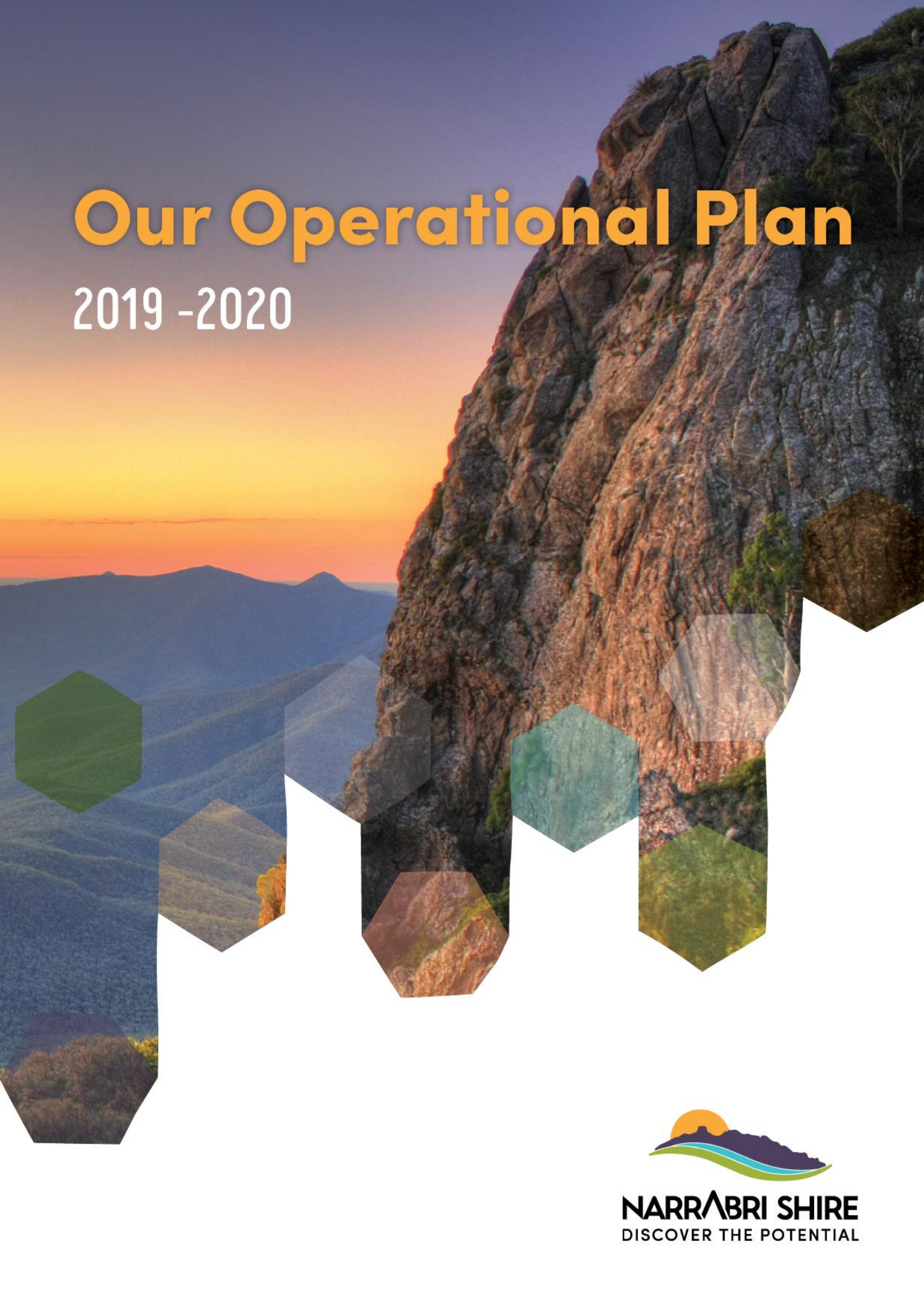


# Our Operational Plan

2019 -2020



**NARRABRI SHIRE**  
DISCOVER THE POTENTIAL

## DISCLAIMER

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

## DOCUMENT CONTROL

<b>Issue</b>	<b>Revision</b>	<b>Date</b>	<b>Description</b>	<b>Resolution</b>
<i>Draft</i>	<i>1</i>	<i>29/04/2019</i>	<i>For Exhibition</i>	<i>085/2019</i>
<i>Final</i>	<i>2</i>	<i>25/06/2019</i>	<i>Adopted</i>	<i>132/2019</i>
<i>Updated</i>	<i>3</i>	<i>23/07/2019</i>	<i>Adopted administrative amendments stemming from Minute 88/2019</i>	<i>152/2019</i>
<i>Updated</i>	<i>4</i>	<i>14/08/2019</i>	<i>Responsible Manager Edits</i>	

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## GENERAL MANAGER FOREWORD

As General Manager of Narrabri Shire Council, it gives me great pleasure in presenting the Operational Plan to the Narrabri Shire community for the 2019/2020 Financial Year.

The Operational Plan is an essential component of our Integrated Planning and Reporting Framework and describes the actions Council will take over the next year to deliver on the community vision outlined in the Community Strategic Plan.

Within Council's strategic planning we focus on four Strategic Directions;

- Safe, inclusive and connected community
- Environmentally sustainable and productive shire
- Progressive and diverse economy
- Collaborative and proactive leadership

These four Strategic Directions encompass a quadruple bottom line approach and provide a strong foundation for planning outcomes for Narrabri Shire.

Council develops its actions led by community direction and legislative requirements.

While delivering the actions laid out in this plan, we will continue to look for ways to be fiscally responsible, keep costs low whilst maintaining excellent service delivery.



**General Manager**

Stewart Todd

## ACKNOWLEDGEMENT OF COUNTRY

**“Narrabri Shire Council acknowledges and pays respect to the Kamilaroi people and their Elders, both past and present, as Traditional custodians of the land which Narrabri Shire Council operations are conducted.**

The Narrabri Shire has a rich history of culture and Council is stepping toward endeavours to unite the Community in preserving the unique heritage and celebrating our community diversities.

Council recognises the valuable contribution to the Narrabri Shire made by Aboriginal and Torres Strait Islander peoples and looks forward to a future of mutual respect and harmony.”

**Adopted by Narrabri Shire Council in July 2016.**

# INTEGRATED PLANNING & REPORTING

## INTEGRATED PLANNING AND REPORTING FRAMEWORK

In 2009 the NSW Government introduced a new integrated planning and reporting framework for NSW Local Government. This was embedded into the Local Government Act 1993. It includes the requirement to prepare a long-term Community Strategic Plan, along with a four-year Delivery Program, Operational Program and Resourcing Strategy.

The components of the framework, and how they fit together, are shown in the following figure.

**Figure 1: Integrated Planning and Reporting Framework**



## COMMUNITY ENGAGEMENT STRATEGY

The Community Engagement Strategy outlines how Council will engage with the community to develop the Community Strategic Plan for Narrabri Shire.

## COMMUNITY STRATEGIC PLAN

The Community Strategic Plan presents the community endorsed vision and strategic plan for Narrabri Shire. The Community Strategic Plan has a minimum 10-year timeframe and is the highest level document that Council prepares on behalf of the community.

# INTEGRATED PLANNING & REPORTING

## **DELIVERY PROGRAM**

The strategies identified in the Community Strategic Plan flow down into the Delivery Program. The Delivery Program outlines how Council will deliver and resource these strategies over the following four-year period.

## **RESOURCING STRATEGY**

The Resourcing Strategy outlines the resources available in terms of people, finances and assets. The Resource Strategy includes the following three components:

- **Asset Management Strategy** sets the direction for Council to determine what level of service is required for the infrastructure and assets it has, or is to be developed, to meet the needs of the community.
- **Long-Term Financial Plan** outlines how Council will structure its available financial resources to achieve the strategic objectives over a 10-year timeframe.
- **Workforce Plan** assists Council to have the right number of people who are appropriately skilled to assist in achieving the strategic objectives within Council's budget constraints.

## **OPERATIONAL PLAN**

The Operational Plan sets specific actions to be achieved within the next financial year. It is supported by an annual budget.

## **ANNUAL REPORT**

The Annual Report reflects and reports on Council's strategic objectives, operations and performance for the financial year.

## **END OF TERM REPORT**

In the last year of Council's term of office, an end-of-term report is prepared as an additional section for the Annual Report, outlining progress in achieving the objectives of the Community Strategic Plan during its term in office.

# DEVELOPING OUR OPERATIONAL PLAN

## OUR OPERATIONAL PLAN

In line with the Local Government Act 1993, Council must prepare and adopt an Operational Plan each financial year, outlining the activities to be undertaken that year, as part of the Delivery Program.

