



ATTACHMENTS

UNDER SEPARATE COVER

Ordinary Council Meeting

21 October 2019



NARRABRI SHIRE
DISCOVER THE POTENTIAL

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From: Ivan Rivas Acosta
Sent: Thursday, 3 October 2019 12:59 PM
To: Cara Stoltenberg
Subject: Boggabri FS - tender assessment

RE: Boggabri FS
2018-19-FM-0047

Hi Cara,

I hope this mail finds you well. Enclosed is the tender assessment matrix for the ten proposals.

Glad to see some proposals were quite sound (WRM, Lyall & Associates, WMA Water, BMT and GHD) that showed a clear understanding of the complex Boggabri flood behaviour and modelling challenges (interaction among Namoi River, Coxs Creek, Barber's Lagoon and Deadmans Gully).

Given the previous specific modelling work in the project area of WRM and Lyall & Associates, extensive experience in the NSW flood program and past/current work with Council, I tend to think that either of these two firms would do an excellent job. Since WRM is undertaking the Narrabri FRMS&P (2017-18-FM-0090), probably WRM would be the preferred choice in order to have a single 2D model along the Namoi River, from Gunnedah to Narrabri. Lyall & Associates presented a more competitive cost, however the H&H local catchment was not included and represents \$25,450 additional according to the proposal. Hence, there is no a significative cost difference in both offers when considering that.

According with the spreadsheet (feel free to change the weighting factors as long as the sum is equal to 1.00) the ranking would be:

Rank	Non-price criteria	After price
1	WRM	Lyall & Associates
2	Lyall & Associates	WRM
3	WMA Water	BMT
4	BMT	WMA Water
5	GHD	GHD
6	GRC Hydro	GRC Hydro
7	Aquatech/Burchills	Turmbull Engineering
8	Turmbull Engineering	J Whyndham Prince
9	J Whyndham Prince	Ardill Payne
10	Ardill Payne	Aquatech/Burchills

Happy to further discuss next week during the meeting.

Kind Regards,

Ivan Rivas Acosta
Senior Floodplain Officer
Environmental Water and Floodplains North West

Biodiversity and Conservation | Department of Planning, Industry and Environment



Confidential

Consultant	Costs ex GST			Time (months)	Non-price criteria							
	Flood Study	Survey	Total Cost			Understanding of Brief/Current challenges	Relevant Experience	Team	Modelling	Methodology	Public Consultation Program	Timeline
					Weighting =	0.20	0.25	0.05	0.10	0.10	0.03	0.02
					Score	4.25	4.50	4.50	4.50	4.25	4.25	4.50
BMT	\$ 99,260	Yes	\$ 99,260	12		4.25	4.50	4.50	4.50	4.25	4.25	4.50
GHD	\$ 98,435	Not included	\$ 98,435	12		4.25	4.25	4.25	4.50	4.25	4.00	4.50
GRC Hydro	\$ 70,625	Yes	\$ 70,625	12		4.00	3.50	4.00	4.00	4.00	3.50	4.75
J Whyndham Prince	\$ 84,880	\$ 30,000	\$ 114,880	8.5		4.00	3.75	3.50	3.50	3.50	3.50	4.50
Lyall & Associates	\$ 83,415	\$ 5,050	\$ 88,465	12		4.75	4.25	4.50	4.00	4.75	4.25	4.50
WMA Water	\$ 94,410	\$ 15,000	\$ 109,410	12		4.25	4.75	4.25	4.25	4.25	4.50	4.50
WRM	\$ 125,690	Yes	\$ 125,690	6		5.00	4.75	4.75	4.75	4.75	4.50	5.00
Ardill Payne	\$ 138,446	Yes	\$ 138,446	12		3.50	4.00	4.00	3.50	3.50	3.50	4.50
Turnbull Engineering	\$ 69,050	\$ 23,000	\$ 92,050	10		4.00	3.50	3.75	3.75	3.75	3.50	4.60
Aquatech/Burchills	\$ 151,000	\$ 15,000	\$ 166,000	11		3.50	4.00	3.75	3.75	3.75	3.50	4.55
		Average cost =	\$ 110,326									
		Std dev =	\$ 27,487									

RESULTS

Rank	Non-price criteria	After price
1	WRM	Lyall & Associates
2	Lyall & Associates	WRM
3	WMA Water	BMT
4	BMT	WMA Water
5	GHD	GHD
6	GRC Hydro	GRC Hydro
7	Aquatech/Burchills	Turnbull Engineering
8	Turnbull Engineering	J Whyndham Prince
9	J Whyndham Prince	Ardill Payne
10	Ardill Payne	Aquatech/Burchills

Price criterion
Normalised Price
0.25
-0.40
-0.43
-1.44
0.17
-0.80
-0.03
0.56
1.02
-0.66
2.03

Before price		After price	
Weighted Score	Rank 1	Weighted Score	Rank 2
3.29	4	3.39	3
3.21	5	3.32	5
2.88	6	3.24	6
2.81	9	2.77	8
3.33	2	3.53	1
3.33	3	3.33	4
3.61	1	3.47	2
2.80	10	2.54	9
2.81	8	2.98	7
2.83	7	2.33	10

Boggabri Flood Study Proposals	Timeframe	Experience	References
Turnbull Engineering	14 months	*younger team.	*referees not actually worked for the company. Only worked with Sebastian who used to work for BMG.
GRC Hydro	12 months	*less experienced team.	*Snowy Monara Regional Council happy with the progress they have made on their Risk Management Plan and Study, however the project is not finished so they couldn't comment on deliverables or anything.
Lyall and Associates	12 months	*Currently completing the Wee Waa Risk Management Plan and Study for Council. *Had lengthy delays. *Didn't include insurance information originally as requested.	
J Wyndham Prince	185 days (7-8 months)	*varied experience in their team.	*didn't give any referees.
WMA Water	12 months	*team thoroughly experienced in flood studies.	*Edward River Council very happy. Did both the study and Risk Management and Plan. Erin very good at community consultation. Dealt with them for 5 years. Good with dealing with OEH. Would use them again.
GHD	85 days (12 months maximum)	*Extensive experience in floodplain risk management.	*referees didn't return my calls.
BMT	12 months	*very young team.	*Narrandera Shire Council very happy with Manager Daniel Williams. Did flood study and Risk Management Plan for them. Dealt with a river that doesn't flow all the time. Timely and good information.
WRM Water + Environment	40 weeks	*Recently completed the flood study for Narrabri incorporating Mulgate Creek and Long Gully.	*Previous and current work for NSC has been excellent.

		<ul style="list-style-type: none"> *Currently completing the Risk Management Plan and Study for Narrabri. *Did flood impact assessments for Vickery Coal Mine. *Looked at flood impacts for the proposed Solar Farm on Old Gunnedah Road. *Completed review of flooding impacts in the Narrabri North Industrial area. 	
Ardil Payne	12 months	*Experienced team.	*Didn't give referees.
Burchills & Aquatech	235 days	<ul style="list-style-type: none"> *Most of the team 10years plus experience. *Jim Purcell local resident and expert. *Very Engineering focused. 	*Toowoomba Regional Council engineer very happy with their work on their flood study. Stuck to timeframes.

Boggabri Flood Study Proposals	Total Cost (ex GST)	Extras (ex GST)	Inclusions
Turnbull Engineering	\$69,050 (\$92,050 with survey)	<ul style="list-style-type: none"> -Topographic Survey (estimate only) \$18,000. -Floor level survey (estimate only) \$5,000. -Develop, calibrate and validate new hydrological model \$5,040. -Develop, calibrate and validate new hydraulic model \$9,000. -Extra meetings. 	<ul style="list-style-type: none"> -Data collection. -Community Consultation. -Establishing and calibrating models etc. -Modelling existing scenarios. -Impacts on the community (flood damages etc). -Post processing of model outputs (hazards etc). -Information to support decisions (advice on emergency management & landuse planning etc). -Option identification & assessment. -Peer review. -Meetings etc.
GRC Hydro	\$70,625	<ul style="list-style-type: none"> -Topographic survey. -Impacts on the community (flood damages etc) \$3,600. -Information to support decisions (advice on emergency management & landuse planning etc) \$7,300. -Option identification & assessment. -Develop, calibrate and validate new hydrological model \$8,100. -Develop, calibrate and validate new hydraulic model \$9,450. -Extra meetings 	<ul style="list-style-type: none"> -Data collection. -DEM Development & Floor level survey (estimate). -Community Consultation. -Establishing and calibrating models etc. -Modelling existing scenarios. -Post processing of model outputs (hazards etc). -Peer review. -Meetings etc.
Lyall and Associates	\$83,415 (\$88,465 with flood level survey)	<ul style="list-style-type: none"> -Cumulative Impact Assessment. -Option identification & assessment. -Flood level survey (allow 40 properties) \$5,050. -Develop, calibrate and validate new hydrological model \$6,390. -Develop, calibrate and validate new hydraulic model \$10,080. 	<ul style="list-style-type: none"> -Data collection. -Survey. -Establishing and calibrating models etc. -Modelling existing scenarios. -Impacts on the community (flood damages etc). -Post processing of model outputs (hazards etc). -Information to support decisions (advice on

