, a backlog of roads and streets requiring bitumen resealing was identified. The aim was to increase the rate of bitumen resealing until a twelve-year life cycle could be achieved to ensure sustainability. This was finally achieved in the 2015/16 Financial Year. Major projects during the period included SR 46 - Doreen Lane, MR 127 - Pilliga Road, SR 10 - Old Gunnedah Road, SR 19 - Maules Creek Road, SR 61 - Turrawan Road, SR 4 - Spring Plains Road, SR 29 - Yarrie Lake Road and a number of town and village streets.

New pedestrian refuges were constructed to improve pedestrian safety in Wee Waa at Rose Street and also Maitland Street and in Boggabri at Wee Waa Street.

Full road rehabilitation using quality gravels or chemical stabilising techniques was carried out on a number of roads and streets in order to strengthen the pavement, improve riding quality and safety and to restore those roads to a near new condition. The total value of road rehabilitation work carried out was \$5,200,000. Significant projects during the period included the reconstruction of sections of MR 127 - Pilliga Road, MR 7709 - Grain Valley Way, SR 18 - Wave Hill Road, SR 15 - Therribri Road, SR 5 - Kaputar Road, SR 29 - Yarrie Lake Road, SR 198 - Spongs Lane, SR 30 - Culgoora Road, SR 247 - Vera Leap Road, SR 4 - Spring Plains Road, SR 45 - Nowley Road, SR 11 - Harparary Road, SR 1 - Millie Road, SR 39 - Gwabegar Road, SR 232 - Cotton Lane and SR 210 - Golf Club Road as well as a number of Narrabri, Wee Waa and Boggabri streets.

Improved kerb and guttering was constructed in Lyn Street at Boggabri to improve stormwater drainage

The following unsealed roads received substantial gravel resheeting with a total value of \$750,000 – SR 39 - Gwabegar Road, SR 204 - Gardens Road, SR 232 - Cotton Lane, SR 30 - Culgoora Road and MR 329 - Cypress Way.



Renewal of Bridge Infrastructure

The key achievements for Bridge Infrastructure are as follows:

Haparary Bridge Project

Council constructed the new two lane Harparary Bridge replacing an aging one lane timber bridge with joint funding by the Federal Government's Bridges Renewal Program (\$1.65M) and the Voluntary Planning Agreement contribution from Boggabri Coal Pty Ltd(\$1.65M). The Harparary Bridge is a significant piece of infrastructure within the agricultural and resource industry and is the largest bridge within the Shire. Construction of the new concrete Harparary Bridge began in July, 2016 at the completion of Aboriginal Heritage studies and demolition of the old bridge structure, with the material being recycled. During the project it was identified that there were underground conditions that required major foundation redesign. This was met with methodical investigation of alternatives and adoption of appropriate solutions to ensure the structural integrity of the new bridge.

To engage the residents who utilise the Harparary Bridge infrastructure, a public survey of residents within the entire Harparary Road catchment was completed in order to determine the residents' preferences for the rehabilitation of Harparary Road at the conclusion of the Harparary Bridge project. These were utilised to determine scope of work and construction of the works were phased in with the completion of Harparary Bridge. Narrabri Shire Council conducted this survey in an endeavour to work with the residents to ensure that people were able to reflect their preferences in the development of the project.

The Harparary Bridge was completed on Tuesday 12 January, 2016. The official opening of the bridge was conducted on Thursday 30 June 2016 opened by Federal Member for Parkes, Mark Coulton MP and State Member for Barwon, Kevin Humphries MP.

Timber Bridge Replacement Project

The Timber Bridge Replacement Project objective was to improve transport connectivity to the Northern Inland Freight Corridor. This improvement to freight services will be possible through the replacement of aging timber bridges which carry significant freight traffic in the Narrabri, Wee Waa, and Pilliga area.

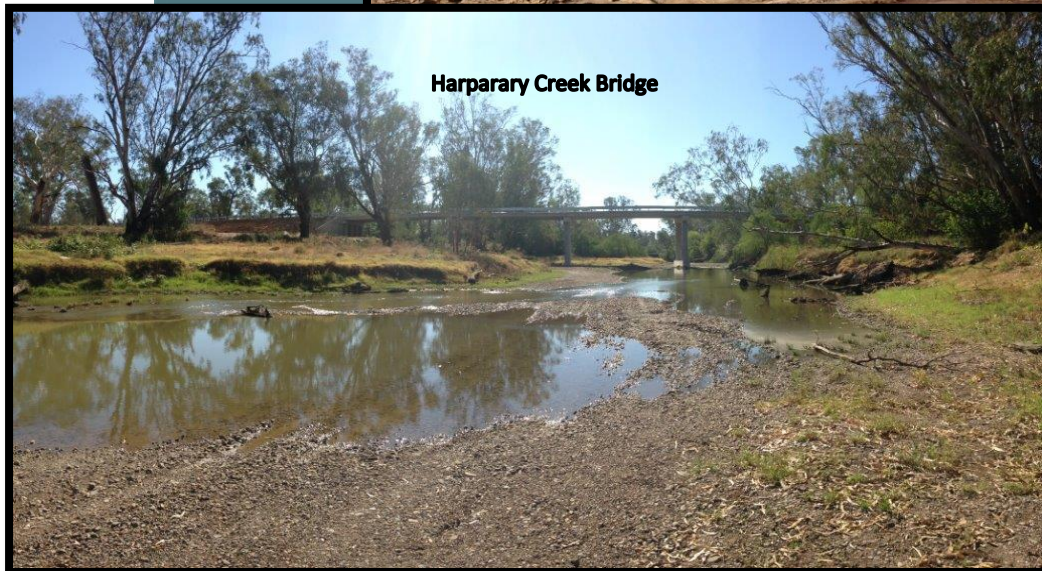
Narrabri Shire Council was successful in receiving \$5.3 million in grant funding in the Timber Bridges Renewal Grants to replace timber bridges in order to improve the flow of regional east/west freight and to support the isolated populations of Pilliga, Gwabegar, Wee Waa and Baradine with better flood free access.

The condition of the timber bridges had been assessed as structurally inadequate to carry heavy vehicles and consequently load limits and speed restrictions have had to be imposed at each bridge. In order to continue to allow the passage of freight, side tracks were constructed at Dubbo Creek Bridge on Main Road 127. The side tracks at these bridges are flood prone and long detours must still operate during flood periods.

The construction of the Baradine Creek at Gwabegar and Dubbo Creek Bridge commenced at 1 July, 2015, replacing the timber bridges with complete concrete constructions as a sustainable

infrastructure asset. Side roads were utilised for traffic to continue to travel these important access roads and the continuation of dry weather conditions provided the ideal opportunity to carry out construction without significantly obstructing traffic flows due to the side roads being flooded. Works were completed on 22 April, 2016 and traffic was able to utilise the new infrastructure which will be an ongoing access tool for the remote villages in the Shire.