The Operational Plan must include the Statement of Revenue Policy detailing the estimated income and expenditure, ordinary rates and special rates, proposed fees and charges, Council's proposed pricing methodology, and proposed borrowings.

Strategies identified in the Community Strategic Plan flow down into the Delivery Program, with the Delivery Program outlining how Council will deliver these strategies over the four-year period. Specific actions to be carried out over a twelve-month period and financial and resource allocation are described in the Operational Plan.

The association between the Community Strategic Plan, Delivery Program and Operational Plan is demonstrated in the following Figure.

**Figure 2: Operational Plan Association**



## REPORTING & MEASURING PROGRESS

The General Manager reports quarterly to Council on the budget in the Operational Plan and on our progress against actions identified in the plan. Council must report on the Delivery Program every six months. Actions in the Operational Plan are determined in the Delivery Program.

Measurable targets have been aligned with actions in this Operational Plan to allow Council to monitor its progress in achieving the plan.



## YOUR COUNCIL

**The community vision, values and guiding principles underpin the development, implementation and monitoring of the Narrabri Shire Council Operational Plan and provide guidance for future decision-making processes.**

### **OUR SHARED VISION**

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

### **COUNCIL’S VALUES**

Narrabri Shire Council’s Values (ILCARE) are at the very core of what we do and help build and maintain our family friendly, cohesive and progressive culture.

Our values guide our behaviour, how we go about our work, how we engage with each other and our customers, the choices we make and how we spend our time. Our values should be reflected in our everyday actions and decisions and by all employees, regardless of their position and whether they are with us for a short time or long-term career.

The figure on the following page summarises our Values.

**Figure 3: Narrabri Shire Council Values**

## Our Values



### Integrity

Ensuring transparency and honesty in all our activities.



### Leadership

Providing guidance and direction to our community and our people.



### Customer Focus

Delivering prompt, courteous and helpful services and being responsive to the community's changing needs.



### Accountability

Accepting our responsibility for the provision of quality services and information.



### Respect

Treating everyone with courtesy, dignity and fairness.



### Excellence

Being recognised for providing services, programs and information which consistently meet and exceeds standards.

# YOUR COUNCIL

## OUR GUIDING PRINCIPLES

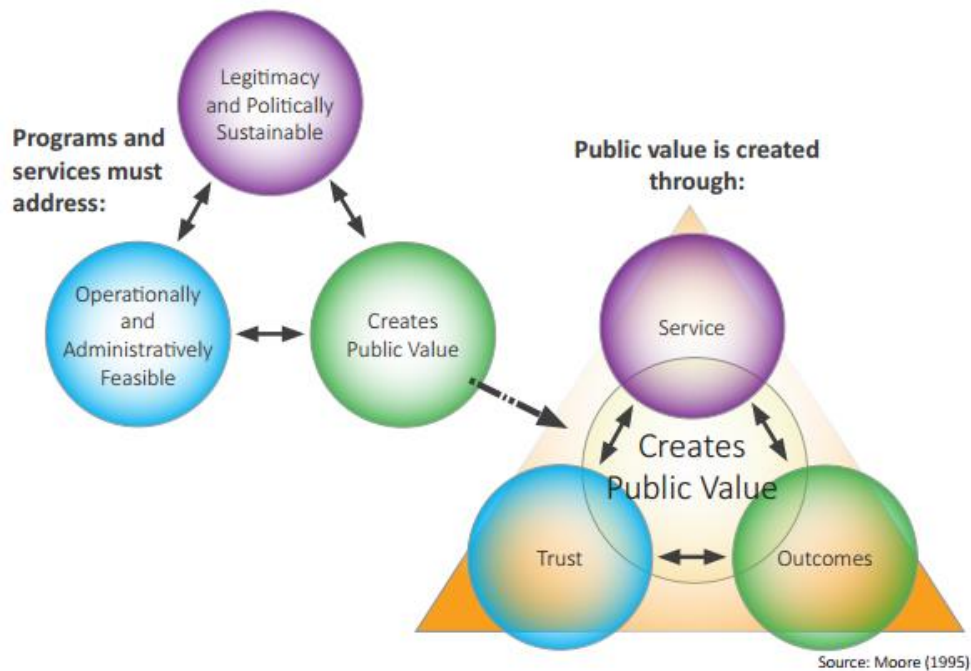
**Social Justice:** Social justice principles, derived from the NSW Government's Social Justice Strategy, promote:

- **Equity** in our decision making, prioritisation and allocation of resources.
- **Fair access** to essential services, resources and opportunities to improve our quality of life.
- **Genuine participation and consultation** in the decisions affecting our lives.
- **Equal rights** for all people, irrespective of linguistic, cultural or religious backgrounds, to participate in community life.

**Public Value Model:** Moores Public Value Model describes the value that Council contributes, in program and service provision, to the community. Figure 3 captures the key elements of the Public Value Model and demonstrates how each element must work together to meet the interest of the broader community:

- **Sustainable** legitimately and politically.
- **Feasible** operationally and administratively.
- **Valuable** to the broader community.

**Figure 4: Public Value Model**



# YOUR COUNCIL

## COUNCIL'S ROLE

Council plays a major role in supporting plan, integrating the plan with initiatives that are already underway, communicating plans for the future and working with others to make progress, including Federal and State Governments, community groups and residents.

Council's role is summarised into the following key responsibilities:

- **Provider** through the provision of essential community services and infrastructure delivery.
- **Advocate** by promoting and lobbying on behalf of the community to achieve desirable outcomes.
- **Facilitator** by assisting interaction and forming strategic alliances to promote sustainability.

## KEY PARTNERS

Achieving our Community Strategic Plan requires the involvement of all community members, community groups, businesses and government agencies. Our key community partners include:

- Community groups
- Industry and business groups
- Arts and cultural groups
- Environmental agencies
- Social welfare groups
- Transport providers
- Healthcare providers
- Tourists and visitors
- Education and training providers
- Police and emergency providers
- Telecommunication providers
- Government agencies
- Non-government agencies
- Sporting and recreation groups
- Media networks

# YOUR COUNCIL

## OUR ELECTED COUNCILLORS

Our elected Councillors represent the Narrabri Shire on Council matters in accordance with the Local Government Act and associated legislation. Nine Councillors were elected in September 2016 and will hold office until September 2020.