		<ul style="list-style-type: none"> -Model design flood events in local catchment hydrologic and hydraulic model \$3,230. -Incorporate findings of local catchment flood models in Flood Study report. -Extra meetings 	<ul style="list-style-type: none"> emergency management & landuse planning etc). -Internal peer review. -Meetings etc.
J Wyndham Prince	\$84,880 (\$114,880 with floor level survey)	<ul style="list-style-type: none"> -Topographic survey. -Floor level survey \$30,000. -Option identification & assessment. - No additional costs shown for additional meetings or anything else. 	<ul style="list-style-type: none"> -DEM development. -Data collection. -Community Consultation. -Establishing and calibrating models etc. -Modelling existing scenarios. -Impacts on the community (flood damages etc). -Post processing of model outputs (hazards etc). -Information to support decisions (advice on emergency management & landuse planning etc). -Peer review. -Meetings etc.
WMA Water	\$94,410 (potentially \$109,410 with survey)	<ul style="list-style-type: none"> -Indicative Topographic Survey (depends on extent \$15,000). -Develop, calibrate and validate new hydrological model (depends on extent) \$15,000. -Develop, calibrate and validate new hydraulic model (depends on extent) \$40,000. -Extra meetings 	<ul style="list-style-type: none"> -DEM Development & Floor level survey. -Data collection. -Community Consultation. -Establishing and calibrating models etc. -Modelling existing scenarios. -Impacts on the community (flood damages etc). -Post processing of model outputs (hazards etc). -Information to support decisions (advice on emergency management & landuse planning etc). -Peer review. -Meetings etc.
GHD	\$98,435	<ul style="list-style-type: none"> -Topographic Survey. -Cumulative impact assessment. -Impacts of works on the floodplain. -Advice on overland flooding. -Option identification & assessment. 	<ul style="list-style-type: none"> -DEM Development & Floor level survey. -Data collection. -Community Consultation. -Establishing and calibrating models etc. -Modelling existing scenarios. -Impacts on the community (flood damages etc).

		-Extra meetings	-Post processing of model outputs (hazards etc). -Information to support decisions (advice on emergency management & landuse planning etc). -Internal Peer review. -Meetings etc.
BMT	\$99,260	-Topographic Survey. -Option identification & assessment. -Develop, calibrate and validate new hydrological model. -Develop, calibrate and validate new hydraulic model. -Extra meetings	-DEM Development & Floor level survey. -Data collection. -Community Consultation. -Establishing and calibrating models etc. -Modelling existing scenarios. -Impacts on the community (flood damages etc). -Post processing of model outputs (hazards etc). -Information to support decisions (advice on emergency management & landuse planning etc). -Peer review. -Meetings etc.
WRM Water + Environment	\$125,690	-No additional costs shown for additional meetings or anything else.	-Survey. -Data collection. -Community Consultation. -Establishing and calibrating models etc. -Modelling existing scenarios. -Impacts on the community (flood damages etc). -Post processing of model outputs (hazards etc). -Information to support decisions (advice on emergency management & landuse planning etc). -Option identification & assessment. -Peer review. -Meetings etc.
Ardil Payne	\$138,446	-No additional costs shown for additional meetings or anything else.	-Data collection. -Survey. -Community Consultation. -Establishing and calibrating models etc. -Modelling existing scenarios. -Impacts on the community (flood damages etc).

			<ul style="list-style-type: none"> -Post processing of model outputs (hazards etc). -Information to support decisions (advice on emergency management & landuse planning etc). -Option identification & assessment. -Peer review. -Meetings etc.
Burchills & Aquatech	\$151,000 (\$166,000 with survey)	-Survey \$15,000.	<ul style="list-style-type: none"> -DEM development. -Data collection. -Community Consultation. -Establishing and calibrating models etc. -Modelling existing scenarios. -Impacts on the community (flood damages etc). -Post processing of model outputs (hazards etc). -Information to support decisions (advice on emergency management & landuse planning etc). -Option identification & assessment. -Peer review. -Meetings etc.

NARRABRI SHIRE COUNCIL

NARRABRI SHIRE FLOODPLAIN RISK MANAGEMENT COMMITTEE MINUTES

SUMMARY OF THE NARRABRI SHIRE FLOODPLAIN RISK MANAGEMENT COMMITTEE MEETING HELD IN THE NARRABRI SHIRE COUNCIL CHAMBERS, 46-48 MAITLAND STREET, NARRABRI, ON WEDNESDAY, 9 OCTOBER 2019.

The meeting was opened at 11:10 am by CS.

ATTENDANCE:

Cara Stoltenberg – Council Representative (Town Planner)
Daniel Boyce – Council Representative (Manager Planning and Regulatory Services)
Cr. Robert Kneale - Narrabri Shire Councillor
Tony Battam – SES Representative
Ivan Rivas - OEH Representative

APOLOGIES:

Heath Stimson – SES Representative
Jono Phelps – Resident Representative
Craig Ronan – SES Representative
Frank Hadley – Resident Representative
Conrad Bolton – Resident Representative

**Jim Purcell – Resident Representative – previously declared a conflict of interest from attending this meeting as his business, Aquatech Consulting, was involved in a proposal put forward for completion of the Boggabri Flood Study.*

CONFIRMATION OF MINUTES FROM 30 SEPTEMBER 2019

Moved: Cr Kneale **Seconded:** Tony Battam **Carried**

BOGGABRI FLOOD STUDY

CS advised; a request for Expressions of Interest to complete the Boggabri Flood Study was advertised in The Sydney Morning Herald on 7 September 2019 and The Courier on 5 September 2019 as per Council's Procurement Manual requirements. A total number of ten (10) proposals were received, which is great, as for the last study we only received three (3). CS advised she had compared all proposals and gave the committee members present her comparisons for price, timeframe and experience. CS advised IR had done the same and provided his proposal also.

IR explained his methodology for ranking the proposals received. Uses the same approach throughout north west NSW. Works on criteria such as price, experience and local knowledge. A value is allocated to each criteria. This is a transparent system and NSW Department of Planning, Industry and Environment is unbiased and has no affiliation with any consultants. IR's ranking system placed WRM Water + Environment first based on non-price criteria, and Lyall and Associates first based on price criteria.

DB questioned difference in price between Lyall and Associates and WRM Water + Environment's proposal in IR's ranking. Lyall and Associates price was \$83,415 (or \$88,465 with flood level survey). IR advised that didn't include consideration of local runoff which would add around \$25,000 to the proposal making it \$113,465. WRM Water + Environment's total

THIS IS PAGE 1 OF THE SUMMARY OF THE FLOOD PLAIN RISK MANAGEMENT COMMITTEE MEETING HELD AT NARRABRI SHIRE COUNCIL CHAMBERS ON 9 OCTOBER 2019.

NARRABRI SHIRE COUNCIL

NARRABRI SHIRE FLOODPLAIN RISK MANAGEMENT COMMITTEE MINUTES

for the proposals, which is all-inclusive is \$125,690. Representing only a \$12,225 difference. DB concluded they were both affordable and advised that he would then take price out of the equation and compare Lyall and Associates and WRM Water + Environment based on the other factors.

Cr K queried the vast difference in price from the cheapest proposal (Turnbull Engineering \$69,050 to the most expensive (Burchills and Aquatech \$151,000). IR explained that it may be that some firms team are larger and more experienced and expensive than others. CS confirmed that by comparison Turnbull Engineering was a smaller firm with less people in their proposed team. Burchills was a larger engineering-based firm and also had to cover the inclusion of Aquatech as well.

Cr K expressed that over the years there had been numerous flood studies completed by different companies, some taking longer than others and some being better than others. All of the proposed consultants seem to be advising they can do the job, so how do we differentiate? Based on previous experience in the area and IR's ranking it was determined that both Lyall and Associates and WRM Water + Environment were capable of doing the job and discussion then centred around these two proposals.

IR concluded WRM Water + Environment would be advantageous as they have already completed a lot of work in the Shire and was familiar with the catchments. Also that it would be convenient for Greg to travel as he already has a lot of work in the area.

TB surmised that both WRM Water + Environment and Lyall and Associates had an experienced skill set. TB has discussed with CR of SES and he was confident with WRM Water + Environment as they had done a lot of good flood studies in this area of NSW.

CS explained that in their current work for Council (Wee Waa Levee Risk Management Plan and Study) Lyall and Associates had failed to realise the importance of inclusion of insurance for residents of Wee Waa which was identified as a major factor at the beginning of the study. They also included a number of flood risk management recommendations that had the potential to negatively affect development within and around Wee Waa in their draft plan and study. This meant that Council had to enlist the services of Stuart Holle at additional expense to interpret the outcomes of the recommendations put forward.

DB advised that WRM Water + Environment had previously completed work on the Vickery Coal project and also the proposed Bunning Development in Narrabri. Council had this work per reviewed and Council were happy with their findings. WRM Water + Environment had also competently completed flood investigations for Council for the Hub Project and the Narrabri North Industrial Estate, as well as the Narrabri Flood Study incorporating Mulgate Creek and Long Gully. DB's his experience in Moree with WRM Water + Environment was that Greg was extremely good with community consultation, and that he was committed to this area.

Cr K put forward a motion to recommend WRM Water + Environment as the committee's recommended consultant to complete the Boggabri Flood Study.

Moved: Cr Kneale **Seconded:** Tony Battam **Carried**

THIS IS PAGE 2 OF THE SUMMARY OF THE FLOOD PLAIN RISK MANAGEMENT COMMITTEE MEETING HELD AT
NARRABRI SHIRE COUNCIL CHAMBERS ON 9 OCTOBER 2019.