Baradine Creek Bridge and Dubbo Creek Bridge completed in April, 2016 and replacement bridges at Brigalow Creek on Pilliga Road and Wee Waa Lagoon Creek at Wee Waa have commenced.



Water Infrastructure

The key achievements for Water Infrastructure are as follows:

\$4.46 million - Baan Baa Water Supply Project

The Baan Baa Water Supply project includes the development of a town water supply for the Village of Baan Baa to provide a secure source of potable water. This includes a new bore, rising main, reservoir gravity main and reticulation pipe works for the town with a planned date of completion in December 2017. The total project value is \$4.64 million of which a grant of \$2.23 million was received from Infrastructure NSW: Water Security for Regions in 2016. Investigations, water system modelling and securing of land was undertaken during 2015/2016 and a contract was awarded to establish a test bore.

\$14.14 million - Narrabri Water Augmentation Project

The Narrabri Water Augmentation project is intended to ensure the security of water supply for the future of Narrabri. The project makes provision for two new bores, rising mains, reservoir, gravity mains and reticulation upgrades to improve flow rates and pressures in town. The planned completion date of the project is January 2018. The total project value is \$14.13 million of which Council contributed \$1.8 million the remainder is funded by a grant through Infrastructure NSW: Resources for Regions. Water infrastructure modelling was carried out in 2015/2016. The modelling options study will assist in making high level judgements on the feasibility of new bore water supply, treatment requirements, networks reconfigurations and future operation of the system to gain the best value for money option to maximise the positive impact to the quality of drinking water supplied to Narrabri through the Augmentation Project.

\$1.78 million - CCTV Inspections and Relining of Sewer Mains in Narrabri and Wee Waa

The sewer relining projects were conducted in Narrabri and Wee Waa over the 2015/2016 financial year. The project included cleaning and CCTV works to establish condition assessment for future renewals. Over 6,200 metres of pipes were cleaned and CCTV inspections completed with 2,450 metres of pipe relining completed. There were approximately 80,000 metres of pipework inspected and assessed in Narrabri and 17,000 metres in Wee Waa.

Shire Projects

\$500,000 - Boggabri Water Supply – The rising main to the reservoirs has been renewed.

\$490,000 - Shire wide asbestos cement pipes have been replaced.

\$700,000 - Boggabri Water Supply – A new bore is currently under construction to ensure security of water supply to the town.

\$150,000 - Condition Assessment of bores in Narrabri, Wee Waa, Bellata, Pilliga and Gwabegar has been completed.

Hydraulic modelling of water networks across the Shire as well as sewer network modelling in Narrabri, Boggabri and Wee Waa have commenced.

\$1.4 million - Narrabri Elizabeth Street Bore Replacement.



Narrabri Airport Infrastructure

Narrabri Airport is located approximately 8km east of the Narrabri town centre and is owned and operated by Narrabri Shire Council. In response to the growing resources sector in the Narrabri Shire, in addition to the strong agriculture and research sectors, Council adopted the Narrabri Airport Master Plan in 2011. Significant increase in air traffic and change in aircraft type in 2012 and 2013 prompted changes to the Master Plan which were adopted in May 2013.

In the latter part of 2013 and early 2014, Council was successful in securing \$5.9 million in funding from the NSW State Government Resources for Regions program. Council also successfully negotiated a further \$5 million in Voluntary Planning Agreements with locally based Resources operations.

During the 2015/2016 financial year, works were undertaken for the first stages in the implementation of the Masterplan including:

- Strengthening of the existing runway and apron.
- Widening and strengthening of the existing taxiway.
- Provision of a new taxiway and new apron expansion.
- Extension of runway by 240m to the south.
- Provision of new General Aviation area.
- Removal of existing aviation fuel facilities to accommodate apron expansion.
- New car park area adjacent to the terminal building.
- New associated pavement markings.
- New runway, taxiway and apron lighting.
- Provision of single sided Precision Approach Path Indicator (PAPI).

Council was successful in an application to Transport NSW, to provide a deregulated airline service to the Shire.

Council entered into negotiations with Northwest Airlines to provide a Narrabri to Sydney air service which will commence later in the year once time allocations for Sydney airport have been confirmed. Commercial air service provider, Fly Corporate has approached Council to utilise the upgraded airport facilities to provide a Narrabri to Brisbane service which will commence September 2016.

Narrabri Airport provides the economic life line for the resource industry and the broader regional community. Improved air services will contribute to population growth and service improvement making Narrabri Shire a more attractive place to live for both existing residents and prospective residents, with the social outcomes being a stronger more resilient community.



Voluntary Planning Agreement Outcomes

The key outcomes from Voluntary Planning agreements are:

- **\$200,000** - Community Contribution for Boggabri HACC.
- **\$4.3 million** - Replacement of Harparary Bridge and Road Works
- **\$2.5 million** - Contribution to Narrabri Aquatic Centre
- **\$1.6 million** - Upgrade of Boggabri Caravan Park and Swimming Pool Complex
- **\$6 million** - Upgrade of infrastructure of roads including Therribri Rd and Tarriaro Bridge (changed to Baan Baa water)
- **\$5 million** - Upgrade of Narrabri Airport
- **\$800,000** - Various projects within Boggabri and surrounds
- **\$1.25 million** - CBD Upgrades within Narrabri Shire
- **\$1 million** - compensation in lieu of additional works which was utilised for Goonbri Road
- **\$1.4 million** - Construct and seal roads around the mine with emphasis on Manilla Road