Mayor  
Cr Cathy Redding



Deputy Mayor  
Cr Robert Kneale



Cr Maxine Booby



Cr Ron Campbell



Cr Ron Campey



Cr Lloyd Finlay



Cr Ann Loder



Cr Annie McMahon



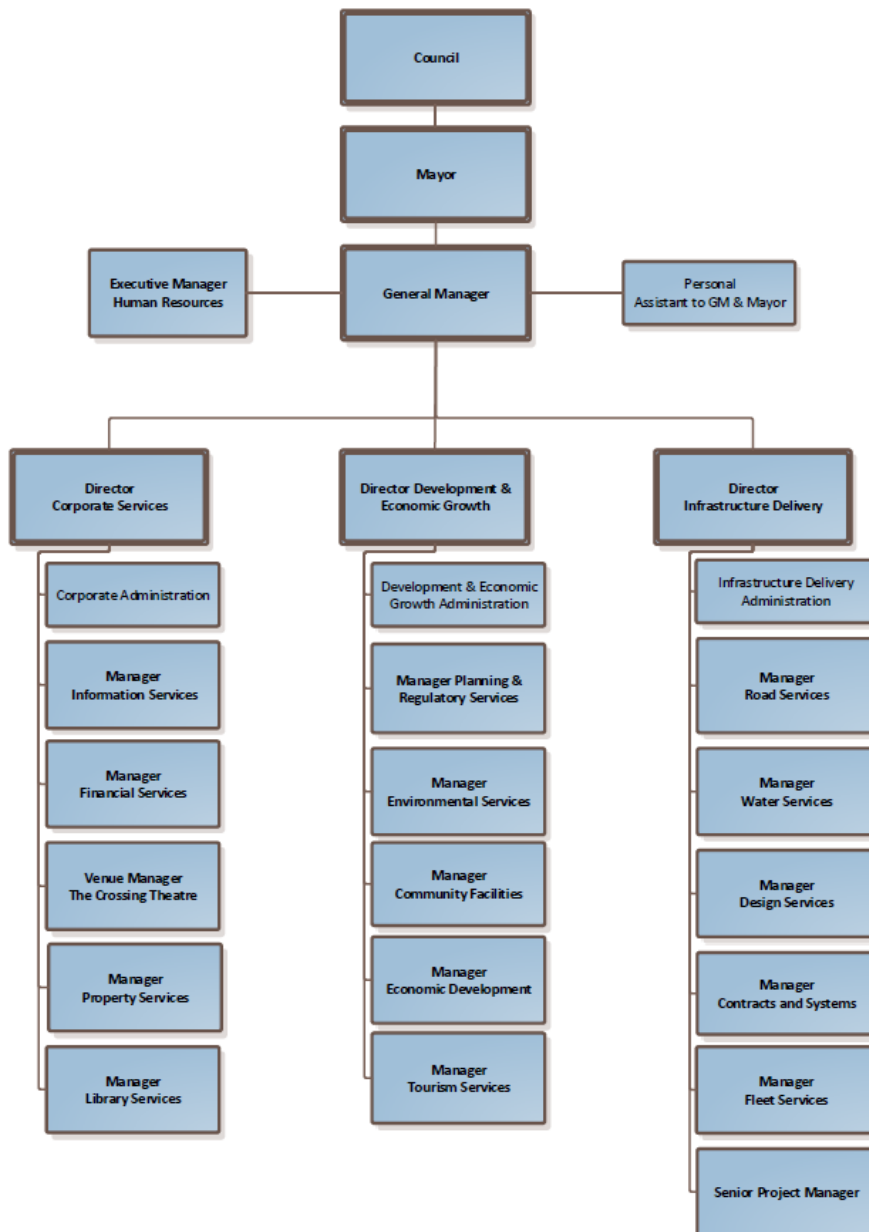
Cr Cameron Staines

# YOUR COUNCIL

## OUR ORGANISATIONAL STRUCTURE

Narrabri Shire Council is consistently reviewing its workforce requirements to adequately resource and deliver essential community services and infrastructure across the Shire. Maintaining a balanced and professional workforce allows Council to improve its service and infrastructure provision and create opportunities for employees to develop their professional experience and expertise. Council will continue to review its organisational structure to ensure it aligns with service level requirements to meet community needs.

**Figure 5: Narrabri Shire Council Organisational Structure**



# OUR STRATEGIC DIRECTIONS

## OUR FUTURE DIRECTIONS

Our Community Strategic Plan is based on four key Strategic Directions. Together, they provide a strong foundation for planning the *social, environmental, economic and civic leadership* outcomes for our Shire with the purpose of achieving our shared vision and strategic directions.

These Strategic Directions align with our Community Vision. They also recognise that all our communities share similar aspirations, including a safe and inclusive place to live, a sustainable environment, opportunities for employment and tourism, as well as proactive leadership and essential service and infrastructure delivery.

Under each Strategic Direction are a number of Strategic Objectives, and for each Strategic Objective are a series of Strategies and Actions which demonstrate Narrabri Shire's focus for the next 10 years.

The figure on the following page summarises our Vision and Strategic Direction.

**Figure 6: Narrabri Shire Council Vision and Strategic Direction**

## Our Vision

A strong and vibrant regional growth centre providing a quality living environment for the entire Shire community.

## Our Strategic Direction



### Theme 1: Our Society

#### Strategic Direction 1: Safe, Inclusive and Connected Community

*A safe, supportive community where everyone feels welcomed, valued and connected.*

---



### Theme 2: Our Environment

#### Strategic Direction 2: Environmentally Sustainable and Productive Shire

*Maintaining a healthy balance between our natural and built environments.*

---



### Theme 3: Our Economy

#### Strategic Direction 3: Progressive and Diverse Economy

*A strong, diverse economy that attracts, retains and inspires business, industry and tourism growth.*

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### Theme 4: Our Civic Leadership

#### Strategic Direction 4: Collaborative and Proactive Leadership

*Working pro-actively together to achieve our shared vision with strong strategic direction.*





## THEME 1: OUR SOCIETY

### STRATEGIC DIRECTION 1: SAFE, INCLUSIVE AND CONNECTED COMMUNITY

*By 2027, we will provide a safe, supportive community where everyone feels welcome, valued and connected.*

#### COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire community identified several social priority areas to be actioned over the 2019 - 2020 financial year.

#### COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

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

#### COMMUNITY OUTCOMES

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

- Increased community arts, events and entertainment
- Reduction in anti-social behaviour and public offences
- Improved community accessibility and inclusiveness
- Improved sport and recreational services and facilities
- Improved educational services and learning pathways
- Improved community health and support services

## THEME 1: OUR SOCIETY

### STRATEGIC DIRECTION 1: SAFE, INCLUSIVE AND CONNECTED COMMUNITY

<b>Strategy Objective: 1.1 - Community health, safety and support services will adequately meet changing community needs</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>1.1.1 - Support and encourage health and wellbeing programs and services to improve resident lifestyles</b>	1.1.1.1 - Develop educational and recreational programs in all branch Libraries at least on a quarterly basis.	Corporate Services	Library Manager
	1.1.1.4 - Draft a Plan of Management for the Narrabri Creek Sport and Recreation Precinct incorporating recommendations of Narrabri Shire Sport and Recreation Plan.	Development and Economic Growth	Community Facilities Manager
	1.1.1.5 - Seek additional funding for library educational and recreational programs to meet changing community needs.	Corporate Services	Library Manager
<b>1.1.2 - Maximise community safety through the implementation of crime prevention and risk management actions</b>	1.1.2.1 – Apply Crime Prevention Through Environmental Design (CPTED) principles to the design and maintenance of parks, open spaces and amenities to enhance public safety.	Development and Economic Growth	Community Facilities Manager
	1.1.2.3 - Support and liaise with community groups and local residents regarding traffic and alcohol free-zoning requirements.	Infrastructure Delivery	Design Services Manager
	1.1.2.6 - Promotion campaign from Council to the community that will raise awareness of CCTV.	Corporate Services	Community Relations Manager
	1.1.2.7 - Monitor, review and evaluate progress of the Narrabri Shire Crime Prevention Strategy through the facilitation of quarterly Crime Prevention Committee meetings.	Development and Economic Growth	Economic Development Manager

<b>Strategy Objective: 1.1 - Community health, safety and support services will adequately meet changing community needs</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>1.1.2 - Maximise community safety through the implementation of crime prevention and risk management actions</b>	1.1.2.13 - Conduct annual condition inspections for all land and buildings to maintain public safety.	Corporate Services	Property Services Manager
	1.1.2.14 – Identify existing black spot areas through community consultation within Narrabri Shire road network.	Infrastructure Delivery	Design Services Manager
	1.1.2.16 – Develop and adopt a new Crime Prevention Strategy for Narrabri Shire; and embed into relevant Council’s strategies and plans.	Development and Economic Growth	Economic Development Manager
	1.1.2.18 - Install / upgrade CCTV in areas to include CBD, Visitor Information Centre Precinct, Narrabri Library, Airport, the Narrabri Aquatic Centre, the Administration Building, the Depot, Wee Waa CBD.	Corporate Services	Information Services Manager
	1.1.2.19 – Monitor, review and evaluate progress of Narrabri Shire Access & Inclusion Advisory Committee Strategy and report to community at quarterly Access & Inclusion Advisory committee meetings.	Development and Economic Growth	Economic Development Manager
<b>1.1.3 - Child and aged care supply meets community needs</b>	1.1.3.3 - Explore options for developing a "Civic Precinct" in the vicinity of the old Boggabri Bowling Club site.	Corporate Services	Property Services Manager
<b>1.1.4 - Youth of the shire are engaged and supported through the provision of adequate programs and training services to facilitate the retention of our young people</b>	1.1.4.1 - Investigate and develop pathways to engage, train and retain young people in the workforce.	General Manager	Executive Manager Human Resources
	1.1.4.2 - Prepare a Local Youth Employment Strategy and identify opportunities for addressing skills shortage areas through offering traineeships and cadetships to the local community.	Development and Economic Growth	Economic Development Manager
	1.1.4.4 - Lobby for increased access to skills training within Narrabri Shire.	Development and Economic Growth	Economic Development Manager

<b>Strategy Objective: 1.1 - Community health, safety and support services will adequately meet changing community needs</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>1.1.4 - Youth of the shire are engaged and supported through the provision of adequate programs and training services to facilitate the retention of our young people</b>	1.1.4.6 – Establish and operate a Narrabri Shire Youth Council in collaboration with the Shires Schools.	Development and Economic Growth	Economic Development Manager
	1.1.4.9 – Council to undertake discussions with Cotton Seed Distributors, Sydney University, Narrabri Shire schools and educational facilities (and other interested parties) about jointly establishing a learning and development centre potentially located at Federation Farm or any other alternate feasible Shire location.	Development and Economic Growth	Economic Development Manager