NARRABRI SHIRE COUNCIL

NARRABRI SHIRE FLOODPLAIN RISK MANAGEMENT COMMITTEE MINUTES

Cr K questioned where the money was coming from to pay for the Study and how much grant funding Council received. CS advised that Council was successful in receiving a Floodplain Management Grant from the Department of Planning, Industry and Environment at a funding ratio of 6:1. The Department of Planning, Industry and Environment are contributing a maximum funding amount of up to \$128,571.43 (ex GST) to the project. As the total project cost is less than the maximum funding amount, the Department of Planning, Industry and Environment will contribute \$107,734.29 (ex GST). Therefore, Council's financial contribution to this project is \$17,955.71 (ex GST).

WEE WAA LEVEE RISK MANAGEMENT PLAN AND STUDY

DB provided an update on the Wee Waa Levee Risk Management Plan and Study. DB had recently attended a meeting of the Wee Waa Chamber of Commerce to update them and advise them of the public exhibition of the document. The Chamber was happy with the progress and was eager to see the levee upgraded. DB asked IR the pathway from here. IR explained the feasibility study was next, then the concept design, then the detailed design, and finally the construction. He advised this process could take around 5 years. However, given the levee already exists and time won't be needed to create easements etc it may be completed within 3 years. DB queried what costs Council would be responsible for. IR explained that the ratio for funding from the Department of Planning, Industry and Environment is less for the construction phase and is usually 1:2 or 1:4. DB explained that Council may now look to allocate funding to this project to ensure it is completed in a timely manner. Cr K questioned where the funding comes from. IR confirmed it was from both State and Commonwealth governments.

NARRABRI RISK MANAGEMENT PLAN AND STUDY

CS provided an update on the progress of the Narrabri Risk Management Plan and Study. Council have just undertaken an inclusive exhibition process including; radio announcement, video, facebook, newspaper and mailbox drop, however we have had no response or input from the community. As there was a delay with Australia Post getting the newsletters out to everyone's mailbox the exhibition period has been extended for a further 30 days. Cr K commented that the lack of response maybe due to the current community not being aware of flooding in the area as a lot of the population now are new to the area or are too young to remember any previous floods. TB agreed and advised that the local SES Commander wanted to put flood markers around Narrabri for this reason. Cr K asked if the SES can help get the information to the public. CS to send TB all of the advertisement material for the SES to distribute on behalf of Council. Cr K suggested bringing back the old Flood Warden system and dividing the town up by areas and holding different meeting focused on the different areas. TB advised the SES did something similar 3 or 4 years ago and got a good turnout from the business community (roughly 30 attendees) but not from the residential community (roughly 10 people). TB asked if Council's flood information was going to be made accessible to the community. CS to investigate the capabilities of the WaterRide software in achieving this goal. CS to also provide all flood information to SES. TB advised that the SES were currently looking to update and combine the Narrabri Flood brochure, and also to make one for Wee Waa. TB also advised that he took JP's concerns about the evacuation of the Wee Waa hospital to the Local Emergency Management Committee and they are going to raise it with the Department of Health.

THIS IS PAGE 3 OF THE SUMMARY OF THE FLOOD PLAIN RISK MANAGEMENT COMMITTEE MEETING HELD AT
NARRABRI SHIRE COUNCIL CHAMBERS ON 9 OCTOBER 2019.

NARRABRI SHIRE COUNCIL

NARRABRI SHIRE FLOODPLAIN RISK MANAGEMENT COMMITTEE MINUTES

There being no further business the meeting closed at 12:10pm.

THIS IS PAGE 4 OF THE SUMMARY OF THE FLOOD PLAIN RISK MANAGEMENT COMMITTEE MEETING HELD AT
NARRABRI SHIRE COUNCIL CHAMBERS ON 9 OCTOBER 2019.

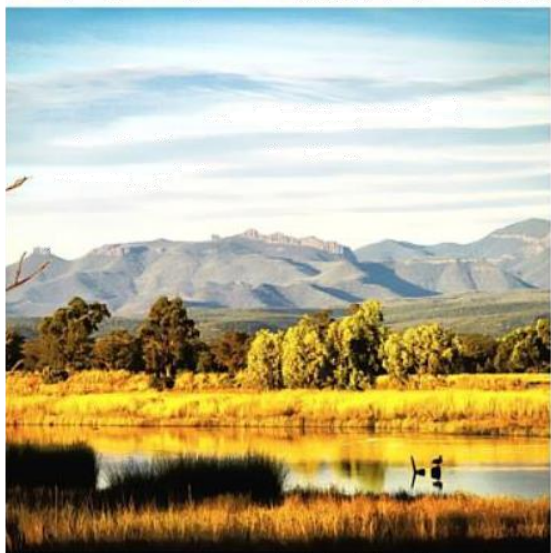
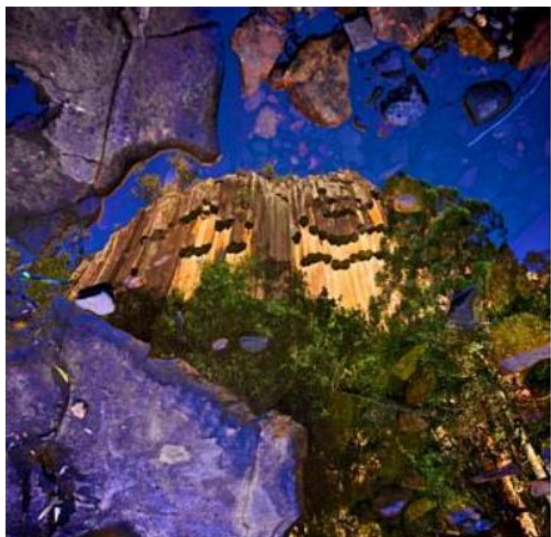
Service Plan

QUARTERLY REPORT



As at **September 2019**





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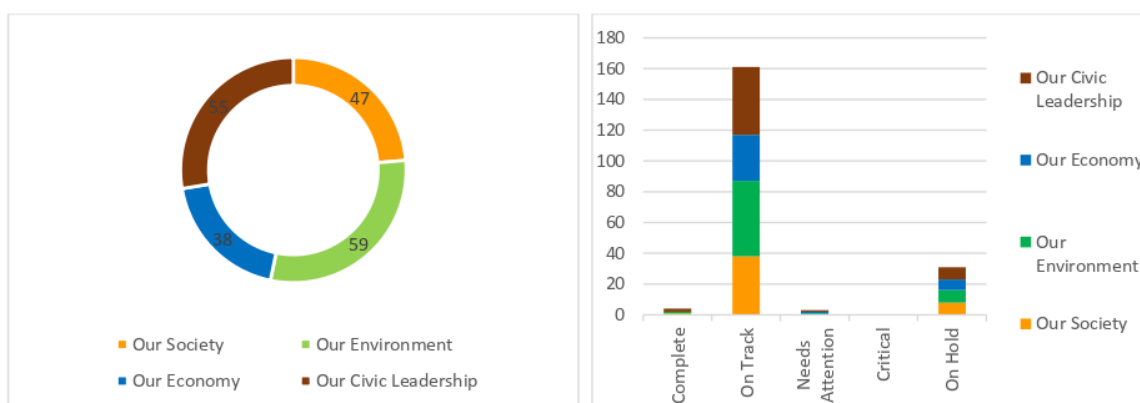
Executive Summary

Council's Quarterly Service Report provides the community with an update on Council's progress in achieving its strategic objectives through specific actions, key performance measures and capital works programs. This allows the community to track each service in regard to what it is providing, at what cost and where works are occurring throughout the year.

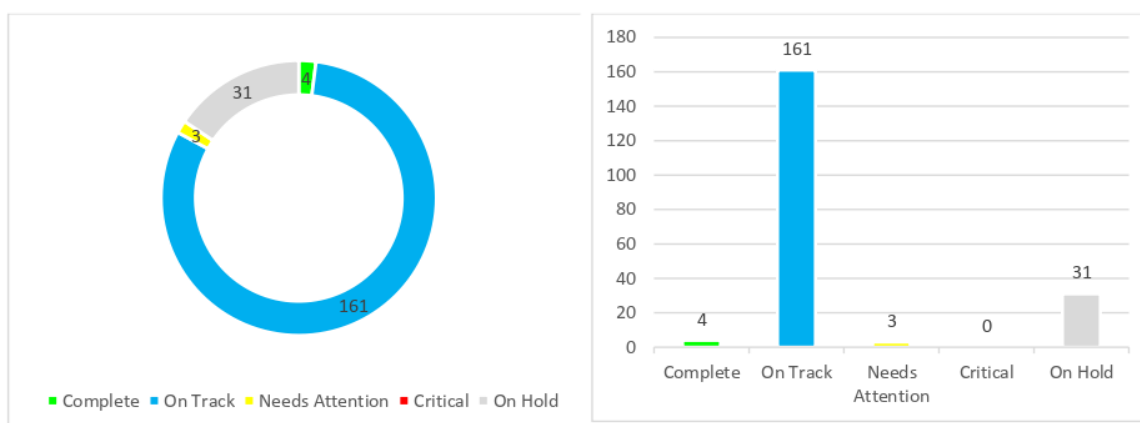
The following figure captures Council's progress to date according to each strategic theme.