Narrabri Shire

Four Year Deliverables From The Community Strategic Plan 2013-2023

Theme 1: One community

Valuing the contributions that everyone can make

Strategic Objectives	Strategies	Measurement of Success	End of Term Comment
OC1 Regional standard Narrabri CBD	OC1.1 Develop a CBD Master Plan for Narrabri in consultation with the Chamber of Commerce	<ul style="list-style-type: none"> • New and existing business owners are experiencing growth, and shop owners taking pride in their external façade are window displays • Majority of CBD shop fronts have appealing and attractive displays • Public transport is more readily accessible and used across the Shire • Narrabri Chamber of Commerce, local businesses and community are engaged in decision making to develop regional standard Narrabri CBD, and overall Shire 	The Narrabri CBD Masterplan was developed with community consultation and adopted at the November 2013 Council meeting.
	OC1.2 Retail areas are shaded, attractive and well maintained and provide facilities for elderly and disabled		The Boggabri CBD has been renovated and upgraded with landscaping features including footpath stencilling. Wee Waa CBD remains attractive to users.
	OC1.3 To deliver adequate main street car parking		Main street parking is adequate and time limits in Narrabri and Boggabri have been regularly enforced to ensure available spaces are used appropriately.
	OC1.4 Establish and chair a CBD Master Plan Implementation Committee		Council has not established a CBD Masterplan Implementation Committee.
OC2 Regional standard industrial land developments	OC2.1 Develop, adopt, monitor and review levels of service annually for all key service provided by Council	<ul style="list-style-type: none"> • Individual communities receive new infrastructure and facilities and/or upgrades according to need 	Residents in towns and villages within the Shire received services consistent with Council's Delivery Program and Operational Plans including renewal, replacement and new assets aimed at supporting delivery of required services.
	OC2.2 Facilitate the development of industrial and commercial land	<ul style="list-style-type: none"> • Community members to utilise land • Appropriate land identified for new business 	Council directly developed two commercial industrial areas in Francis Street and Williams Drive. At the time of writing four of the five blocks have been sold with two of the blocks being further developed by their new owners.
OC3 Adequate health services to meet the needs of a regional centre	OC3.1 Promotion of walking and cycling	<ul style="list-style-type: none"> • A higher level of recreation and active living in Narrabri Shire • A broader range of activities and facilities 	Residents living in the Shire had access to a diverse range of facilities and opportunities to participate in active and passive recreation pursuits. Facilities were well-maintained and fit for purpose with safety improvements enhanced whenever possible and practical.
	OC3.2 Provide access to public swimming pools in Narrabri, Wee Waa and Boggabri		



Strategic Objectives	Strategies	Measurement of Success	End of Term Comment
	OC3.3 Advocate for adequate health services to meet the needs of a regional centre	<ul style="list-style-type: none"> are available to community members • Access to satisfactory health services is available to all • Increased specialist visits to the Shire • Reduction in transport out of the Shire for health appointments 	The new Narrabri Hospital was opened in 2012. Letters have been forwarded to medical specialists and general practitioners about operating in Narrabri Shire. The result of one of these interactions was that a doctor purchased a block of land and had it approved for a medical centre.
	OC3.4 Develop a Shirewide Recreation Plan	<ul style="list-style-type: none"> • Plan for future recreation activities in Narrabri Shire 	Council allocated budget to develop a Shire-wide Sport, Recreation and Open Space Plan in 2015/2016. This project is scheduled to commence 1 August 2016.
OC4 Expanded tertiary educational facilities (agriculture, education, business, mining and health)	OC4.1 Develop the community and recognise the diverse composition of the community	<ul style="list-style-type: none"> • Opportunities for apprenticeships, traineeships and work experience identified and realised • Businesses are encouraged to open in Narrabri Shire 	Council created opportunities for and recruited two Apprentice Gardeners and an Apprentice Mechanic. Access to work experience opportunities for local high school students continues and further opportunities being explored to provide Work for the Dole participants access to work experience. Reconciliation Action Plan adopted.
	OC4.2 Grow volunteer involvement	<ul style="list-style-type: none"> • Volunteers contributions are valued and recognised 	Existing systems for engaging volunteers in place and is promoted on Council's website. Review of systems against Council's sister city Randwick's system has been completed. Induction for volunteers being reviewed and further opportunities for volunteer engagement have been identified in the areas of companion animals and Library services.
	OC4.3 Develop increase in local training and population workplace opportunities	<ul style="list-style-type: none"> • Indigenous youth have increased opportunity for social and employment integration 	Council staff has been active on a panel with local resource company staff to assess and allocate university scholarships.
	OC4.4 Provide opportunities for local operators and businesses to be educated and increase their skill levels for tourism	<ul style="list-style-type: none"> • Improvements to opportunities for education and learning • Welcoming facilities that offer equitable access are provided for cultural and educational opportunities 	Council has provided operators information in relation to opportunities concerning training courses through Destination NSW/Inland Regional Tourism Organisation. Council distributes a quarterly newsletter to Narrabri Shire tourism operators.
	OC4.5 Proactively engage with government agencies for expanded tertiary education facilities	<ul style="list-style-type: none"> • All communities have 	Introduced recently arrived now local company to TAFE with result being an increase in regular hospitality courses for them and the wider community.



Strategic Objectives	Strategies	Measurement of Success	End of Term Comment
	OC4.6 Provide library services and facilities for the benefit of the community	access to Childcare	The construction of the Wee Waa Library has made a significant difference to the community of Wee Waa. Initially in the first four months after construction the Library visitation numbers increased by an average of 86%, the computer usage by 93%, the loans by 42% and the new membership by a staggering 1,129%. While the initial impetus has slowed, the new Wee Waa Library still performs significantly better for the community than the previous Library.
	OC4.7 Encourage schools and private operators to provide additional childcare		After meeting community members, Council has sent a letter to local schools requesting current and future student numbers to determine future child care requirements. Forwarded received information to local member for Barwon in an effort to acquire State Government assistance.
OC5 Adequate accommodation available to meet demand (residential, community, industrial, aged and itinerant)	OC5.1 Timely release of lands for residential development	<ul style="list-style-type: none"> Affordable housing for all Adequate housing supply 	Council has existing stocks of residential lands through its Shannon Estate project and industrial land available at Williams Drive and Francis Street as well as the other Shire stock of privately held land.
	OC5.2 More timely Development Application approvals	<ul style="list-style-type: none"> Broad mix of accommodation types to suit all socio-economic situations 	Development processing times from receipt of all information have reduced to an average of 22 days.
	OC4.7 Council applies influence at Government level to provide solutions for those in disadvantages situations where applicable		Council has been working co-operatively with Housing NSW to bring to market affordable housing blocks at the Kurrajong Street subdivision. This small subdivision is being developed by Housing NSW.
OC6 A safe place to live, work and experience the diversity of cultural activities	OC6.1 Implement requirements of Companion Animals Act	<ul style="list-style-type: none"> Community feels safe in their own homes Inclusive and supportive community 	Council annually issues over 230 fines for companion animals, seizes over 200 companion animals and registers over 350 companion animals that assist to control dangers posed by straying animals.
	OC6.2 Ensure that Council's operations can continue to function in times of emergency	<ul style="list-style-type: none"> A program of quality events that contribute to the lifestyle and cultural and social development 	Council has an Emergency Management Operation Centre EMOC equipped at the Narrabri Depot.
	OC6.3 Support the State Emergency Services within the region		Council has an active involvement in the Local Emergency Management Committee and hold regular meetings each quarter.
	OC6.4 Take the lead role in the planning and provision of Emergency Management Services	<ul style="list-style-type: none"> Facilities meet a range of youth non-sporting needs, which keeps 	Council will assist agencies wherever needed.