<b>Strategy Objective: 1.2 - Our vibrant country lifestyle will be enhanced through embracing our recreational and cultural diversity</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>1.2.1 - Major towns have attractive and welcoming CBD areas that provide opportunities for social interaction</b>	1.2.1.2 - Investigate, design and implement renovation/improvements to Wee Waa CBD.	Development and Economic Growth	Community Facilities Manager
	1.2.1.3 - Engage with business owners to ensure shop fronts are well maintained.	Development and Economic Growth	Planning and Regulatory Services Manager
<b>1.2.2 - Promote and support the development of and access to creative arts</b>	1.2.2.1 - Explore opportunities for the provision of arts and cultural events in all towns and villages.	Corporate Services	Venue Manager
	1.2.2.2 - Facilitate cultural shows at The Crossing Theatre.	Corporate Services	Venue Manager
	1.2.2.3 - Encourage and support the Narrabri Eisteddfod.	Corporate Services	Venue Manager

<b>Strategy Objective: 1.2 - Our vibrant country lifestyle will be enhanced through embracing our recreational and cultural diversity</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>1.2.3 - Maximise community access to existing natural environmental assets across the Shire</b>	1.2.3.2 - Review access and investigate support infrastructure to the waterways in the three major towns.	Development and Economic Growth	Community Facilities Manager
	1.2.3.3 – Review sign posting for adequacy and incorporate latest digital technology to raise awareness of assets across the Shire.	Development and Economic Growth	Tourism Manager
	1.2.3.5 – Investigate viability of establishing tours at peak times of significant environmental assets.	Development and Economic Growth	Tourism Manager
	1.2.3.6 - Assessment of Federation Farm irrigation area to ensure irrigation practices remain sustainable in the long term.	Infrastructure Delivery	Water Services Manager
	1.2.3.7 – Undertake a preliminary feasibility study into the establishment of a weir down-stream from The Crossing Theatre	Infrastructure Delivery	Design Services Manager
<b>1.2.4 - Promote and support Reconciliation in partnership with the aboriginal community</b>	1.2.4.7 – In conjunction with the Aboriginal community successfully organise and run Reconciliation Week.	Development and Economic Growth	Economic Development Manager
	1.2.4.8 – In conjunction with the Aboriginal community successfully organise and run NAIDOC Week.	Development and Economic Growth	Economic Development Manager
	1.2.4.9 – In conjunction with the Aboriginal community progress the State Heritage Register nomination for Waterloo Creek.	Development and Economic Growth	Economic Development Manager
	1.2.4.10 – Establish and have adopted a Sporting Wall of Fame Policy.	Development and Economic Growth	Economic Development Manager

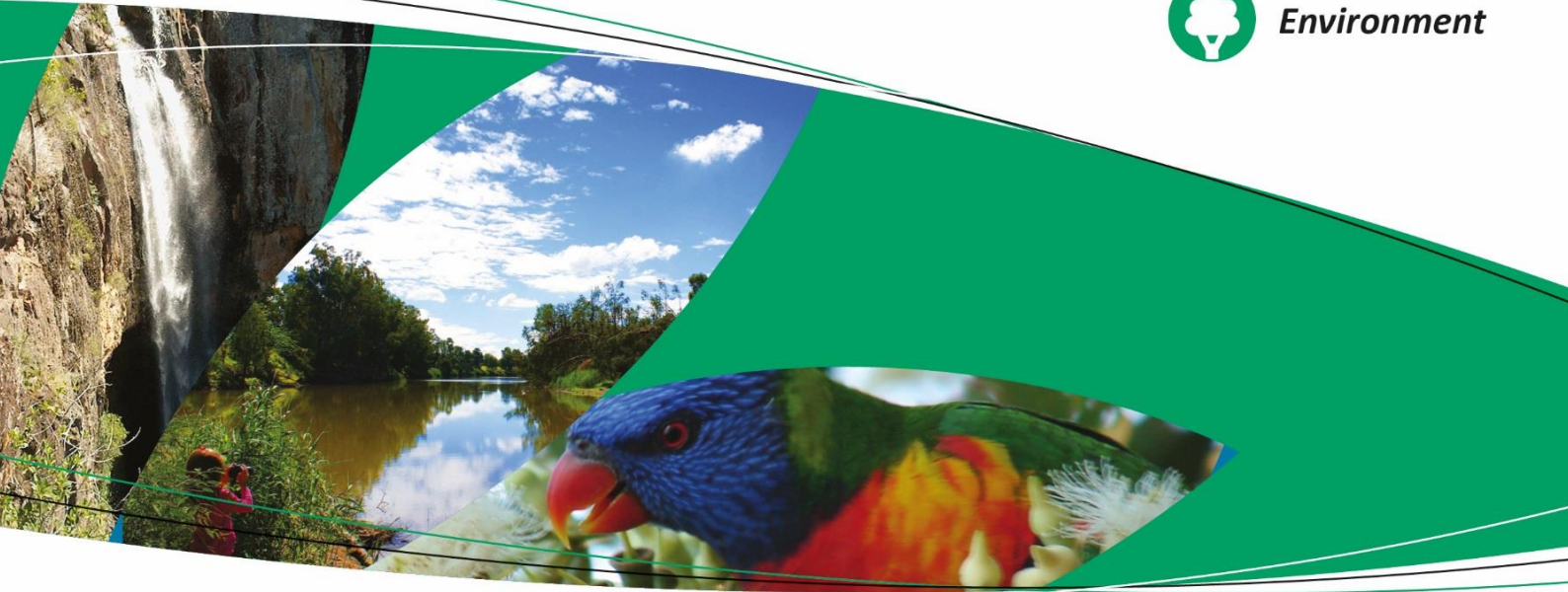
<b>Strategy Objective: 1.3 - Our communities will be provided with facilities and services to increase social connectivity and accessibility</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>1.3.1 - Ensure adequate community transport is available to access essential health care and social needs</b>	1.3.1.6 – Promote Narrabri Shire as a rewarding and viable location to attract medical professionals.	Development and Economic Growth	Economic Development Manager
<b>1.3.3 - All towns and villages have access to at least one quality meeting place to facilitate social gathering</b>	1.3.3.2 - Commence planning to ensure all towns and villages have a quality park facility.	Development and Economic Growth	Community Facilities Manager
<b>1.3.4 - Continually improve access to community facilities and services across the Shire</b>	1.3.4.4 - Promote an understanding of inclusion within the business community through distribution of information and support for educational programs.	Development and Economic Growth	Economic Development Manager
	1.3.4.5 - Incorporate an understanding of the needs of people with a disability into the staff induction process.	General Manager	Executive Manager Human Resources
	1.3.4.6 - All capital works projects will incorporate upgrades that are consistent with inclusion and accessibility requirements.	Infrastructure Delivery	Design Services Manager
	1.3.4.7 - Ensure inclusion and accessibility requirements are examined when improving children’s playgrounds.	Development and Economic Growth	Community Facilities Manager
	1.3.4.11 - Council to encourage and support people with a disability to apply for positions at Council.	General Manager	Executive Manager Human Resources
	1.3.4.18 - Provide accurate, timely and comprehensive accessibility information about events within the Shire.	Development and Economic Growth	Tourism Manager

<b>Strategy Objective: 1.3 - Our communities will be provided with facilities and services to increase social connectivity and accessibility</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>1.3.4 - Continually improve access to community facilities and services across the Shire</b>	1.3.4.20 - Support interagency meetings to improve communications and develop mutually beneficial outcomes.	Development and Economic Growth	Economic Development Manager
	1.3.4.21 – Support Boggabri, Narrabri and Wee Waa in establishing Dementia Friendly Towns.	Development and Economic Growth	Economic Development Manager
	1.3.4.24 - Investigate a premiere precinct for gun clubs within the Shire.	Development and Economic Growth	Planning and Regulatory Services Manager

<b>Strategy Objective: 1.4 - A diverse range of quality learning options will be available to improve knowledge and skills within the community</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>1.4.1 - Ensure our schools are provided with the resources required to deliver quality learning outcomes and retain student numbers</b>	1.4.1.1 – Investigate options for schools to share facilities with Council.	Development and Economic Growth	Community Facilities Manager
	1.4.1.2 - Facilitate and support the continued operation of the Federation Farm share farming agreement.	Infrastructure Delivery	Water Services Manager
<b>1.4.2 - Improve access to learning options for mature residents</b>	1.4.2.3 - Lobby for the expansion of existing educational offerings in Narrabri Shire.	Development and Economic Growth	Economic Development Manager

<b>Strategy Objective: 1.4 - A diverse range of quality learning options will be available to improve knowledge and skills within the community</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>1.4.4 - Leverage off established research facilities to grow industry training hubs</b>	1.4.4.2 - Provide Science, Technology, Engineering and Mathematics (STEM) based programming in partnership with scientific leaders in the community.	Corporate Services	Library Manager





## THEME 2: OUR ENVIRONMENT

### STRATEGIC DIRECTION 2: ENVIRONMENTALLY SUSTAINABLE AND PRODUCTIVE SHIRE

*By 2027, we will maintain a healthy balance between our natural and built environments.*

#### COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire community identified several environmental priority areas to be actioned over the 2019 - 2020 financial year.

#### COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

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

#### COMMUNITY OUTCOMES

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

- Improved air, water and soil quality
- Reduction in domestic and industry waste
- Management of potential impacts from extractive industries
- Improved emergency service provision and resources
- Maintenance of heritage sites for future generation

## THEME 2: OUR ENVIRONMENT



### STRATEGIC DIRECTION 2: ENVIRONMENTALLY SUSTAINABLE AND PRODUCTIVE SHIRE

Strategy Objective: 2.1 - We will maintain our open spaces, natural environment and heritage for future generations			
Strategy	Action	Responsible Directorate	Responsible Manager
<b>2.1.1 - Conserve our aboriginal heritage through improved awareness</b>	2.1.1.1 – Develop and implement an Aboriginal Engagement Strategy in partnership with the Aboriginal community.	Development and Economic Growth	Planning and Regulatory Services Manager
	2.1.1.2 - Complete an Aboriginal Heritage Study to identify sites for inclusion in the Narrabri LEP.	Development and Economic Growth	Planning and Regulatory Services Manager
	2.1.1.3 - Ensure Council staff are provided with basic training to identify potential aboriginal heritage items.	General Manager	Executive Manager Human Resources
<b>2.1.2 - Planning controls appropriately identify and conserve open spaces and natural environmental areas</b>	2.1.2.1 - Implement the Narrabri Lake Plan of Management to improve the natural values of water body, surrounding parkland and recreational use.	Development and Economic Growth	Community Facilities Manager
	2.1.2.2 – Undertake comprehensive review of the LEP 2012.	Development and Economic Growth	Planning and Regulatory Services Manager
	2.1.2.3 – Develop and implement Plans of Management for urban open spaces and environmental areas.	Corporate Services	Property Services Manager
<b>2.1.3 - Passive recreational open spaces are well maintained and accessible for public use</b>	2.1.3.2 - Work with RMS to provide walk and cycle facilities as per the network plans in Section 6.0 along RMS roads through the towns and provide crossings at convenient locations.	Infrastructure Delivery	Design Services Manager

<b>Strategy Objective: 2.1 - We will maintain our open spaces, natural environment and heritage for future generations</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>2.1.3 - Passive recreational open spaces are well maintained and accessible for public use</b>	2.1.3.4 - Support the use of quieter rural roads for cycle training purposes by identifying a number of well used roads and ensuring they are regularly maintained and warning signs provided to "Watch for Bikes" along these routes.	Infrastructure Delivery	Design Services Manager
	2.1.3.5 - Provide support facilities such as wayfinding and health signage, seating and drinking fountains along key recreational routes in each township. Exercise stations should also be considered for key routes.	Infrastructure Delivery	Design Services Manager
	2.1.3.6 - Ensure appropriate regulatory and guidance signage is provided on all existing and proposed walk and cycle facilities.	Infrastructure Delivery	Design Services Manager
	2.1.3.7 - Develop local information brochures and website information on safe walk and cycle practices, to be made available at community information locations in the Shire (e.g. public libraries) and at tourist information kiosks. Incorporate education material on road rules, rules and etiquettes on sharing pathways and sharing the road. This should include existing infrastructure maps and suggestions for health and tourist walks/rides, links to community groups holding rides, etc.	Infrastructure Delivery	Design Services Manager
	2.1.3.8 - Work with NSW Police to increase helmet wearing by cyclists in the Shire, as well as enforcing parking on footpaths.	Infrastructure Delivery	Design Services Manager
	2.1.3.11 - Participate in National Ride/Walk to Work and Ride/Walk to School days and support other cycle events in the Shire (eg Santos North West Cycle Tour) and encourage others to be held. Promote these events to the community and encourage involvement by holding competitions and BBQ breakfast events.	Infrastructure Delivery	Design Services Manager

<b>Strategy Objective: 2.1 - We will maintain our open spaces, natural environment and heritage for future generations</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>2.1.3 - Passive recreational open spaces are well maintained and accessible for public use</b>	2.1.3.14 - Develop a Safe Routes for Seniors program in the Shire by auditing popular routes in association with a senior/aged care facility, make improvements and then promote their use (including signage of routes).	Infrastructure Delivery	Design Services Manager
	2.1.3.15 - In association with schools, audit key routes to school and improve the facilities along these routes.	Infrastructure Delivery	Design Services Manager
	2.1.3.16 - Encourage schools to audit their bicycle parking to make sure it is secure, visible and sheltered from the elements.	Infrastructure Delivery	Design Services Manager
	2.1.3.18 - Review existing maintenance program to ensure it incorporates regular maintenance of footpaths, shared paths and on road cycle facilities.	Infrastructure Delivery	Road Services Manager
	2.1.3.21 - Promote the use of Council's passive recreational open spaces through advertising on Council's webpage, newspaper, Visitor Information Centre and Libraries.	Development and Economic Growth	Community Facilities Manager
<b>2.1.4 - Minimise the impacts of noxious weeds and feral and domestic animals on the environment</b>	2.1.4.1 - Work with the Northern Inland Weeds Advisory Committee, Catchment Management Authorities, Landcare and other "care" groups to ensure a co-ordinated approach to weed management programs over all land tenures.	Development and Economic Growth	Environmental Services Manager
	2.1.4.2 - Prepare and implement management plans for individual Priority Weeds.	Development and Economic Growth	Environmental Services Manager
	2.1.4.3 - Increase surveillance and use a weed software to map weed infestation, to ensure effective management programs are undertaken in infested areas.	Development and Economic Growth	Environmental Services Manager

<b>Strategy Objective: 2.1 - We will maintain our open spaces, natural environment and heritage for future generations</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>2.1.4 - Minimise the impacts of noxious weeds and feral and domestic animals on the environment</b>	2.1.4.4 - Promote best weed management practices to landholders, including a range of control techniques for integrated weed management.	Development and Economic Growth	Environmental Services Manager
	2.1.4.5 - Work with other vegetation managers and land management agencies to ensure weed management programs are included in vegetation management programs.	Development and Economic Growth	Environmental Services Manager
	2.1.4.6 - Promote vegetation rehabilitation as a key part of weed management.	Development and Economic Growth	Environmental Services Manager
	2.1.4.8 - Support animal owners through educational materials to maintain animal behaviour that is consistent with the expectations of the community.	Development and Economic Growth	Planning and Regulatory Services Manager
	2.1.4.9 - Seek funding to support microchipping, desexing and responsible companion animal program campaigns.	Development and Economic Growth	Planning and Regulatory Services Manager
	2.1.4.11 - Prevent, eradicate and contain the spread of Biosecurity Matters in the Narrabri Shire Area by increasing the number of patrols and weed management actions.	Development and Economic Growth	Environmental Services Manager

<b>Strategy Objective: 2.2 - We will protect our environment through sustainable planning and well-resourced emergency services</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>2.2.1 - Community emergency service providers are well resourced to adequately prepare</b>	2.2.1.1 - Actively partner with the Rural Fire Service (RFS) and State Emergency Services (SES) to ensure plant and equipment are appropriate.	Infrastructure Delivery	Manager Fleet and Plant

<b>Strategy Objective: 2.2 - We will protect our environment through sustainable planning and well-resourced emergency services</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>and respond to natural disasters and emergencies</b>	2.2.1.3 – Ensure Narrabri Shire has identified and adequately resourced Disaster Recovery site(s).	Infrastructure Delivery	Director Infrastructure Delivery
	2.2.1.4 - Facilitate and support the Local Emergency Management Committee.	Infrastructure Delivery	Manager Fleet and Plant
<b>2.2.2 - Protect and rehabilitate degraded and fragmented areas and enhance corridors that connect remnant bushland</b>	2.2.2.1 - Encourage the formation of active landcare groups throughout the Shire and involve groups in Council rehabilitation programs.	Development and Economic Growth	Environmental Services Manager
	2.2.2.5 - Develop and implement strategies to achieve coordinated establishment of biodiversity corridors.	Development and Economic Growth	Environmental Services Manager
	2.2.2.6 - Seek funding to protect and rehabilitate land owned by Council.	Development and Economic Growth	Environmental Services Manager
<b>2.2.3 - Ensure Council and government agencies have a robust compliance program to protect environmental assets</b>	2.2.3.1 - Review extractive industries environmental compliance reports and plans annually.	Development and Economic Growth	Environmental Services Manager
	2.2.3.3 – Request state regulatory authorities present annually to Council.	Development and Economic Growth	Planning and Regulatory Services Manager