Progress by Theme – September 2019

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	1	38	0	0	8	47
Our Environment	1	49	1	0	8	59
Our Economy		30	1	0	7	38
Our Civic Leadership	2	44	1	0	8	55
	4	161	3	0	31	199



Progress by Action - September 2019



General Manager

DIRECTORATE



Service Plan Quarterly Report **September 2019**

Strategic Management and Governance - Actions

Actions	Target	Status	Progress	%
4.1.3.4 - Participate in Regional and State Forums (For example JO, LGNSW, Country Mayors).	30/06/2020	On Track	Council actively participating in the New England Joint Organisation; currently leading the development of the Regional Roads Strategy. Council is participating in LGNSW events as well as attending Country Mayors. Council hosted the Deputy Premier during September 2019.	25 %
4.2.2.2 - Expanded services are only implemented after a business case demonstrates long term viability.	30/06/2020	On Track	No proposals considered YTD.	25 %
4.3.2.3 - Where available, Council services are compared against private industry benchmarks.	02/08/2019	Complete	Council has received the 2017/2018 FY Local Government Performance Excellence Program report. Council has been briefed during July 2019.	100 %
4.4.2.9 - Maintain and implement a Councillor professional development program.	30/06/2020	On Track	Course on Financial Issues in Local Government held 28 August 2019.	25 %
4.4.2.7 - Review internal, external and Section 355 Committees to ensure they are relevant, effective and efficient in making decisions.	30/09/2019	Complete	Council reviewed and adopted its committee structure at the September 2019 Ordinary Council Meeting.	100 %

Workforce Management - Actions

Actions	Target	Status	Progress	%
1.3.4.11 - Council to encourage and support people with a disability to apply for positions at Council.	30/06/2020	On Hold	Yet to commence.	0 %
2.2.4.2 - Provide training to Council managers to improve understanding of applying the principles of ecologically sustainable development (ESD).	30/06/2020	On Hold	Yet to commence.	0 %
4.1.4.1 - Continue to support and enable volunteer engagement within Council activities.	30/06/2020	On Track	Council currently have volunteer protocols in place. Identification and promotion of opportunities will form the second phase of the programs implementation.	25 %
4.3.3.7 - Conduct employee engagement survey.	30/06/2020	On Track	Employee engagement survey on-track to be completed by December 2019.	25 %
4.3.3.8 - Review Smoke-free Workplace Policy to include information and assistance on how to quit smoking.	30/06/2020	On Track	A smoke-free workplace is part of a broader wellness review to be conducted during the current financial year.	25 %
4.4.2.8 - Link strategic outcomes to performance objectives of management positions.	30/06/2020	On Track	Performance objectives linked to strategic outcomes are in place for both Directors and Managers. Plans for the 2019/2020 period are currently being finalised.	25 %
1.1.4.1 - Investigate and develop pathways to engage, train and retain young people in the workforce	30/06/2020	On Track	Program review continues from previous financial year with a focus on 'Growing our Own'.	25 %
1.3.4.5 - Incorporate an understanding of the needs of people with a disability into the staff induction process	30/06/2020	On Track	Discussions around implementation of a revised induction and orientation program inclusive of supporting an understanding of the needs of people with a disability is currently underway.	25 %
2.1.1.3 - Ensure Council staff are provided with basic training to identify potential aboriginal heritage items.	30/06/2020	On Track	Cultural awareness training due to be completed by December 2019.	25 %

Actions	Target	Status	Progress	%
4.3.3.16 - Finalise the implementation of the Council's WHS management system, Vault and ensure roll-out to effective operational use.	30/06/2020	On Track	Vault systems development and implementation is ongoing. System currently being utilised for incident notification, injury, hazards and near misses with all supervisors and managers trained and 124 workers. Presently introducing corrective actions and investigation functions to supervisors and managers. Training material currently being developed to support Supervisor incident investigation.	25 %
4.3.3.21 - Investigate introduction of Workplace Agreements.	30/06/2020	On Track	Council is presently involved in the review of the Local Government (State) Award 2017 which is being organised through LGNSW, with negotiations with employee representatives due to commence soon. Once a new Award is finalised, a decision as to the benefits of introducing an enterprise agreement for Council can be investigated further.	25 %
4.4.2.17 - Investigate the viability of implementing LGNSW's Local Government Capability Framework across workforce management and development activities	30/06/2020	On Track	The 'Capability Framework' developed by LGNSW is a tool that would benefit Council with the attraction of staff and the management of workforce management activities. The tool is being used by many local government authorities and Council's intention is to review its application and possible implementation during the 2019/20 financial year.	25 %
4.4.2.18 - Review three risk areas as per Council's strategic internal audit plan.	30/06/2020	On Track	The first of the three audits to be performed this financial year is the Work, Health & Safety audit, which is scheduled to occur on 1 & 2 October. Audit report to be available by November 2019.	25 %

Workforce Management – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Average length in Recruitment Process	< 60 Days	51 Days
Employee Initiated Staff Turnover	< 10 %	3.85 %
Employer Initiated Staff Turnover	< 2 %	0.43 %
Staff Turnover	< 12 %	4.28 %

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Audit results for Workplace Health and Safety	> 75 %	53.3 %
Number of Incidents reported (First Aid/Medical Treatment/Lost Time Event) - Injury	0	1/3/1
Number of Incidents reported (Low/Mod/High/Critical) – Plant & Infrastructure	0	8/0/0/0
Number of Lost Time Injuries (Workers Compensation Premium Impacting)	< 10	1
Number of lodged Workers Compensation Claims	< 15	3
Reduction in Council's cumulative previous three (3) years total Workers Compensation Claims Cost	< \$230,000	\$148,468
Risk Management Action Plan Completed	100 %	0 %
StateCover Action Plan Completed	> 25 %	0 %

Workload Measure	2019/20 Estimated	YTD
Number of Apprenticeships/Traineeships	> 7	1
Number of Grievances processed	0	2
Number of group training events coordinated	> 4	17
Number of Performance Management cases	0	1
Number of positions recruited for	60	21
Number of Safety Interactions completed	> 40	0
Number of Open Workers Compensation Claims (Rolling Average)	< 15	27.67
Number of Workplace Inspections Completed	> 40	0

Corporate Services

DIRECTORATE



NARRABRI SHIRE
DISCOVER THE POTENTIAL

Service Plan Quarterly Report **September 2019**

Airport Services - Actions

Actions	Target	Status	Progress	%
3.1.4.1 - Monitor and further develop the Airport Master Plan to meet community requirements.	30/06/2020	On Track	Ongoing monitoring of Regular Public Transport (RPT) trends and funding opportunities. Council has reviewed fees to encourage lower fares from operators.	25 %

Airport Services – Key Performance Measures

Efficiency Measure <i>'Doing things right'</i>	2019/20 Estimated	YTD
Total Operating Expenses per RPT Passenger	< \$42	\$49

Effectiveness Measure <i>'Doing the right things'</i>	2019/20 Estimated	YTD
Number of reports of feral animals affecting airside operations per annum	0	0
Number of written complaints per annum	0	0
Percentage of satisfactory CASA and ATI inspections	100 %	100 %

Workload Measure	2019/20 Estimated	YTD
Number of RPT aircraft landings per annum	> 960	232
Number of RPT passengers per annum	> 9,000	2,164

Community and Customer Relations - Actions

Actions	Target	Status	Progress	%
1.1.2.6 - Promotion campaign from Council to the community that will raise awareness of CCTV.	30/06/2020	On Track	CCTV signage templates have been created in corporate Council branding to be placed in areas where Council CCTV is operating to meet requirements under the Surveillance Act 2007. Promotional campaign to coincide with CBD CCTV installation. Policy was presented to Council at the August 2019 OCM was on public exhibition until end of September. Policy to go back to Council for adoption.	15 %
4.1.1.2 - Implement new Customer Service Procedures.	30/06/2020	On Track	Initial review of customer service procedures undertaken when Community Relations Manager and Community Relations Team Leader commenced. Customer service procedures continue to be refined and added when required/identified. Procedures will continue to evolve as we implement additional functions within the Technology One Customer Request Management (CRM) module.	20 %
4.1.2.2 - Conduct a customer satisfaction survey of the community.	30/06/2020	On Track	Micromex has completed the 2019 Community Satisfaction survey. Consultants finished in field survey calls on 23 September. The next step is to gather and analyse the data and present in a report to Council. Micromex consultants have advised they can complete the task in a 7 to 8 week turn around.	50 %
4.1.4.3 - Carry out Civic ceremonies and functions to celebrate and acknowledge achievements of the community.	30/06/2020	On Track	Continuing to liaise with Council departments regarding upcoming events and functions that celebrate and acknowledge achievements of the community.	30 %
4.3.3.1 - Incorporate communication and consultation requirements into project management processes.	30/06/2020	On Track	Continuing to create processes that facilitate consultation and communication requirements during project management.	35 %
4.4.2.15 - Ensure that delegations for Council officers are reviewed and updated.	30/06/2020	On Track	Delegation reviews will occur in November 2019 and May 2020. Delegations will be monitored and reviewed as required over the course of the year. Delegations for Directors and Managers were recently updated to reflect changes to the Local Government Act 1993, re. procurement limits.	30 %

Actions	Target	Status	Progress	%
4.1.2.1 - Produce relevant "factsheets" on major Council projects and initiatives in a timely manner.	30/06/2020	On Track	Factsheet templates have been developed for each directorate in accordance to the corporate style guide. Factsheets are being created using templates in a timely manner. Community Relations Manager is liaising with project managers to obtain relevant information to be produced for distribution. Graphic Designer inputs the copy into the factsheets for approval by relevant department manager.	80 %

Community and Customer Relations – Key Performance Measures

Efficiency Measure `Doing things right`	2019/20 Estimated	YTD
Registration and tasking of daily correspondence to be completed by the end of each working day (% of days)	100 %	100 %
Retrieval of files from depot within a 3 day period	< 3 Days	3 Days

Effectiveness Measure `Doing the right things`	2019/20 Estimated	YTD
Compliance with State Records for disposal of hard copy documents	100 %	100 %