Strategic Objectives	Strategies	Measurement of Success	End of Term Comment
	<p>OC6.5 Offer library services and programs as well as outreach services to disadvantages sectors of the community</p>	<p>youth active and interested</p> <ul style="list-style-type: none"> • High usage of parks and sporting facilities • An environment that makes us proud • Successful events are held 	<p>Narrabri Shire Libraries have offered a wide range of services and programs across three (3) libraries. Since the beginning of October 2012, Narrabri Library has supplied 161,591 loans, has had 158,717 visitors, placed 44,946 reservations, registered 1,291 new members and held 1,289 programs and events.</p> <p>Wee Waa Library has supplied 29,362 loans, has had 63,424 visitors, placed 5,391 reservations, registered 547 new members and held 447 programs and events.</p> <p>Boggabri Library has supplied 13,965 loans, has had 6,036 visitors, placed 1,192 reservations, registered 55 new members and held 111 programs and events.</p>
	<p>OC6.6 Facilitate, coordinate, encourage and develop festivals and events for Narrabri Shire</p>	<ul style="list-style-type: none"> • Promotion of aboriginal culture through dedicated art and tourism materials • Volunteers recognised and encouraged 	<p>Council has provided assistance and support to over 32 community and local events throughout the Narrabri Shire. Assistance includes working with event organisers, promotional and marketing, social and digital media, grant and award applications, promotional DVD's and images.</p> <p>Example of events: Drivers Campfire, Killarney Bike Ride, Cotton Fibre Expo, Nosh on the Namoi, Eulah Creek Machinery Day, Narrabri Motor Show, Arts & Craft Expos and footloose events.</p>
	<p>OC6.7 Provide assistance and advice to local event organisers and individuals/groups looking to organise or bid for events</p>	<ul style="list-style-type: none"> • Utilise Narrabri Shire DISPLAN 	<p>A small Council action committee, was instrumental in providing advice, promotional input and direction to Sony who held the 2013 Daft Punk album launch in Wee Waa. Provided advice and contacts to organisers of the Australian Cotton Trade Show held at The Crossing Theatre.</p>
	<p>OC6.8 Promote The Crossing Theatre as a regional and state theatre and entertainment venue</p>		<p>The Crossing Theatre has held / managed many high profile events over the past 4 years including managing the Daft Punk Album Launch event in 2013, The 2014 Keith Urban Narrabri Concert.</p>
	<p>OC6.9 Facilitate and/or coordinate festivals and events at The Crossing Theatre</p>		<p>The Crossing Theatre has hosted over 640 events over the past 4 years.</p>
	<p>OC6.10 Facilitate community based programs at The Crossing Theatre</p>		<p>The Crossing Theatre has hosted many local and community group events over the past 4 years. These include the annual Narrabri Arts Eisteddfod and Friends of The Crossing Theatre events, shows & film programs.</p>



Strategic Objectives	Strategies	Measurement of Success	End of Term Comment
	OC6.11 Implement Parks and Open Space Asset Management Plan		Annual operational and capital works plans included assets identified for renewal or replacement in accordance with the Parks and Open Space Asset Management Plan.
	OC6.12 Community members are regular users or parks, gardens and sporting venues		Residents living in the Shire had access to a diverse range of well-maintained and fit for purpose parks and sport facilities to participate in active and passive recreation pursuits.
	OC6.13 Towns and village entry points in the Shire are visually and aesthetically appealing to residents and visitors		Council has installed welcome signs on all major roads coming into the Shires major towns and villages. Gateway signs have been erected at five locations on major highways coming into the Shire.
	OC6.14 Encourage and recognise the work of volunteers		Volunteer week activities held annually. Assistance to community organisations provided via Community Grants Program. Fee Concessions provided for not for profit users of The Crossing Theatre.
	OC6.15 Monitor crime rates and promote Narrabri Shire as a safe and secure environment for families		Crime Prevention Committee meets regularly. Crime statistics are provided by the local police.



Theme 2: A sustainable environment

Respect for our whole living environment

Strategic Objectives	Strategies	Measurement Of Success	End Of Term Comment
SE1 Sustainable land use	SE1.1 Review and develop statutory and non-statutory plans to provide for orderly and sustainable development	<ul style="list-style-type: none"> • Sustainable land is available for rural, residential, commercial and industrial development • Environmentally sound operation of assets • Biodiversity respected by maintaining native vegetation • Clean air and water that meets standards 	The Narrabri LEP 2012 was gazetted in December 2012 and has been amended on seven (7) occasions during the term of Council. A draft single DCP has been developed ready for public exhibition.
	SE1.2 Review and develop contributions plans to ensure that funding is generated from development to meet the community's needs		Contributions plans have been reviewed in 2015 with the Section 94 plan currently being re-written and modernised and the Section 94A plan was reviewed by Council and a new list of projects is being developed.
	SE1.3 Ensure comprehensive geographic information system services are available to support the management of land and property		Council's GIS service not only delivers conventional mapping but has developed services delivering information that informs operational plans with location based data that can be linked to financial records to allow modelling of projected works and necessary budgets.
	SE1.4 Determine access requirements to current land bank within towns		Sufficient zoned residential lands are available within urban areas to meet foreseeable demand.
	SE1.5 Sustainable use of resources		Road Services consistently recycles infrastructure materials: reusing culvert pipes; road base aggregates; road signage; and other materials as Best Management Practice (BMP) methods of conservation and sustainability become embraced as part of daily work efforts.
	SE1.6 Actively partner with the Northern Inland Weeds Advisory Committee to implement the Weed Action Plan and Invasive Species Plan		Council's Weeds Officers consistently implement the strategies and actions from the Weed Action Plan and have partnered with Local Land Services to remove invasive weeds from river foreshores.
	SE1.7 Develop, implement and monitor the Border Rivers – Gwydir Catchment Action Plan		Catchment Management Authorities have been restructured into Local Land Services by the NSW government and Council has regularly partnered with that organisation.
	SE1.8 Develop, implement and monitor the Namoi		Catchment Management Authorities have been restructured into Local Land Services by the NSW government and Council has regularly partnered