<b>Strategy Objective: 2.2 - We will protect our environment through sustainable planning and well-resourced emergency services</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>2.2.4 - Decision making will be informed by the principles of Ecologically Sustainable Development and the precautionary principle</b>	2.2.4.1 – Regionally and state significant developments are assessed and reviewed against the principles of ecologically sustainable development and the precautionary principle.	Development and Economic Growth	Planning and Regulatory Services Manager
	2.2.4.2 – Provide training to Council managers to improve understanding of applying the principles of ecologically sustainable development (ESD).	General Manager	Executive Manager Human Resources

<b>Strategy Objective: 2.3 - Our natural resource consumption will be reduced and waste well managed</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>2.3.1 - Investigate and implement alternative energy technologies to reduce Council's carbon footprint</b>	2.3.1.2 - Investigate opportunities to increase energy efficiencies at Council facilities.	Corporate Services	Property Services Manager
	2.3.1.3 - Develop and implement plans for installing energy efficient technologies and innovations at identified Council facilities i.e. solar panels, LED lighting, air-conditioning.	Corporate Services	Property Services Manager
	2.3.1.5 - Investigate opportunities to replace street lighting in low traffic areas to LED.	Infrastructure Delivery	Road Services Manager
<b>2.3.2 - Implement a waste management strategy focusing on waste avoidance, reusing and recycling to minimise the proportion of waste sent to landfill and to maximise the use of our natural resources</b>	2.3.2.15 – Develop and adopt a Waste Management Strategy for the Shire.	Development and Economic Growth	Environmental Services Manager
	2.3.2.8 - Conduct educational programs for community members on the effects on kerb side collection contamination.	Development and Economic Growth	Environmental Services Manager
	2.3.2.11 - Event organisers are required to provide recycling facilities at all events with a patronage greater than 100.	Development and Economic Growth	Tourism Manager

<b>Strategy Objective: 2.3 - Our natural resource consumption will be reduced and waste well managed</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>2.3.3 - Conserve and manage our natural water resources for environmental and agricultural sustainability</b>	2.3.3.1 - Provide accurate bulk metering and customer metering to minimise water loss.	Infrastructure Delivery	Water Services Manager
	2.3.3.4 - Establish a monitoring program to analyse the water quality in the main waterbodies of the Shire that includes periodic water sampling.	Infrastructure Delivery	Water Services Manager
	2.3.3.5 - Investigate expansion of Water supply in Gwabegar; specifically but not limited to Silo Road, Wombo Road and Baradine Creek Road.	Infrastructure Delivery	Water Services Manager
	2.3.3.6 - Investigate and communicate water quality improvement and pricing for Town and Village Water supplies.	Infrastructure Delivery	Water Services Manager
	2.3.3.7 – Engage with the Community on the subject of a treated water supply.	Infrastructure Delivery	Water Services Manager
	2.3.3.8 - Development of an upgrade plan for the Narrabri Wastewater Treatment Plant. Planned completion.	Infrastructure Delivery	Water Services Manager

<b>Strategy Objective: 2.4 - The impacts of extractive industries on the environment will be minimised</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>2.4.1 - The community is informed by real time regional dust monitoring data to inform personal decisions</b>	2.4.1.1 - Lobby for installation of an independent regional dust monitoring system, with a specific site being located in or in close proximity to Boggabri.	Development and Economic Growth	Environmental Services Manager
	2.4.1.2 - Work cooperatively with mining companies and environmental groups to monitor impacts of dust.	Development and Economic Growth	Environmental Services Manager



<b>Strategy Objective: 2.4 - The impacts of extractive industries on the environment will be minimised</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>2.4.2 - Projects are managed to minimise active disturbance areas and limit time to revegetation</b>	2.4.2.1 - All submissions on extractive industry state significant developments will request no final void as a condition of consent.	Development and Economic Growth	Planning and Regulatory Services Manager
	2.4.2.2 - All submissions on extractive industry state significant developments will request mine plans as a condition of consent that minimise active mining footprints.	Development and Economic Growth	Planning and Regulatory Services Manager
	2.4.2.3 – Develop a rehabilitation plan for unused Council owned quarries	Infrastructure Delivery	Road Services Manager
<b>2.4.3 - Ground water extractions are maintained in an environmentally sustainable manner to ensure long term viability and quality</b>	2.4.3.1 - Monitor water quality performance and identify trends.	Infrastructure Delivery	Water Services Manager
	2.4.3.2 - Engage with lead regulator of major projects to ensure the community is informed of their actions to regulate water extractions.	Development and Economic Growth	Environmental Services Manager
<b>2.4.4 - Potential environmental and community impacts are minimised through thorough assessment and independent monitoring</b>	2.4.4.1 - Council's gravel pits are operated and maintained in an environmentally compliant manner.	Infrastructure Delivery	Road Services Manager
	2.4.4.2 - Participate in public exhibition processes for major state significant developments to protect the community interests.	Development and Economic Growth	Planning and Regulatory Services Manager
	2.4.4.3 - Lobby the NSW Government for monitoring actions to be performed by the regulators at the proponents cost.	Development and Economic Growth	Planning and Regulatory Services Manager



## **THEME 3: OUR ECONOMY**

### **STRATEGIC DIRECTION 3: PROGRESSIVE AND DIVERSE ECONOMY**

*By 2027, we will have developed a strong, diverse economy that attracts, retains and inspires business, industry and tourism growth.*

#### **COMMUNITY ENGAGEMENT**

Through extensive community engagement, the Narrabri Shire community identified several economic priority areas to be actioned over the 2019 - 2020 financial year.

#### **COMMUNITY SERVICES**

Current services provided within the Narrabri Shire community include:

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

#### **COMMUNITY OUTCOMES**

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

- Increased community events, conferences and entertainment
- Increased employment through industry innovation, investment and value adding
- Established freight hub for the Northern Inland Region
- Increased housing availability and affordability
- Broadened economic base

## THEME 3: OUR ECONOMY

### STRATEGIC DIRECTION 3: PROGRESSIVE AND DIVERSE ECONOMY

<b>Strategy Objective: 3.1 - We will stimulate business and tourism by maximising our assets and attracting regional events</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>3.1.1 - Identify and facilitate a diverse event, conference and entertainment program</b>	3.1.1.1 - Review the brand and market position of The Crossing Theatre.	Corporate Services	Venue Manager
	3.1.1.2 - Identify external funding opportunities to assist with the provision of events through The Crossing Theatre.	Corporate Services	Venue Manager
	3.1.1.3 - Identify opportunities for corporate, association, not for profit and government organisations to host regional and rural conferencing in Narrabri Shire.	Corporate Services	Venue Manager
	3.1.1.4 - Develop and maintain relationships with national and international touring promoters.	Corporate Services	Venue Manager
	3.1.1.5 - Investigate the feasibility to continue with child and youth school holiday programs.	Corporate Services	Venue Manager
<b>3.1.2 - Facilitate the provision of a quality tourism product to present to visitors</b>	3.1.2.2 - Investigate the improvement of the Rose Street/Main Street/Kamilaroi Highway intersection to encourage travellers into Rose Street creating a visual stimulus that attracts attention. Possible improvements could include landscaped 'blisters', centre-line tree planting, and/or public art, couples with changes in the directional signage.	Development and Economic Growth	Tourism Manager
	3.1.2.9 – Improve the gateway entry signage on the Shire boundaries.	Development and Economic Growth	Tourism Manager

<b>Strategy Objective: 3.1 - We will stimulate business and tourism by maximising our assets and attracting regional events</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>3.1.2 - Facilitate the provision of a quality tourism product to present to visitors</b>	3.1.2.11 – Review, update and adopt the Tourism Destination Management Plan and Strategic Action Plan 2020 – 2025 through community engagement and stakeholder consultation.	Development and Economic Growth	Tourism Manager
	3.1.2.12 – Develop a Management Plan for the Pilliga Artesian Bore Baths reflecting the local community’s aspirations for development and maintenance of the site, as well as appropriately integrating the tourism potential to attract visitors and therefore economic stimulus to Pilliga.	Development and Economic Growth	Community Facilities Manager
<b>3.1.3 - Implement the Narrabri CBD Master Plan to capture a greater proportion of highway traffic opportunities and improve shopping experience</b>	3.1.3.1 – Develop a Local Strategic Planning Statement (LSPS) and Local Growth Management Strategy for Narrabri Shire.	Development and Economic Growth	Planning and Regulatory Services Manager
	3.1.3.3 - Define key CBD entry point at intersection of Doyle and Tibbereena Street by introducing new road surface treatment, new landscaping and adding CBD entry signage.	Infrastructure Delivery	Road Services Manager
	3.1.3.4 - Permit two way entry/exit to Tourist Information and The Crossing Theatre car park.	Infrastructure Delivery	Design Services Manager
	3.1.3.7 – Investigate funding for a pergola or arbour structure to the existing seating area at each of the four (4) CBD Core block ends, combined with addition of new seating.	Development and Economic Growth	Community Facilities Manager
	3.1.3.9 - Maintain an attractive landscaped garden to the roundabout at the corner of Doyle and Maitland Street and to the roundabout at the corner of Dewhurst and Maitland Street.	Development and Economic Growth	Community Facilities Manager