Workload Measure	2019/20 Estimated	YTD
Number of Records Department correspondence	> 8,250	2,994
Percentage of CRM requests actioned by Customer Service Agents	> 30%	24%
Percentage of CRM Telephone Messages taken by Customer Service Agents	20%	31%
Percentage of CRM's taken by Customer Service Agents that were a CSR	50%	45%

Financial Services - Actions

Actions	Target	Status	Progress	%
4.2.3.4 - Continuously review the effectiveness and functionality of the Corporate Financial System to identify opportunities for higher utilisation.	30/06/2020	On Track	Remains an on-going activity. TechnologyOne is improving the functionality of the financial system.	25 %
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.	30/06/2020	On Hold	Council has lobbied Government previously without success. Current review underway by Office of Local Government into IPART investigations of 2016.	5 %
4.4.2.1 - Annually review Council's Rating Structure to ensure equity and fairness in rating distribution.	30/06/2020	On Track	Forms part of Council's budget process for 2020/21 financial year.	5 %
4.4.2.10 - Review Long-Term Financial Plan annually.	30/06/2020	On Track	Is part of the quarterly budget review process and annual budget setting. Process to start in November.	0 %
4.4.2.11 - Review Asset Management Strategy and Policy annually.	30/06/2020	On Track	Council has an Asset Management Committee to advance asset management strategy.	25 %
4.4.2.14 - Review and monitor Council's financial risk profile across the organisation.	30/06/2020	On Track	Remains an on-going activity.	25 %
4.4.3.1 - Provide more plain English financial reporting through increased use of Council's online platforms.	30/06/2020	On Track	Remains an on-going activity.	25 %

Financial Services – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Accounts payable – average monthly percentage of invoices outstanding for more than 40 days	< 5 %	4.35 %
Accounts receivable – average monthly percentage of accounts outstanding for more than 90 days	< 10 %	7.7 %
Rates outstanding (rates, annual charges, interest and extra charges outstanding)	< 9 %	9.13 %

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
All taxation returns completed by due dates	100 %	100 %
Monthly investment portfolio performance meets the policy benchmarks	100 %	100 %
Number of days overdraft facility required	0 Days	0 Days
Rates and water accounts issued by due dates	100 %	100 %
Statutory Accounting and Reporting completed by due date	100 %	100 %
Stocktake variances within 2% of total stock value	100 %	99.99 %

Workload Measure	2019/20 Estimated	YTD
Average number of pays prepared fortnightly (average over last 26 pays)	180	170
Average number of water accounts issued per quarter (average over last 4 quarters)	> 4,000	4,160
Number of accounts payable transactions processed	17,900	4,126
Number of accounts receivable transactions processed	1,350	205
Number of rate assessments (annual issue)	6,740	6,957
Number of s603 certificates issued	280	67
Number of stores transactions processed	12,000	2,765
Number of pensioner rebates granted at levy	880	812

Information Services - Actions

Actions	Target	Status	Progress	%
4.3.3.2 - Ensure Council is utilising up to date software and hardware in alignment with best practice standards.	30/06/2020	On Track	All software is running on the latest stable version. All hardware is within the asset lifecycle.	90 %
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.	30/06/2020	On Track	Completed installation of CCTV Cameras at Wee Waa Library and main street as well as the Narrabri Depot, Narrabri Library and Waste Facilities in 2018/19. Installed CCTV cameras at No1 Oval and skate park areas of the street watch CCTV Project. The second phase of this project will commence in December 2019. Plans are underway to provide new CCTV infrastructure at Narrabri Airport in 2019.	40 %

Information Services – Key Performance Measures

Efficiency Measure <i>'Doing things right'</i>	2019/20 Estimated	YTD
Keep Email Service downtime to 5% during working hours	< 5 %	0 %
Keep Internal Network Downtime to less than 5% during working hours	< 5 %	5 %

Effectiveness Measure <i>'Doing the right things'</i>	2019/20 Estimated	YTD
Increase backup internet connection speeds	> 50 Mb/s	100 Mb/s
Average response time on IT helpdesk emails	< 2 Hours	15 Minutes

Workload Measure	2019/20 Estimated	YTD
Number of Council's Desktop/Laptop Users	> 170	150
Number of Office 365 licenses	> 150	180
Number of Virtual Servers	> 40	50

Library Services - Actions

Actions	Target	Status	Progress	%
1.1.1.1 - Develop educational and recreational programs in all branch Libraries at least on a quarterly basis.	30/06/2020	On Track	STEM (Science, Technology, Engineering and Mathematics) workshops were held at all Narrabri Shire Library branches in the July school holidays. Narrabri Library held or hosted 128 programs and community events for 587 adults and 1099 children, totaling 1686 participants. Boggabri Library held or hosted 9 programs and community events for 57 adults and 98 children, totaling 150 participants. Wee Waa Library held or hosted 38 programs and community events for 118 adults and 278 children, totaling 396 participants. Book Week was very successful with almost 500 children across the Shire participating in Book Week storytimes. The Narrabri Shire STEM Investigation Awards were held in August 2019. Narrabri Library helped with the St Xaviers School Science Day. CNRL hosted a Battle bot school holiday activity. Other workshops in the October 2019 school holidays will include Marshmallow Towers and LEGO Mosaics.	20 %
1.1.1.5 - Seek additional funding for library educational and recreational programs to meet changing community needs.	30/06/2020	On Track	Narrabri Lions Club donated \$1,000 and the Narrabri Lioness Club donated \$500 to the Narrabri Shire STEM Awards. Council have contacted Telstra to seek Telstra kids funding.	30 %
1.4.4.2 - Provide Science, Technology, Engineering and Mathematics (STEM) based programming in partnership with scientific leaders in the community.	30/06/2020	On Track	Representatives from Narrabri scientific industries were judges for the Narrabri STEM Investigation Awards in August 2019. Science professionals from Santos, Whitehaven, National Parks and Wildlife, CSIRO, Department of Primary Industries, Cotton Seed Distributors, and the University of Sydney were part of the event. There were 42 adults and 112 children participating on the day. One hundred and seven projects were submitted. Narrabri Library, in partnership with CSIRO and the Department of Primary Industries presented a science day at St Xaviers Catholic School.	30 %

Library Services – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Maintain \$/user ratio below specified target for the Boggabri branch	< \$35	\$22.71
Maintain \$/user ratio below specified target for the Narrabri branch	< \$12	\$9.54
Maintain \$/user ratio below specified target for the Wee Waa branch	< \$9	\$8.3
Maintain Library usage ie: programs, events or provision of space for meetings and community activities above the specified target for the Boggabri branch	> 10	9
Maintain Library usage ie: programs, events or provision of space for meetings and community activities above the specified target for the Narrabri branch	> 400	128
Maintain Library usage ie: programs, events or provision of space for meetings and community activities above the specified target for the Wee Waa branch	> 50	40
Maintain Staff Generated Reservations above the specified target for the Boggabri Branch	> 300	314
Maintain Staff Generated Reservations above the specified target for the Narrabri Branch	> 9,000	1,671
Maintain Staff Generated Reservations above the specified target for the Wee Waa Branch	> 1,000	231

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Gauge overall customer satisfaction with customer service levels, resources, opening hours and facilities	> 95 %	95 %
Maintain the number of new members above the specified target for the Boggabri branch	> 10	4
Maintain the number of new members above the specified target for the Narrabri branch	> 250	55
Maintain the number of new members above the specified target for the Wee Waa branch	> 80	11

Workload Measure	2019/20 Estimated	YTD
Number of Library Visits in Boggabri	> 1,500	486
Number of Library Visits in Narrabri	> 28,000	7,400
Number of Library Visits in Wee Waa	> 12,000	2,539
Number of Physical Loans (including renewals) in Boggabri	> 3,500	823
Number of Physical Loans (including renewals) in Narrabri	> 30,000	8,661
Number of Physical Loans (including renewals) in Wee Waa	> 6,000	1,389

Property Services - Actions

Actions	Target	Status	Progress	%
1.1.2.13 - Conduct annual condition inspections for all land and buildings to maintain public safety.	30/06/2020	On Track	Condition based assessments undertaken. Maintenance Plan being developed to outline short, medium and long-term maintenance requirements.	20 %
2.1.2.3 - Develop and implement Plans of Management for urban open spaces and environmental areas.	30/06/2020	On Hold	Awaiting Minister's approval regarding categorisation of community classified Crown Land.	5 %
2.2.1.3 - Ensure Narrabri Shire has identified and adequately resourced Disaster Recovery site(s).	30/06/2020	On Track	Council currently backs up information at four separate sites via microwave link. Planning is underway to complete a communications link which would then enable the Narrabri Works Depot to be established as a "highly available" site which would minimise downtime in the event of a disaster.	25 %
3.1.4.2 - Encourage community use of, and support the retention of, existing Narrabri - Brisbane RPT flight arrangement.	30/06/2020	On Track	Council continue to promote Fly Corporate RPT services and fee relief has been granted on Web deal ticketing.	25 %
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.	30/06/2020	On Track	Liaison with Aviation & Maritime Security (AMS) department has been undertaken by Director Corporate Services in July 2019. Continued lobbying via attendance at Regional Infrastructure Committee Meetings (RICM) to be undertaken. New legislation is due to be drafted by December 2019.	25 %
3.1.4.5 - Actively seek new revenue streams to support Airport operations.	30/06/2020	On Track	Finalising the negotiation of the leases for the Namoi Aero Clubhouse and the Hangar.	25 %
4.2.3.6 - Monitor and update community accessible GIS interface for Council's Capital Works Program.	30/06/2020	On Hold	Ongoing monitoring and updating GIS interface for Council's Capital Works Program. Link to website maintained on a quarterly basis. The GIS position is currently vacant causing a halt to this action.	8 %
4.3.1.2 - Investigate update and renewal requirements (including assets) for Caravan Parks throughout the Narrabri Shire.	30/06/2020	On Track	Awarded contracts for the upgrade of Boggabri Caravan Park. Construction commenced in mid-September. Ensure ongoing improvements of Big Sky Caravan Park Narrabri as per the lease terms.	10 %