Strategic Objectives	Strategies	Measurement Of Success	End Of Term Comment
	Catchment Action Plan		with that organisation.
SE2 Ensure a clean, green environment for the future	SE2.1 Exercise Council's statutory functions under the Environmental Planning and Assessment Act 1979 properly and equitable and determine applications efficiency and in accordance with statutory requirements and/or council policy and standards	<ul style="list-style-type: none"> Climate change impacts and initiatives are considered Alternate energy sources are considered Specific environmental features are protected More recycling of waste by residents and Council Wastewater/stormwater and effluent managed for future needs Council involvement in CCC and environmental monitoring of dust and noise in the resource sector 	Council has introduced significant improvements in its delivery of waste services to residents through provision of a new green waste collection service as part of its new garbage contract. Thorough environmental assessment of development activity is completed and actions taken to mitigate damaging actions from development.
	SE2.2 Improve the monitoring and management of onsite effluent disposal within the region		Council has reviewed and adopted a new On-site Sewerage Management Policy and strategy which now results in high risk systems in villages being inspected at least every 2 years.
	SE2.3 Support effective reporting regimes on environmental compliance		Council has consistently advocated with the NSW Government for regional dust monitoring programs to assist our community obtain real-time data on the effects of the extractive industries in the Shire.
	SE2.4 Develop a Climate Change Risk and Adaptation Plan		Climate change impacts are being considered relative sustainability and environmental land use concerns. Research for a Climate Change Risk and Adaptation Plan is being performed in alignment with SE2.5 following.
	SE2.5 Develop a Greenhouse Action Plan to identify strategies and actions to reduce power consumption and emissions		Council has prepared proposals for solar installations along with implementing numerous air-conditioning upgrades to reduce power consumption/emissions.
	SE2.6 Capital works are subject to environmental assessment		Council carries out or requires to be carried out environmental assessment on all projects that require environmental assessment.
	SE2.7 Develop an Environmental Action Plan		Not completed.
	SE2.8 To participate in Community Consultative Committee (CCC)		Council provides participants to all CCCs in all extractive industries that have established committees.



Strategic Objectives	Strategies	Measurement Of Success	End Of Term Comment
	SE2.9 Provide a safe, reliable economic waste collection and disposal service which meets modern environmental standards		Council's Waste Management service has consistently meet EPA licencing approval requirements since September 2013 through improvements in management of the landfill and transfer stations.
	SE2.10 Manage waste collection, disposal and recycling in accordance with relevant legislation, regulations and guidelines		Council's Waste Management service has consistently meet EPA licencing approval requirements since September 2013 through improvements in management of the landfill and transfer stations.
	SE2.11 Manage wastewater and effluent in a sustainable manner		Council is responsible for the operation and maintenance of three (3) waste water treatment plants. Pursuant to statutory requirements, Council has continued to accept, treat and dispose of waste water and effluent. In order to sustain such Council renewed various equipment and process systems of the schemes such as pump stations, electrical switch boards, telemetry, sludge drying beds, flow meters and isolation valves.



Theme 3: A place to thrive

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

Strategic Objective	Strategies	Measurement Of Success	End Of Term Comment
PT1. Narrabri Shire to be a regional centre	PT1.1 Engage with local business and industry representatives to grow and facilitate opportunities	<ul style="list-style-type: none"> Increased depth and diversity of business Increase in buy local ad lessen economic seepage 	Strong associations have been built with local businesses that have provided contacts to broaden and strengthen the economic base of the Shire. Annually, meet with approximately 70 businesses.
	PT1.2 Provide assistance to business looking to expand	<ul style="list-style-type: none"> Range of educational services and facilities available 	Assistance provided to businesses looking to expand includes initial discussions, zoning considerations, suitable sites, letters of support, grants assistance, pre development application meetings, State Government introductions, business promotions.
	PT1.3 Actively market and promote Narrabri Shire as a business destination	<ul style="list-style-type: none"> Retention of business and residents 	Production of a range of brochures titled Economic Profile, Business & Residents Guide and Your New Business Address as well as a DVD and updated website.
	PT1.4 Ensure that Council is well represented at Regional, State and Federal forums to promote the interests of Narrabri Shire	<ul style="list-style-type: none"> Narrabri Shire is promoted and marketed as a business destination Increase Narrabri Shire awareness within the major industry sectors being attracted 	Council's elected representatives and senior staff regularly attend regional meetings to advocate on behalf of the Shire including the Namoi Joint Organisation of councils.
	PT1.5 Review and monitor the implementation of the Tourism Plan 2013-2018	<ul style="list-style-type: none"> New business opportunities realised 	Council adopted the Narrabri Shire Destination Management Plan and framework in 2014. The Narrabri Shire Destination Management Plan is presented in two volumes, Destination Management Framework and a Strategic Action Plan.
	PT1.6 Participate in the development of regional and state tourism marketing and destination management plans that deliver positive tourism outcomes for Narrabri Shire	<ul style="list-style-type: none"> Community issues are regularly promoted to government agencies 	Council participated in the development of the Inland Regional Tourism Organisation Destination Management Plan and Action Strategy, the Newell, Kamilaroi Highway's and the New England Seven (North West Marketing Plans.
	PT1.7 Participate in the development of touring routes at a local, subregional, regional and state level	<ul style="list-style-type: none"> Strong viable and sustainable tourism sector that generates revenue and employment for businesses 	Council is an active member of Tourism related associations such as the Kamilaroi & Newell Highways, Nature's Way, Tourist Drive 3 (partnership between Narrabri, Gwydir and Narrabri), New England North West, Great



Strategic Objective	Strategies	Measurement Of Success	End Of Term Comment
		<ul style="list-style-type: none"> Individual towns and villages are presented positively to create awareness of, interest in and motivate travellers to visit and explore Narrabri Shire 	Artesian Drive (partnership between Narrabri, Moree and Walgett Shires) & NPWS.
PT1.8 Continued liaison with Government Agencies and other agencies that manage tourism assets	Council completed a full audit of all tourism signage including Tourism TASAC signs, Great Artesian Drive, and Kamilaroi Highway. Seven (7) Visitor Information archway signs are reviewed and update annually.		
PT1.9 Develop and implement marketing and promotional strategies and campaigns in conjunction with Destination NSW, the Regional Tourism Organisation, Touring Route marketing groups, surrounding LGAs and the local tourism sector	Council actively participates in marketing development and campaigns with Destination NSW, Inland Regional Tourism Organisation, Newell Highway, Kamilaroi Highway and the New England North West. Campaigns have included print media, TV advertising, journalist famils, social and digital media campaigns, billboard campaigns and TV series such as Travel OZ. Council actively participates in seven (7) Caravan and Camping Shows throughout Australia		
PT1.10 Encourage involvement of tourism operators/attractions and other key partners in the production of information and marketing collateral and marketing and promoting the Shire	<p>Council assists and provides local operators with marketing and promotional information such as the Narrabri Shire Tourism book, Narrabri Shire pocket information z-cards, pad maps, promotional DVD and general tourism information. A wide range of local promotional and marketing material is available for visitors and locals.</p> <p>Packaged 6 tour itineraries with NSW Trains, packages included accommodation, tours, meals and transport.</p> <p>Developed and distributed electronically Coach tour itineraries.</p>		
PT1.11 Continue to showcase local industries and products through the Narrabri Visitor Information Centre	<p>Council actively promotes local Industries with distribution of promotional material. Local producers are represented with products for sale in the retail section of the Visitor Information Centre.</p> <p>Developed and installed the Kamilaroi Stories, capturing oral history on a touchscreen.</p> <p>Developed a promotional DVD for Narrabri Shire.</p>		
PT1.12 Encourage involvement of the community and other key partners	There is good community participation for Council's annual Shire Snapshot competition. There is also participation in other activities like Seniors Week, Youth Week and Australia Day.		