<b>Strategy Objective: 3.1 - We will stimulate business and tourism by maximising our assets and attracting regional events</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>3.1.3 - Implement the Narrabri CBD Master Plan to capture a greater proportion of highway traffic opportunities and improve shopping experience</b>	3.1.3.10 - Council to actively encourage community use of the core Narrabri CBD area by facilitating community events and activities in the core Narrabri CBD area.	Development and Economic Growth	Tourism Manager
<b>3.1.4 - Airport facilities and services provide connectivity to capital city markets</b>	3.1.4.1 – Monitor and further develop the Airport Master Plan to meet community requirements.	Corporate Services	Property Services Manager
	3.1.4.2 - Encourage community use of, and support the retention of, existing Narrabri - Brisbane – Sydney RPT flight arrangement.	Corporate Services	Property Services Manager
	3.1.4.4 - Lobby Office of Transport Security to review proportionate security to allow smaller jet services to operate from Narrabri Airport without the need for full security screening regime.	Corporate Services	Property Services Manager
	3.1.4.5 - Actively seek new revenue streams to support Airport operations.	Corporate Services	Property Services Manager

<b>Strategy Objective: 3.2 - We will become a manufacturing and logistics hub for the northern inland region</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>3.2.1 - Promote Narrabri Shire as a national and state significant Manufacturing and Logistics Hub</b>	3.2.1.1 - Promote Narrabri Shire as being geographically and logistically positioned to accommodate a regional intermodal site.	Development and Economic Growth	Economic Development Manager

<b>Strategy Objective: 3.2 - We will become a manufacturing and logistics hub for the northern inland region</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>3.2.1 - Promote Narrabri Shire as a national and state significant Manufacturing and Logistics Hub</b>	3.2.1.3 – Hold discussions with national logistics companies regarding Narrabri Shire’s proposed Industrial and Logistics Hub.	Development and Economic Growth	Economic Development Manager
	3.2.1.4 - Lobby State & Commonwealth Governments for infrastructure development funding to establish a regional intermodal facility.	Development and Economic Growth	Economic Development Manager
<b>3.2.2 - Develop at least one flood free manufacturing and intermodal logistics site that has access to quality infrastructure and the proposed inland rail network</b>	3.2.2.1 - Adapt road strategies to manage the impact of regionally important projects such as the Inland Rail and other significant freight requirements on the future road network of the Narrabri Shire.	Infrastructure Delivery	Road Services Manager
	3.2.2.2 - Seek funding to develop the road network in support of regionally significant future projects such as the Inland Rail.	Infrastructure Delivery	Road Services Manager
	3.2.2.4 - Partner with industry and Government to facilitate development of a suitable intermodal facility.	Development and Economic Growth	Economic Development Manager
<b>3.2.3 - Explore opportunities for increasing efficiency of freight movements</b>	3.2.3.1 - Consult with relevant stakeholders on opportunities to increase efficiencies on freight movements to, through and from the Narrabri Shire.	Infrastructure Delivery	Design Services Manager
	3.2.3.2 - Develop a freight plan for Narrabri Shire to remove impediments to continuous movement of freight in the largest vehicle possible to key infrastructure.	Infrastructure Delivery	Design Services Manager

<b>Strategy Objective: 3.3 - Value adding and industry innovation will drive employment</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>3.3.1 - Value adding opportunities will be researched and pursued</b>	3.3.1.5 – Explore a partnership with the Department of Premier and Cabinet to undertake an Investment Attraction Strategy.	Development and Economic Growth	Economic Development Manager
<b>3.3.2 - Industry innovation trends will be determined, monitored and referenced to identify opportunities</b>	3.3.2.2 - In conjunction with State and Commonwealth Governments promote and facilitate business networking events.	Development and Economic Growth	Economic Development Manager
<b>3.3.4 - Promote opportunities created through abundant supply of energy and easy access to transport logistics</b>	3.3.4.1 - Encourage the establishment of a commercial solar power industry.	Development and Economic Growth	Economic Development Manager
	3.3.4.4 – Research industries that require access to substantial energy and approach to expand or relocate to Narrabri Shire.	Development and Economic Growth	Economic Development Manager

<b>Strategy Objective: 3.4 - Adequate housing options will be available to meet demands across the Shire</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>3.4.1 - Available residential land is adequate to meet demand in the local market</b>	3.4.1.1 - Maintain available developed land supplies in Boggabri, Wee Waa and Narrabri at numbers greater than the total of new dwellings constructed over the preceding three (3) years.	Development and Economic Growth	Planning and Regulatory Services Manager
	3.4.1.3 - Market and transact developed Shannon Estate blocks and englobo site.	Development and Economic Growth	Economic Development Manager

<b>Strategy Objective: 3.4 - Adequate housing options will be available to meet demands across the Shire</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>3.4.3 - Housing stock will reflect the changing demographic trend of smaller low maintenance properties</b>	3.4.3.2 - Identify and approach key lifestyle village developers to establish facilities in Narrabri Shire.	Development and Economic Growth	Economic Development Manager
	3.4.3.3 – Develop Employment Lands Delivery Plan Narrabri.	Development and Economic Growth	Planning and Regulatory Services Manager
	3.4.3.4 – Develop Housing Strategy for Narrabri Shire.	Development and Economic Growth	Planning and Regulatory Services Manager
<b>3.4.4 - Housing stocks will be maintained to a suitable standard</b>	3.4.4.1 - Carryout biennial inspections of urban areas to identify properties requiring repair or demolition.	Development and Economic Growth	Planning and Regulatory Services Manager
	3.4.4.2 - Implement an orders program to require action to repair or demolish derelict buildings.	Development and Economic Growth	Planning and Regulatory Services Manager





## **THEME 4: OUR CIVIC LEADERSHIP**

### **STRATEGIC DIRECTION 4: COLLABORATIVE AND PROACTIVE LEADERSHIP**

*By 2027, we will work proactively together to achieve our shared vision with strong, strategic direction.*

#### **COMMUNITY ENGAGEMENT**

Through extensive community engagement, the Narrabri Shire community identified several civic leadership priority areas to be actioned over the 2019 - 2020 financial year.

#### **COMMUNITY SERVICES**

Current services provided within the Narrabri Shire community include:

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

#### **COMMUNITY OUTCOMES**

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

- Improved community engagement and decision-making processes
- Well established community, industry, government and non-government partnerships
- Well maintained core infrastructure and service provision that delivers public value
- Transparent and accountable planning and reporting
- Financial efficiency and sustainability

## THEME 4: OUR CIVIC LEADERSHIP

### STRATEGIC DIRECTION 4: COLLABORATIVE AND PROACTIVE LEADERSHIP

<b>Strategy Objective: 4.1 - We will proactively engage and partner with the community and government to achieve our strategic goals</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>4.1.1 - Provide customer service excellence that is responsive to community needs</b>	4.1.1.2 - Implement New Customer Service Procedures.	Corporate Services	Community Relations Manager
	4.1.1.3 - Successfully organise and run Australia Day Event.	Development and Economic Growth	Economic Development Manager
	4.1.1.4 - Successfully organise and run the Lillian Hulbert Scholarship and award presentation and Seniors Festival and awards.	Development and Economic Growth	Economic Development Manager
	4.1.1.5 - Successfully organise and run International Women's Day Event.	Development and Economic Growth	Economic Development Manager
	4.1.1.6 - Successfully organise and run Youth Week activities.	Development and Economic Growth	Economic Development Manager
	4.1.1.7 - Successfully organise and run International Day of People with a Disability.	Development and Economic Growth	Economic Development Manager
	4.1.1.8 - Successfully organise the Bush Bursary Placement Program.	Development and Economic Growth	Economic Development Manager

<b>Strategy Objective: 4.1 - We will proactively engage and partner with the community and government to achieve our strategic goals</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>4.1.2 - Ensure the community is informed and involved in Council activities through implementing quality consultation</b>	4.1.2.1 - Produce relevant "factsheets" on major Council projects and initiatives in a timely manner.	Development and Economic Growth	Community Relations Manager
	4.1.2.2 – Conduct a customer satisfaction survey of the community.	Development and Economic Growth	Community Relations Manager
<b>4.1.3 - Develop and build strong, productive partnerships with State and Federal Governments</b>	4.1.3.3 - Maintain and further develop our relationship with the RMS to obtain best benefits for the Shire from the Roads Maintenance Council Contract for maintenance of state highways in the Shire.	Infrastructure Delivery	Road Services Manager
	4.1.3.4 - Participate in Regional and State Forums (For example JO, LGNSW, Country Mayors).	General Manager	General Manager
<b>4.1.4 - Grow volunteer capacity to achieve community outcomes</b>	4.1.4.1 - Continue to support and enable volunteer engagement within Council activities.	General Manager	Executive Manager Human Resources
	4.1.4.2 - Annual volunteer celebration held.	Development and Economic Growth	Economic Development Manager
	4.1.4.3 - Carry out Civic ceremonies and functions to celebrate and acknowledge achievements of the community.	Corporate Services	Community Relations Manager