Actions	Target	Status	Progress	%
1.1.3.3 - Explore options for developing a "Civic Precinct" in the vicinity of the old Boggabri Bowling Club site.	30/06/2020	On Hold	Awaiting approval from Crown Land for the transfer of ownership of the former Boggabri Bowling Club site to Council prior to exploring development options for the Civic Precinct.	5 %
2.3.1.2 - Investigate opportunities to increase energy efficiencies at Council facilities.	30/06/2020	On Track	Energy Saving Action Plan adopted by Council on 23 July 2019. Developing tender for solar panels to be installed on council buildings.	20 %
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.	30/06/2020	On Track	Energy Saving Action Plan adopted by Council on 23 July 2019. Energy Performance Contract is being negotiated for the pool. Solar Solutions for Council's Administration Building, Narrabri Depot, Crossing Theatre and Visitor Information Centre are being packaged for tendering.	15 %
4.4.2.13 - Develop an overarching Council Business Continuity Plan.	30/06/2020	On Hold	Yet to Commence. Council propose that the newly formed Risk & Emergency Working Group will oversee the development of the Council Business Continuity Plan	0 %

Property Services – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Increase planned maintenance budget to	> 80 %	78 %
Reduce overall energy consumption (kilowatt hours)	> 15 %	12 %
Reduce reactive maintenance budget to	< 20 %	21 %

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Collection of property leasing and licensing fees and charges	> 80 %	81 %
Completion of Council's, MANEX and Advisory Committee's resolutions and/or actions	> 80 %	71 %
Delivery of programmed maintenance and capital works	> 90 %	82 %
Response time to unforeseen / urgent repairs	< 3 Days	4 Days

Workload Measure	2019/20 Estimated	YTD
Attend to, negotiate and update all expiring leases, licences and occupancy agreements (leases per annum)	> 12	3
Complete property related Insurance claims	< 10	1
Preparation of correspondence responding to external enquiries	> 250	45
Prepare plans of management, property related policies, property management protocols, structures and frameworks	> 6	1
Undertake ongoing condition based assessment of Council buildings	> 50	14
Update asset layers in GIS	> 500	101

The Crossing Theatre - Actions

Actions	Target	Status	Progress	%
1.2.2.1 - Explore opportunities for the provision of arts and cultural events in all towns and villages.	30/06/2020	On Track	Contact made regularly with Arts North West, Friends of The Crossing Theatre & other local stakeholders. Other event venues continually contacted to gauge current trends & vulnerabilities. Ongoing watching brief being maintained.	25 %
1.2.2.2 - Facilitate cultural shows at The Crossing Theatre.	30/06/2020	On Track	This Month Council have started conversations regarding a Wrestling event in March 2020. Ongoing watching brief being maintained.	25 %
1.2.2.3 - Encourage and support the Narrabri Eisteddfod.	30/06/2020	On Track	Planning is on track for 2020 Narrabri Eisteddfod. Dates have been set.	25 %
3.1.1.1 - Review the brand and market position of The Crossing Theatre.	30/06/2020	On Track	Currently involved with media and production companies regarding Cinema advertisements and website upgrades.	25 %
3.1.1.2 - Identify external funding opportunities to assist with the provision of events through The Crossing Theatre.	30/06/2020	On Track	Ongoing watching brief maintained for available grants.	25 %
3.1.1.3 - Identify opportunities for corporate, association, not for profit and government organisations to host regional and rural conferencing in Narrabri Shire.	30/06/2020	On Track	Always responding to opportunities available and taking bookings whenever possible. Prospectus is complete & ready to deliver whenever opportunities arise.	25 %
3.1.1.4 - Develop and maintain relationships with national and international touring promoters.	30/06/2020	On Track	We are still in contact with our usual Events suppliers and contacts. Drought continues to affect the spending in the region. There has been a reduction in available shows.	25 %
3.1.1.5 - Investigate the feasibility to continue with child and youth school holiday programs.	30/06/2020	On Track	Currently working on the Christmas Holidays program.	25 %
4.2.1.5 - Investigate opportunities in line with Council Policy to offer more economical use of The Crossing Theatre facilities.	30/06/2020	On Track	Always looking to improve our commitment to offer more to our current and prospectively new clientele, through whatever means are available. Carer concessions have been made available for those assisting disabled and elderly clients. Council are always looking at new ways to make The Crossing Theatre facilities more economical for the community to use.	25 %

The Crossing Theatre – Key Performance Measures

Efficiency Measure `Doing things right`	2019/20 Estimated	YTD
Increase Event Space Utilisation % per available day for Auditorium	> 15 %	14 %
Increase Event Space Utilisation % per available day for Exhibition Room	> 14 %	5 %
Increase Event Space Utilisation % per available day for Gallery Lounge	> 8 %	8 %
Increase Event Space Utilisation % per available day for Riverside Room	> 23 %	30 %
Operating Costs per paying venue patron	< \$12	\$14.51
Venue to fiscally operate at no more than 5.25% of General Rates revenue	< 5 %	5.7 %

Effectiveness Measure `Doing the right things`	2019/20 Estimated	YTD
Increase Cafe Patronage by 5%	> 6,695	3,494
Increase Cinema Patronage by 5%	> 28,220	8,268
Increase User Pay Events by 5%	> 201	44

Workload Measure	2019/20 Estimated	YTD
Number of events held in Auditorium	> 55	14
Number of events held in Exhibition Room	> 42	5
Number of events held in Gallery Lounge	> 32	8
Number of events held in Riverside Room	> 75	30
Number of User Live Events held	> 29	10

Development and Economic Growth

DIRECTORATE



Service Plan Quarterly Report **September 2019**



Cemetery Services – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Applications for interment are processed within 72 hours	100 %	100 %
Cost per grave to excavate and backfill	< \$902	\$564

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Number of written complaints regarding maintenance of Cemeteries	0	0
Number of written complaints relating to interments	0	0

Workload Measure	2019/20 Estimated	YTD
Number of ash interments	10	1
Number of casket interments	90	17
Number of plinths and plaques placed	90	16

Economic Development Services - Actions

Actions	Target	Status	Progress	%
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.	30/06/2020	On Track	The Draft Community Safety and Crime Prevention Plan 2019-2023 remains on Public Exhibition until 3rd October 2019. The Crime Prevention Advisory Committee is scheduled to meet on 15th October 2019 and will discuss any submissions received from the public.	25 %
1.1.2.16 - Develop and adopt a new Crime Prevention Strategy for the Narrabri Shire; and embed into relevant Council's strategies and plans.	30/06/2020	On Track	The Draft 2019 - 2023 Narrabri Shire Community Safety and Crime Prevention Plan remains on public exhibition until 3rd October 2019. A report will go to Council's November ordinary meeting to adopt the Final Plan.	25 %
1.1.4.4 - Lobby for increased access to skills training within Narrabri Shire.	30/06/2020	On Track	Discussions held with ARTC/Inland Rail representatives about opportunities for skills based training throughout the Inland Rail development. Further discussions have been held with potential contractors to provide skills based training opportunities. Initial discussions held with Department of Premier and Cabinet representatives about developing and retaining a skilled workforce. Early discussions between Council and Inland Rail about connecting their Academy with Narrabri's Country University Centre.	25 %
1.1.4.6 - Establish and facilitate a Narrabri Shire Youth Council in collaboration with the Shires Schools.	30/06/2020	On Track	Council is currently developing a draft 'Information pack' which will include a Nomination form and Terms of Reference for youth between the ages of 14 - 25 years. It is proposed the information pack will be launched prior to Christmas with the first meeting planned in February 2020.	25 %
1.3.4.4 - Promote an understanding of inclusion within the business community through distribution of information and support for educational programs.	30/06/2020	On Track	Council undertook the first audit of a Council facility (Administration Building) to determine how accessible Council facilities are. Council will present the 'Access at a Glance' project to the Narrabri, Wee Waa and Boggabri Chamber of Commerce.	25 %
1.3.4.20 - Support interagency meetings to improve communications and develop mutually beneficial outcomes.	30/06/2020	On Track	Council attends the Narrabri Interagency meeting, the Youth Interagency and the Gunnedah RoundTable on a regular basis. If Council is unable to attend meetings contact continues with the network through email updates. Council has agreed to host the Narrabri Interagency meeting in the Council Chambers in November 2019 and will prepare the Agenda for this meeting.	25 %