Strategic Objective	Strategies	Measurement Of Success	End Of Term Comment
	PT1.13 Review and implement the Community Economic Development Strategic Plans for Pilliga and Gwabegar, Narrabri, Boggabri and Wee Waa		Shire wide Community Economic Development Strategic Plans have been reviewed.
	PT1.14 Develop Community Economic Development Strategic Plans for Bellata and Baan Baa		No funding has been allocated by Council to undertake these strategic plans.
PT2 Airport to be of regional quality (similar to Newcastle)	PT2.1 Develop and implement Airport Asset Management Plan	<ul style="list-style-type: none"> Adequate air transport in Narrabri Shire Air transport more accessible and affordable 	Council will be hosting two RPT services from September 2016 with regular flights to commence direct to Brisbane and Sydney after considerable investment at the airside infrastructure of the Narrabri Airport.
	PT2.2 Potential airlines supported and encouraged through improved infrastructure		Council has provided an incentive package to attract RPT providers to the Shire. Council has actively undertaken and EOI process to attract a suitable RPT provider. Council has endorsed RPT providers to operate the Narrabri to Sydney and Narrabri to Brisbane RPT air route.
PT3 Regional standard infrastructure	PT3.1 Lobby State and Commonwealth Government for infrastructure and service provision	<ul style="list-style-type: none"> Strong relationships established with State and Commonwealth elected members and their departments so that they have a thorough understanding of the Narrabri economy Agreed service levels for public building are achieved Inclusion of historical exhibits across the Shire Transport links between communities in Narrabri Shire Total water cycle management Narrabri Livestock Selling 	Council has developed an outstanding working relationship with the NSW Government in particular being successful in achieving significant funding for Narrabri Water Augmentation, Timber Bridge Replacement Program, Baan Baa Water and Narrabri Airport upgrading.
	PT3.2 Ensure that all public buildings are developed, renewed and maintained at adopted service levels for the use of Council and the community		Council has developed maintenance and renewal schedules for public buildings enabling alignment against identified service levels. Council is working toward bringing all community buildings to Condition Level 3 or above. Once achieved, then work toward realising the same Levels for Functionality and Utilisation.
	PT3.3 Develop and maintain visitor facilities and infrastructures within the Narrabri Shire		Installed and maintain 6 Information archway signs at Wee Waa, Boggabri, Bellata, Baan Baa, Pilliga, Gwabegar and Wee Waa. Installed and update 4 event billboards annually. Developed and installed interpretive walkway signage and bench seating at Dripping Rock. Developed and installed the Pilliga Wetlands Walk. Installed Dump Points in Narrabri, Wee Waa, Boggabri and Bellata.



Strategic Objective	Strategies	Measurement Of Success	End Of Term Comment
	PT3.4 Improve flood immunity for remote communities	<p>Centre (Saleyards) planned and available for use</p> <ul style="list-style-type: none"> Reduced disruption to residents and business due to floods 	The Wee Waa Levee Flood Study has been adopted by Council in June 2015 and indicates that the levee does not adequately protect Wee Waa from a 1% flood. A risk management plan and strategy is currently being developed to determine the best course of action to take to raise the levee.
	PT3.5 Provide a secure, reliable water supply to the community	<ul style="list-style-type: none"> Infrastructure that meets current and future needs Funding for infrastructure sources where possible A voice for the Shire at Federal and State level Community more satisfied with condition of roads 	Council implemented a bore investigation program in all areas of the Shire. This exercise resulted in the identification of replacement bores for Bellata, Gwabegar and Pilliga. An additional bore is nearing completion in Boggabri, a new bore was developed in Elizabeth Street in Narrabri and the Tibbereena Street bore in Narrabri was completely refurbished. The Narrabri Water Augmentation Project was initiated to provide a reliable and secure water supply to the community for the next generation.
	PT3.6 Develop and adopt Business Plan for the Narrabri Livestock Selling Centre (Saleyards)	<ul style="list-style-type: none"> Reduction of complaints about status of roads 	A business plan has been developed for the Narrabri Livestock Selling Centre (Saleyards) in 2013.
	PT3.7 Provide modern Depots and reliable Plant to support the infrastructure activities to meet the best practice management principles		Plant management plan is being developed to benchmark usage and utilisation for a cost effective unit. Depots are maintained and upgraded as needed.
	PT3.8 Provide lasting repair solutions to Council owned roads		Road Services continues to strive for state-of-art industry accepted repair and construction solutions to assure the longest duration of accomplished works achieved on Council owned roads.
	PT3.9 Reduction in property and infrastructure damage due to floods		Total Damage and Restoration Repair investment has trended downward from \$13 million since the 2012 and 2013 events to nil as programmed works were achieved.
	PT3.10 Mitigate concerns about the quality and availability of water supplies in Shire		The Narrabri Water Supply Augmentation project was initiated to improve the supply of water and to also investigate and implement water quality within the budget limitations and to plan for such in the future. Water availability in all other areas of the Shire are addressed in the bore replacement program and Boggabri is being supplied by three bores.
	PT3.11 Mitigate concerns about the		The waste water collection, treatment and disposal of effluent in the towns of Narrabri, Wee



Strategic Objective	Strategies	Measurement Of Success	End Of Term Comment
	quality and availability of sewerage collection and treatment systems within the Shire		Waa and Boggabri were addressed by Council through a networks analysis and modelling by consulting engineers. Continuous monitoring of effluent is taking place at the Narrabri Treatment Plant to ascertain compliance of the EPA licence conditions.
	PT3.12 Identify infrastructure improvements		Infrastructure improvements are identified and the asset base is updated accordingly.
	PT3.13 Benchmark performance/standards against other councils		Council has participated in the LG Professionals annual Council comparison project implemented by Price Waterhouse Coopers (PwC) for the past three years.
	PT3.14 Improve funding for infrastructure and services		Increased Roads to Recovery grants for 2015/2016 and 2016/2017 have allowed Council to address some of its infrastructure backlog issues. Council has incorporated a special rate variation in its long term financial plan from 2017/2018 and will provide community consultation on this issue.