<b>Strategy Objective: 4.2 - Decision making will ensure Council remains financially sustainable</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>4.2.1 - Maintain and improve Council's financial sustainability with a focus on core business</b>	4.2.1.2 - Maintain road infrastructure systematically to meet Council's Fit for the Future obligations.	Infrastructure Delivery	Road Services Manager
	4.2.1.3 - Continually review the condition of the road network to reassess the amount of backlog and lifecycle costing required.	Infrastructure Delivery	Road Services Manager
	4.2.1.4 - Review Council's operational road network requirements to provide efficiency gains.	Infrastructure Delivery	Road Services Manager
	4.2.1.5 - Investigate opportunities in line with Council Policy to offer more economical use of The Crossing Theatre facilities.	Corporate Services	Venue Manager
<b>4.2.2 - Proposed expansions in Council services are evaluated after consideration of asset renewal and operational costs</b>	4.2.2.2 - Expanded services are only implemented after a business case demonstrates long term viability.	General Manager	General Manager
<b>4.2.3 - Modernise Council's service delivery, governance and management</b>	4.2.3.1 - Develop and maintain a consistent brand across all Council business units and service areas.	Corporate Services	Tourism Manager
	4.2.3.4 - Continuously review the effectiveness and functionality of the Corporate Financial System to identify opportunities for higher utilisation.	Corporate Services	Financial Services Manager
	4.2.3.6 - Monitor and update community accessible GIS interface for Council's Capital Works Program.	Corporate Services	Property Services Manager

<b>Strategy Objective: 4.3 - Infrastructure and service delivery will provide public value for the community</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>4.3.1 - Develop and integrate a methodology that measures and reports to communities on equitable distribution of Council funding</b>	4.3.1.2 - Investigate update and renewal requirements (including assets) for Caravan Parks throughout the Narrabri Shire.	Corporate Services	Property Services Manager
	4.3.1.3 - Ensure accuracy of linear water and waste water assets in the asset information system.	Infrastructure Delivery	Water Services Manager
<b>4.3.2 - Service outcomes are maintained by regular market testing of delivery methods and regional inter-Council cooperation</b>	4.3.2.3 - Where available, Council services are compared against private industry benchmarks.	General Manager	General Manager
<b>4.3.3 - Service delivery is enhanced through innovation and continuous improvement</b>	4.3.3.1 - Incorporate communication and consultation requirements into project management processes.	Corporate Services	Community Relations Manager
	4.3.3.2 - Ensure Council is utilising up to date software and hardware in alignment with best practice standards.	Corporate Services	Information Services Manager
	4.3.3.3 - Develop a Narrabri Shire Signage Plan as a uniform strategy and style guide for Shire signage to provide consistent branding for the shire as well as clear directional, information, naming and interpretive signage for town and village entrances, parks, reserves, tourism destinations, public amenities, key destinations and important community facilities.	Development and Economic Growth	Tourism Manager
	4.3.3.5 - Explore opportunities with private suppliers/contractors to partner in civil infrastructure projects and maintenance.	Infrastructure Delivery	Road Services Manager
	4.3.3.6 - Become a tier 1 qualified/accredited contractor for Road Construction.	Infrastructure Delivery	Road Services Manager
	4.3.3.7 - Conduct employee engagement survey.	General Manager	Executive Manager Human Resources

<b>Strategy Objective: 4.3 - Infrastructure and service delivery will provide public value for the community</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>4.3.3 - Service delivery is enhanced through innovation and continuous improvement</b>	4.3.3.8 - Review Smoke-free Workplace Policy to include information and assistance on how to quit smoking.	General Manager	Executive Manager Human Resources
	4.3.3.21 - Investigate introduction of Workplace Agreements	General Manager	Executive Manager Human Resources
	4.3.3.10 – Investigate structural concept plans for Swimming Pools in the Shire following the GHD study.	Development and Economic Growth	Community Facilities Manager
	4.3.3.12 - Newell Highway Walk Cycle Path Project - Business Case / Grant Ready.	Infrastructure Delivery	Road Services Manager
	4.3.3.14 – Cypress Way (R329) Pilliga / Gwabegar Project – Business Case / Grant Ready.	Infrastructure Delivery	Road Services Manager
	4.3.3.15 – Come by Chance Road (R7716) Project – Business Case / Grant Ready.	Infrastructure Delivery	Road Services Manager
	4.3.3.16 – Finalise the implementation of the Council's WHS management system, Vault and ensure roll-out to effective operational use.	General Manager	Executive Manager Human Resources

<b>Strategy Objective: 4.4 - Our strategic goals will be achieved through transparent and accountable planning and reporting</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>4.4.1 - Engage with the community to determine affordable and acceptable levels of service</b>	4.4.1.1 - Determine a satisfactory level of service for the transport network that is acceptable by the community within budgetary constraints.	Infrastructure Delivery	Road Services Manager

<b>Strategy Objective: 4.4 - Our strategic goals will be achieved through transparent and accountable planning and reporting</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>4.4.1 - Engage with the community to determine affordable and acceptable levels of service</b>	4.4.1.4 – Lobby State Government, along with other Councils that have mining operations in their Local Government boundaries, to have mining rates removed from notional yield calculations.	Corporate Services	Financial Services Manager
<b>4.4.2 - Ensure effective and sound local governance practice</b>	4.4.2.1 - Annually review Council's Rating Structure to ensure equity and fairness in rating distribution.	Corporate Services	Financial Services Manager
	4.4.2.4 – Develop and implement change management framework.	General Manager	Executive Manager Human Resources
	4.4.2.7 - Review internal, external and Section 355 Committees to ensure they are relevant, effective and efficient in making decisions.	Corporate Services	Director Corporate Services
	4.4.2.8 - Link strategic outcomes to performance objectives of management positions.	General Manager	Executive Manager Human Resources
	4.4.2.9 - Maintain and implement a Councillor professional development program.	General Manager	General Manager
	4.4.2.10 - Review Long-Term Financial Plan annually.	Corporate Services	Financial Services Manager
	4.4.2.11 - Review Asset Management Strategy and Policy annually.	Corporate Services	Financial Services Manager
	4.4.2.13 - Develop an overarching Council Business Continuity Plan.	Corporate Services	Property Services Manager
	4.4.2.14 - Review and monitor Council's financial risk profile across the organisation.	Corporate Services	Financial Services Manager

<b>Strategy Objective: 4.4 - Our strategic goals will be achieved through transparent and accountable planning and reporting</b>			
<b>Strategy</b>	<b>Action</b>	<b>Responsible Directorate</b>	<b>Responsible Manager</b>
<b>4.4.2 - Ensure effective and sound local governance practice</b>	4.4.2.15 - Ensure that delegations for Council officers are reviewed and updated.	Corporate Services	Community Relations Manager
	4.4.2.17 – Investigate the viability of implementing LGNSW’s Local Government Capability Framework across workforce management and development activities.	General Manager	Executive Manager Human Resources
	4.4.2.18 – Review three risk areas as per Council’s strategic internal audit plan.	General Manager	Executive Manager Human Resources
<b>4.4.3 - Report in a clear, concise manner that is easily understood</b>	4.4.3.1 - Provide more plain english financial reporting through increased use of Council's online platforms.	Corporate Services	Financial Services Manager
<b>4.4.4 - Implement Strategic Asset Management Plans focusing on renewal of assets</b>	4.4.4.1 - Conduct data collection and analysis to inform key stakeholders on areas related to infrastructure delivery i.e. traffic, roads, water.	Infrastructure Delivery	Design Services Manager
	4.4.4.2 - Develop, review and prioritise relevant fleet replacement programs.	Infrastructure Delivery	Manager Fleet and Plant
	4.4.4.3 - Consult with key stakeholders on plant and vehicle replacement requirements to ensure fit for purpose and greatest return for Council.	Infrastructure Delivery	Manager Fleet and Plant



# APPENDICES

**APPENDIX A: REVENUE POLICY 2019/2020**

**APPENDIX B: FEES AND CHARGES 2019/2020**

**APPENDIX C: OPERATIONAL BUDGET 2019/2020**

**APPENDIX D: CAPITAL WORKS PROGRAM 2019/2020**

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