Actions	Target	Status	Progress	%
1.3.4.21 - Support Boggabri, Narrabri and Wee Waa in establishing Dementia Friendly Towns.	30/06/2020	On Track	Council attend Dementia Friendly Committee meetings and uses existing networks to distribute relevant information, share resources and promote training or events. Council's front counter staff have completed online training to become 'Dementia Friendly' along with the Library and Visitor Information Centre staff. The Crossing Theatre and Pool staff have yet to complete the training. HR are adding completed training certificates to staff personnel files. A photo of Council staff wearing their badges has been provided for HealthWISE to include in a presentation about Dementia Friendly communities at a health conference in Grafton in November 2019.	25 %
1.4.2.3 - Lobby for the expansion of existing educational offerings in Narrabri Shire.	30/06/2020	On Track	Mayor lobbying Federal and State Government MPs on additional education facilities for the Shire. Council has engaged with St Francis Xavier's Catholic School, to show support for a Catholic High School in the Shire. Country Universities Centre campus now operational. Letter sent to TAFE NSW in relation to propose TAFE expansion in Wee Waa. Initial discussions held with ARTC representatives about educational collaborations between the Inland Rail Academy and the local Country Universities Centre.	25 %
3.2.1.1 - Promote Narrabri Shire as being geographically and logistically positioned to accommodate a regional intermodal site.	30/06/2020	On Track	Meetings held with various NSW government departments to promote the Industrial and Logistics Hub. Ongoing advice provided to private enterprise about Council's proposed Industrial and Logistics Hub. Successfully presented to a business interested in developing a manufacturing facility on site. Preparations and successful launch of the Industrial and Logistics Hub prospectus in September 2019 to the Deputy Premier, Commonwealth and State Government Departments and business.	25 %
3.2.1.3 - Hold discussions with national logistics companies regarding Narrabri Shire's proposed Industrial and Logistics Hub.	30/06/2020	On Track	After previously meeting with a national logistics company representative, undertook a follow up meeting by inviting him to Narrabri. Discussed Council's proposed Industrial and Logistics Hub and took him to site. In addition, logistics and transport companies attended the launch of the Container Exhibition which took place on 22 May 2019. A further regional transport contact was made at the launch. Spoke with logistics organisations at the Toowoomba Inland Rail conference.	25 %

Actions	Target	Status	Progress	%
3.2.1.4 - Lobby State & Commonwealth Governments for infrastructure development funding to establish a regional intermodal facility.	30/06/2020	On Track	Lobbied and received funding to undertake a Business Case and Master Plan for a Industrial and Logistics Hub. Subsequent grant application has been submitted to undertake capital works inclusive of earthworks (road and rail), water, sewer, communications. The Hon Mark Coultan announced that a strategic business case would be funded to identify and assess the cost and benefits of improving the road/rail interface at Narrabri to better facilitate the connection between the local community and Inland Rail.	25 %
3.2.2.4 - Partner with industry and Government to facilitate development of a suitable intermodal facility.	30/06/2020	On Track	Initial partnership funding through the Murray Darling Basin Regional Economic Programme to undertake a Business Case and Master Plan of the Narrabri Shire Industrial and Logistics Hub proposal. Department of Premier and Cabinet, ARTC and Department of Planning representatives were on the Steering Committee throughout the project. Submitted grant application through the Department of Premier and Cabinet to undertake initial capital works at Industrial and Logistics Hub. Meeting arranged to present to the Chief Planner of the NSW Department of Planning and Environment, Council's development proposal of the Industrial and Logistics Hub.	25 %
3.3.1.5 - Explore a partnership with the Department of Premier and Cabinet to undertake an Investment Attraction Strategy.	30/06/2020	On Hold	Yet to commence.	0 %
3.3.2.2 - In conjunction with State and Commonwealth Governments promote and facilitate business networking events.	30/06/2020	On Track	Arranged for Gabi Hollows AO being an inspirational speaker for International Women's Day. The program included time for networking and was an evening function to encourage local businesswomen to attend. Worked with the NSW Small Business Commission and Ministers Office in preparation for the Small Business Summit. Ensured the running of the Small Business Summit was a success in July 2019. Launched N2IP prospectus video and participated in networking evening. In conjunction with the Commonwealth Department of Infrastructure arranged for the Inland Rail Economic Opportunities Workshop in Narrabri.	25 %
3.3.4.1 - Encourage the establishment of a commercial solar power industry.	30/06/2020	On Track	Dealing with a number of organisations within the solar industry that are at various stages of establishing solar farms within Narrabri Shire, with construction of the Canadian Solar farm projected to begin development in the second half of 2019. Recently have met and been in discussions with a further two potential new operators.	25 %

Actions	Target	Status	Progress	%
3.3.4.4 - Research industries that require access to substantial energy and approach to expand or relocate to Narrabri Shire.	30/06/2020	On Track	Authored and sent an introductory letter to a fertilizer manufacturer, updating it on Council's progress in securing suitable industrial land and to discuss the possibilities of entering into a non-binding land purchase agreement.	25 %
3.4.1.3 - Market and transact developed Shannon Estate blocks and englobo site.	30/06/2020	On Track	Draft Expression of Interest - Sale of Land document written, and maps created prior to advertising.	25 %
3.4.3.2 - Identify and approach key lifestyle village developers to establish facilities in Narrabri Shire.	30/06/2020	On Track	Correspondence forwarded to three lifestyle village operators with subsequent discussions undertaken. Invited them to come to Narrabri for further discussions and an introductory tour of the town. Further lifestyle operators are being determined prior to being approached.	25 %
4.1.4.2 - Annual volunteer celebration held.	30/06/2020	On Hold	Yet to commence. National Volunteer Week in May 2020.	0 %
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.	30/06/2020	On Hold	Yet to commence. Council will develop a Youth Employment Strategy once the Youth Council is established in conjunction with the Youth council and the Crime Prevention Advisory Committee.	0 %
1.2.4.7 - In conjunction with the Aboriginal community successfully organise and run Reconciliation Week.	30/06/2020	On Hold	Yet to commence. The first Reconciliation Day event for Council was held in May 2019. Discussions with the Aboriginal community will recommence in early 2020 to progress this Action to ensure another successful event is held.	0 %
1.2.4.8 - In conjunction with the Aboriginal community successfully organise and run NAIDOC Week.	09/07/2019	Complete	Flag Raising Ceremony / Morning Tea event successfully held and well attended. A number of events were held across the Shire in collaboration with Aboriginal communities. Council worked closely with a NAIDOC week committee to coordinate these events.	100 %
1.2.4.9 - In conjunction with the Aboriginal community progress the State Heritage Register nomination for Waterloo Creek.	30/06/2020	On Track	A briefing to Council was scheduled for 3 September and the Report to the Ordinary Council meeting was completed for 24 September. Council unanimously voted in support of the lodgement of the application to the NSW Heritage Council by Wee Waa Local Aboriginal Lands Council for listing of the Waterloo Creek Massacre site on the State Heritage Register with the assistance from Council staff.	25 %
1.2.4.10 - Establish and have adopted a Sporting Wall of Fame Policy.	30/06/2020	On Track	Council is developing a draft Sporting Walk of Fame Policy.	25 %

Actions	Target	Status	Progress	%
4.1.1.3 - Successfully organise and run Australia Day Event	30/06/2020	On Track	Council will commence planning for the Australia Day festivities in October once an informal organisation committee is formed. A report was tabled at the August 2019 Ordinary Council Meeting to change the age of the Youth Award from 16 years and under to 25 years and under and this was endorsed at the Council meeting.	25 %
4.1.1.4 - Successfully organise and run the Lillian Hulbert Scholarship and award presentation and Seniors Festival and awards	30/06/2020	On Hold	Council will commence the planning for the Lillian Hulbert Award in October. Presentation of the award will be hosted by Council in February 2020. Discussion with Seniors committee has taken place regarding a grant application as well as how the Seniors Festival will look for 2020.	0 %
4.1.1.5 - Successfully organise and run International Women's Day Event.	30/06/2020	On Hold	Yet to commence. Council will commence planning for International Women's Day in January 2020.	0 %
4.1.1.6 - Successfully organise and run Youth Week activities.	30/06/2020	On Hold	Yet to commence. Youth Week is scheduled for April 2020. Organisation will begin next year to host this event. The newly formed Youth Council should have it's first meeting in February and hopefully will be available to assist with running an event(s). Council continues to investigate funding opportunities to host additional Youth activities throughout the year.	0 %
4.1.1.7 - Successfully organise and run International Day of People with a Disability.	30/06/2020	On Track	Council has commenced planning for the International Day of People with a Disability with the event planned for December 2019. The planned event may be included in the Social Inclusion morning tea planned for Friday 29th November 2019.	0 %
4.1.1.8 - Successfully organise the Bush Bursary Placement Program.	30/06/2020	On Track	Council continues to support and sponsor the NSW Rural Doctors Network for a rural placement of a Nurse and Doctor between November 2019 and January 2020. Council is waiting for students to be allocated to the Narrabri Shire so that preparation around a placement schedule can commence.	25 %
1.3.4.25 - Monitor, review and evaluate progress of Narrabri Shire Access & Inclusion Advisory Committee Strategy and report to community at quarterly Access & Inclusion Advisory committee meetings.	30/06/2020	On Track	The scheduled September 2019 meeting didn't occur due to lack of a quorum. The meeting has been rescheduled for Wednesday 2nd October 2019. The Disability Inclusion Action Plan Easy Read Version has been updated to reflect new branding and will be redistributed to the committee with the Agenda prior to the scheduled meeting on Wednesday 2nd October 2019.	25 %

Actions	Target	Status	Progress	%
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.	30/06/2020	On Hold	Yet to commence.	0 %
1.3.1.6 - Promote Narrabri Shire as a rewarding and viable location to attract medical professionals.	30/06/2020	On Hold	Yet to commence.	0 %

Economic Development Services – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Maintain or increase Gross Regional Product amount after the construction phase of local resource companies and throughout drought conditions (\$M).	> \$1,250,000	\$1,200,000
Percentage of prospective businesses assisted proceeding to commencement of next stage within LGA.	> 6 %	1 %
Workforce participation rate of LGA is 5% higher than NSW average participation rate	> 66 %	65.3 %