Theme 4: Proactive leadership and advocacy

Managing for all and standing up for our Shire

Strategic Objectives	Strategies	Measurement of Success	End Of Term Comment
LA1 Established and sustainable investment program in place	LA1.1 Identify prospective investors to grow economy	<ul style="list-style-type: none"> • Maximised existing commercial shop space in the main streets and industrial land estates within the Shire • The benefits of the Narrabri Shire region are promoted and advertised • Satisfaction with Council distribution of funds • Increase employment within the Shire • Increased diversity in range of services offered to the community 	Council regularly send letters with a suite of marketing brochures to promote Narrabri Shire to potential identified businesses.
	LA1.2 Engage with prospective investors		Prospective investors are engaged with in a number of different ways from initially having a phone call with them to then either forwarding a letter with promotional brochures or having a face-to-face meeting. From then on regular calls are made to the client for updates or the provision of further information.
	LA1.3 Proactively work towards attracting investment to the Shire		Council sends letters and promotional materials to potential businesses.
	LA1.4 Ensure that investment in community infrastructure is fairly and transparently distributed around the Shire		Council has developed and has for sale residential and commercial/industrial property in Boggabri, Narrabri and Wee Waa. Council has invested in water, road and bridge infrastructure across the Shire.
	LA1.5 Provide assistance to facilitate investment and increase total jobs in Shire		Assistance provided by offering local knowledge to potential new businesses which can include site selection, zoning considerations, State Government department introductions, first point of call between client and Council staff, arranging pre development application meetings and generally making it as easy as possible to invest in the Shire.
LA2 Revenue and income growth strategy in place	LA2.1 Maintain a high performing workforce that is responsive to the needs of the organisation and the community	<ul style="list-style-type: none"> • Council objectives are being achieved • Succession planning in place • Council is respected by the community • Grants are sourced and suitable programs are identified to apply for funding • Regular communication in relation funding activities • Partnering with other Councils • Provide up-to-date 	The introduction of a skills based salary system includes built in succession planning through the inclusion of skills at the end of each grade which are complimentary yet in addition to the role. These are typically skills which are entry level for a higher graded position. Skills are aligned with the requirements of the role and where skills gaps exist, a training plan is created.
	LA2.2 Seek funding from external sources to support Council programs		Council staff have been very active in facilitating grant opportunities. Major grants sourced include funding for the Narrabri Airport upgrade, Harparary Bridge replacement, the timber bridge replacement program, Baan Baa Water construction and a major Narrabri Water augmentation. Numerous other grants also been ascertained in line with Council's strategic objectives. The Community Grants program continues to support our local communities.



Strategic Objectives	Strategies	Measurement of Success	End Of Term Comment
	LA2.3 Ensure Council's procurement practices achieve best value for the Council and community	information <ul style="list-style-type: none"> Developed effective workflow practices Sound investment strategy in place 	The Procurement Plan and associated procedures are reviewed frequently to ensure best value practices.
	LA2.4 Plan for long term provision of Information Services		Underlying Hardware infrastructure converted from Physical to Virtual (Private Cloud).
	LA2.5 Maintain and coordinate the renewal of information technology software and systems		All Software and Hardware licenses and Maintenance agreements are up-to-date.
	LA2.6 Maintain and coordinate the renewal of information technology infrastructure		Up-to-date with current most stable IT Infrastructure.
	LA2.7 Train staff to remain up to date with new information technology advances		All users are trained adequately to operate all necessary software/hardware.
	LA2.8 Ensure staff have sound knowledge of Council processes and procedures		Continual review of processes and procedures undertaken. Reinforcement undertaken as required. Training provided as required.
	LA2.9 Develop and review plans for the effective long term development and management of commercial business units		Service Plans have been developed and submitted to Council in July 2016 for all of Council's external services. These plans will be continuously improved to ensure best practice is being applied.
LA3 Ensure Council is compliant with statutory regulations	LA3.1 Council leads by example	<ul style="list-style-type: none"> Council operations and management are compliant with legislative requirements and best practice standards Increase in community satisfaction Council objectives are met Staff engagement in the process Regulatory frameworks are implemented to State Government 	Continual improvement of quality of financial information provided to the community.
	LA3.2 Adopt a service attitude across Council		Development of Service Plans completed.
	LA3.3 Effective and efficient council operations		Efficiency gain target met and exceeded.
	LA3.4 Exercise Council's regulatory functions to ensure compliance with statutory requirements		Ongoing monitoring of effectiveness undertaken. Statutory requirement met within timeframes.



Strategic Objectives	Strategies	Measurement of Success	End Of Term Comment
	LA3.5 Maintain and improve food safety standards in accordance with the NSW partnership program	<ul style="list-style-type: none"> requirements Council operated legally Meeting commitments 	Food safety programs are run annually to inspect all Category 1 and 2 food premises in accordance with Council's agreement with the NSW Food Authority.
	LA3.6 Ensure Council adheres to all legislation under which it operates	<ul style="list-style-type: none"> Feedback from the community and Office of Local Government is positive and plans are utilised within Council and reported on to the community 	Council has adhered to legislated requirements generally with no significant non compliances impacting Council during this term.
	LA3.7 Ensure that sound systems and processes are in place for good governance at Councillor level	<ul style="list-style-type: none"> Policies are adhered to 	Council continues to operate with a Code of Conduct adhering to Local Government guidelines and the Code of Meeting Practice also adheres to requirements.
	LA3.8 Develop and review Integrated Planning and Reporting documents to cover all of Council's responsibilities, current and into the future	<ul style="list-style-type: none"> Demonstrate accountability for actions More residents are satisfied with Council governance Funds are allocated as per annual plans 	Council has developed and implemented its Integrated Planning and Reporting documents as required by legislation.
	LA3.9 Ensure Council is guided by relevant and current Policies	<ul style="list-style-type: none"> Asset register can be utilised to maximum potential 	Policy review undertaken as required and submitted to Council.
	LA3.10 Implement and maintain accounting best practice and financial management principles to ensure all performance, legislative and reporting requirements are satisfied	<ul style="list-style-type: none"> Council's insurance is not compromised Comply with Australian legislation and access information with appropriate user rights 	Council continues to comply with financial legislative and reporting requirements.
	LA3.11 Ensure that Council's Long Term Financial Plan aligns with long term and annual budget requirements	<ul style="list-style-type: none"> Asset is maintained in full working condition to the replacement and maintenance schedule outlined in the relevant Asset Management Plans and recorded in the GIS 	Significant work has been undertaken in producing a more robust long term financial plan which is continually updated in line with quarterly reviews of Council's current annual budget.
	LA3.12 Maintain an assets register that includes all of the Council's assets	<ul style="list-style-type: none"> The implementation of the Asset Management Program is directing the development, renewal, maintenance and disposal of all built infrastructure assets 	Council has collated all asset registers and inserted to the financial database to facilitate confirmation and processing of asset expenditure associated to renewals, repairs and capital operations.
	LA3.13 Maintain appropriate insurance levels for Council	<ul style="list-style-type: none"> Building and land 	Council has continued to successfully maintain its insurance obligations.



Strategic Objectives	Strategies	Measurement of Success	End Of Term Comment
	LA3.14 Provide quality, comprehensive, accessible and relevant records	improvements accounted and planned for • Economic sustainability strategies in place	Complied with requirements of the State Records Act. Correct registration processes have been followed to allow easy retrieval of documents.
	LA3.15 Ensure Asset Management Strategy, Policy and Plans provide best practice directions for the development, renewal and maintenance of all of Council's infrastructure assets		Custodial managers continue to document asset maintenance and replacement schedules in accordance with the relevant asset management plans.
	LA3.16 Develop and implement an Asset Management Program that identifies all factors required for implementing the Asset Management Strategy and Plans		All asset groups have been collated into registers with recorded Conditions and proposed network Renewals, Repairs or Upgrade/New projections, along with aligned Operations, Maintenance and Capital expenditure.
	LA3.17 Implement Buildings and Land Improvements Assets Management Plan		Council continues to develop projections and management processes for Council Buildings and Land Improvement assets.
	LA3.18 Put in place policies and procedures within Council that will streamline and facilitate the hosting of events in the Shire		Council has developed an Event Guide (internal/external). The guides will assist Council and the community with streamlining current and future events for the Narrabri Shire.
	LA3.19 Ensure the Plans of Management produced for Council and Crown Reserves permit the use of the parks and reserves for events		Community events were supported by clear guidance regarding appropriate facilities for use. An event manual was developed by Council's Tourism section in consultation with relevant Council Officers to support and assist community events.
	LA3.20 Maintain and update Asset Management Plans		Custodial managers continue to maintain and update data associated to Council's asset groups.
	LA3.21 Develop and adopt Waste Asset Management Plan		A Waste Asset Management plan is currently being developed.
	LA3.22 Manage and operate cemeteries to meet all legislative requirements		All cemeteries managed by Council were operated in accordance with legislative requirements and maintained to the standard required by Council. Adequate capacity exists at all shire cemeteries to



Strategic Objectives	Strategies	Measurement of Success	End Of Term Comment
			meet requirements for 5+ years.
LA4 Proactively engage with the community	LA4.1 Support effective and transparent information to the public on development matters	<ul style="list-style-type: none"> Public awareness is increased through education 	Council has developed and complies with the requirements of a Development Notification Policy to ensure appropriate development consultation occurs.
	LA4.2 Regularly communicate with the community on activities of Council	<ul style="list-style-type: none"> Further improvement and communication/promotion of predevelopment application process 	<p>“Your Council” article placed in The Courier on a weekly basis.</p> <p>Multiple articles and information posted on social media daily.</p> <p>“Council In Focus” distributed quarterly with rate notices.</p>
	LA4.3 Council encourages the dissemination of community information and awareness of activities, programs and trades within Narrabri Shire	<ul style="list-style-type: none"> Increased use of Council’s social media outlets Effective communications to the community Community groups are supported by Council and community information is shared 	<p>Regular media releases are distributed.</p> <p>Lifestyle and community guide document provided highlighting local business and trades available within Narrabri Shire. A list of local businesses are provided to organisations developing in Narrabri Shire to enable them to access local trades as required.</p>
	LA4.4 Undertake community focused strategies	<ul style="list-style-type: none"> Provision of town and village strategies to maximise their specific strengths 	Undertook the Boggabri Township Marketing Plan adopted by Council in April 2015.
	LA4.5 Council to actively encourage community activity and promote the participation involvement and engagement of the community	<ul style="list-style-type: none"> Youth strategy for the Shire Community activities in Narrabri Shire are encouraged and supported by Council 	<p>Council staff attend Boggabri Business Progress Association meetings, Wee Waa and Narrabri Chamber of Commerce meetings, Youth Shack meetings, Interagency meetings and a range of other community based gatherings.</p>
	LA4.6 Celebrate and acknowledge achievements of the community	<ul style="list-style-type: none"> Regular community consultations are held and well attended 	<p>Continual involvement in community events such as Senior’s week, NAIDOC week, Volunteer Awards, Australia Day Celebrations.</p> <p>Dissemination of information to the community increased via print and social media.</p> <p>Weekly Newsletter to Councillors and staff issued.</p>
	LA4.7 Ensure that the community has a range of opportunities to engage with Council	<ul style="list-style-type: none"> Encourage individuals and groups to voice their issues to government authorities 	<p>On specific areas Council undertakes surveys.</p> <p>Periodically there is community consultation and information sessions held across the Shire.</p> <p>Electronically Council has a Facebook page and Twitter site that provides relevant information and receives community feedback.</p>
	LA4.8 Prepare and promote Council meetings	<ul style="list-style-type: none"> Proactively engage with and transparently inform the community about Council’s activities 	Meeting Agendas circulated within prescribed timeframes.
	LA4.9 Provide quality, comprehensive, accessible and relevant customer services	<ul style="list-style-type: none"> Increased community awareness of Council activities 	Improvements made in providing Plain English forms. Continual improvement needs to be maintained.



Strategic Objectives	Strategies	Measurement of Success	End Of Term Comment
	LA4.10 Provide quality information to customers	<ul style="list-style-type: none"> • Staff have a “How can we help?” attitude • Finalise customer requests and concerns in a timely fashion 	<p>Inclusion of inserts with rate notices maintained and enhanced. Introduction of weekly “Your Council” in local paper. Regular updates of websites and social media undertaken.</p>
	LA4.11 Ensure the community can be kept informed via web based media	<ul style="list-style-type: none"> • Council is viewed positively by the community 	<p>Council regularly updates its website putting timely and relevant information on its homepage as-well-as directing people to other parts of the site through quick links or popular topics.</p>
	LA4.12 Develop and implement marketing and promotions program at The Crossing Theatre	<ul style="list-style-type: none"> • Council website traffic increased 	<p>The Crossing Theatre has dramatically increased its marketing and advertising presence over the past 4 years. With more effective use of Digital, Print, Radio and Television media, The Theatre has seen a steady increased in visitation and patronage.</p>
	LA4.13 Increased use of Council website and web based services	<ul style="list-style-type: none"> • Positive perceptions of Council 	<p>Council’s new website has been created with a responsive web design approach with the result being that there has been an increase in mobile traffic to the site.</p>
	LA4.14 Develop and implement Marketing and Promotion’s Program (refer to Tourism Plan 2013-2018)		<p>Council adopted the Narrabri Shire Destination Management Plan and framework in 2014.The Narrabri Shire Destination Management Plan is presented in two volumes, Destination Management Framework and a Strategic Action Plan, 2014 -2019.</p>
	LA4.15 Clear and up to date information is available across the region regarding road conditions and closures		<p>Any and all information relating to roads is distributed widely from road and bridge closures to bridge renewals and bypasses.</p>