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Percentage of Council and Community Grants submitted that are successful.	> 25 %	12.5 %
The number of local businesses is maintained or increased.	> 1,760	1760
Value of Council and Community Grants submitted that are successful (\$).	> \$6,000,000	\$62,630

Workload Measure	2019/20 Estimated	YTD
Assist organisations by engaging with a combination of prospective and existing business people looking to expand operations in Narrabri Shire.	> 50	17
Attend Shire wide community group meetings.	> 60	8
Facilitate and provide resources to community events	> 12	2
Number of Grant Applications submitted by Council or jointly with Community Groups.	> 48	16
Promote and market Narrabri Shire to prospective businesses.	> 24	3

Environmental Health Services - Actions

Actions	Target	Status	Progress	%
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.	30/06/2020	On Track	Council attended the quarterly North West Region Weed Committee meeting in Lightning Ridge 8 August 2019. Council is working with property owners from the Pilliga on weeds and pest management area. Council held a stall at Agquip 2019. Council had the opportunity to interact with members of the community and to liaise with other weed officers from the region. Council also participated in the Biannual Weeds Conference – Newcastle 26-29th August 2019 and the North West Local Land Services Spring Seasonal Updates.	30 %
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.	30/06/2020	On Track	Council continues to spray Mother of Millions and Cacti species on Council roads. The weed spray program has been impacted due to the current drought. Council is implementing mechanical eradication of weeds, however mechanical eradication is not suitable for all species. Council continue to monitor the Shire roads and high-risk pathways for priority weeds. So far, Council has conducted approximately 93 inspection/re-inspections.	30 %
2.1.4.2 - Prepare and implement management plans for individual Priority Weeds.	30/06/2020	On Track	Council is implementing management plans drafted last financial year. Council is also working on a Weed Management Policy for the Shire.	30 %
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.	30/06/2020	On Track	Council continues to map new infestations as they are seen both on private and public land.	30 %
2.1.4.4 - Promote best weed management practices to landholders, including a range of control techniques for integrated weed management.	30/06/2020	On Track	Council have had contact with 72 Land holders and distributed 50 books on Weed Management. Council held an information day with 20 landholders in the Cuttabri, Pilliga and Gwabegar area to discuss the new MEPAW funding of \$52,630.00 to control Mother of Millions and African Boxthorn and to improve the ecological state of the area.	30 %

Actions	Target	Status	Progress	%
2.1.4.5 - Work with other vegetation managers and land management agencies to ensure weed management programs are included in vegetation management programs.	30/06/2020	On Track	Council was granted with \$52,630.00 from Local Land Services for weed management in the Cuttabri, Pilliga and Gwabegar area. This will tie in with the existing Combat Weeds and Pest Grant that Council is managing in the same area. Weed management has been undertaken at 14 properties.	30 %
2.1.4.6 - Promote vegetation rehabilitation as a key part of weed management.	30/06/2020	On Track	Council promotes vegetation rehabilitation through the campaign: See it, Weed it and plant a native tree instead. Council have assisted in the National Tree Planting Day at Narrabri West Lake to promote rehabilitation.	20 %
2.2.2.1 - Encourage the formation of active landcare groups throughout the Shire and involve groups in Council rehabilitation programs.	30/06/2020	On Track	Council promoted the formation of Land Care groups during the tree planting day in July. Council contacted Landcare Organisation Australia seeking assistance to promote landcare groups. Council also contacted existing landcare groups to update their contacts details in order to be able to send them information in relation to grant funding opportunities.	17 %
2.2.2.6 - Seek funding to protect and rehabilitate land owned by Council.	30/06/2020	On Track	Council sent a grant application through the Stronger Country Communities Funds to rehabilitate a section of the Narrabri Creek located behind the Narrabri RSL.	30 %
2.2.3.1 - Review extractive industries environmental compliance reports and plans annually.	30/06/2020	On Track	Council is currently reviewing industry environmental compliance.	10 %
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.	30/06/2020	On Hold	Yet to commence.	0 %
2.4.1.2 - Work cooperatively with mining companies and environmental groups to monitor impacts of dust.	30/06/2020	On Track	The first Namoi Air Quality Committee Meeting for 2019-2020 was held on 12 August 2019. Council had reviewed the Naomi Air Quality Autumn newsletter and continue advertising Air Quality monitoring data on Council's Facebook page. The next meeting will be held in November 2019.	30 %
2.4.3.2 - Engage with lead regulator of major projects to ensure the community is informed of their actions to regulate water extractions.	30/06/2020	On Track	Kristanne Mahony, Director for groundwater, will come to Council on Thursday 24th October 2:30-3:30 pm to present on how groundwater extractions are regulated.	30 %

Actions	Target	Status	Progress	%
2.2.2.5 - Develop and implement strategies to achieve coordinated establishment of biodiversity corridors.	30/06/2020	On Hold	Yet to commence.	0 %

Environmental Health Services – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Number of Biosecurity Directions Issued	> 5	0
Number of preventive action, clean up notices, warning letters issued to assets that do not comply with the law.	> 10	1
Percentage complaints investigation commenced within three (3) working days	> 98 %	98 %
Percentage complaints investigation commenced within three (3) working days (weed management)	> 98 %	98 %

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Customer satisfaction survey achieves 80% favourable response (weed management)	> 80 %	90 %
Customer satisfaction survey achieves 80% favourable response.	> 80 %	90 %
Percentage of food premises found complying with standards	> 90 %	95 %
Percentage of property inspected that had applied effective weed management.	> 80 %	37.5 %

Workload Measure	2019/20 Estimated	YTD
Complete food premises inspection program	> 95 %	0 %
Number of environmental education campaigns for the community	> 3	1
Number of individual properties inspected for noxious weeds	> 840	93
Number of roadside Ha treated for noxious weeds	> 10,000	606.65
Number of weed management education programs delivered	> 5	0

Parks and Open Spaces - Actions

Actions	Target	Status	Progress	%
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.	30/06/2020	On Track	Council apply the CPTED (Crime Prevention Through Environmental Design) principles when considering new and existing playground equipment and when constructing works in park lands. These principles help to increase patronage and assist in the crime prevention.	30 %
1.2.3.2 - Review access and investigate support infrastructure to the waterways in the three major towns.	30/06/2020	On Track	Narrabri - the installation of the Narrabri Cycle pathway will open up creek banks to increased patronage with supporting structures to be installed (seating and picnic settings). Wee Waa - The Wee Waa lagoon area boat ramp was cleared of vegetation, extra picnic tables were placed to improve patrons usage. A new boat ramp and picnic tables have been installed at Yellow Bank Reserve which has given better access to the Namoi River. Boggabri - The area next to the Boston Street bridge was cleaned up and has the potential to be developed on completion of the bridge replacement.	50 %
1.3.3.2 - Commence planning to ensure all towns and villages have a quality park facility.	30/06/2020	On Track	Playgrounds have been installed in Gwabegar, Baan Baa and Wee Waa with planning in process for the townships of Pilliga and Bellata. Additional equipment and access pathway are being planned for Boggabri (Vickery Park).	55 %
1.3.4.7 - Ensure inclusion and accessibility requirements are examined when improving children's playgrounds.	30/06/2020	On Track	Access pathways and settings are included in planning process where possible. Access pathways and settings have been included in the inclusive playground proposed for The Crossing Theatre and Tourist Information Centre precinct.	30 %
1.4.1.1 - Investigate options for schools to share facilities with Council.	30/06/2020	On Track	Council ovals and parks currently have regular bookings and assist in line marking for carnival and other events. Council is currently investigating the potential for upgrades in Pilliga which would be located close to the school.	25 %
2.1.2.1 - Implement the Narrabri Lake Plan of Management to improve the natural values of water body, surrounding parkland and recreational use.	30/06/2020	On Track	Council maintenance and improvement plans are consistent with the Narrabri Lake Plan of Management. Council is currently requesting quotes to seal the pathway on the eastern side of the Narrabri lake from Moolobar street to Ugoa street.	55 %

Actions	Target	Status	Progress	%
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.	30/06/2020	On Track	Council currently uses social media platforms to inform the general public on upgrades, park closures and events. Council also engages the local newspaper for larger capital work items and updates.	35 %
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.	30/06/2020	On Track	An initial discussion has been held with Consultants to determine the indicative cost, scope and approach of this plan. Council has approached Shire Councils in Walgett and Moree for Plans of management for their Artesian bore baths sites.	25 %
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.	30/06/2020	On Track	Council has a design for these pergolas but has not been able to access substantial funding for this project. Council will review the plans and seek new quotations for the arbor structures and then seek grant funding opportunities.	25 %
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.	30/06/2020	On Track	Council adopted a capital works budget for the upgrades to each roundabout during these upgrades new plantings and signage will be completed. Council has planted ground covers and a few flowering plants to cover roundabouts in the interim.	25 %
4.3.3.10 - Investigate structural concept plans for Swimming Pools in the Shire following the GHD study.	30/06/2020	On Track	Council will begin to contact aquatic construction and maintenance companies to request a summary and indicative costs to complete a structural replacement program for each of the Council's aquatic facilities.	25 %
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.	30/06/2020	On Track	Narrabri creek shared pathway is currently under construction with additional seating and bollards being installed on completion of works. Council will then collate plans for all infrastructure works to include in the plan of management.	50 %
1.2.1.2 - Investigate, design and implement renovation/improvements to Wee Waa CBD.	30/06/2020	On Track	Council has begun to implement this program with new seating and bins being installed. An Arbor company has been contracted to start on tree works in October 2019.	25 %

Parks and Open Spaces – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Annual cost per Ha to maintain Open Space and stormwater areas	< \$1,762	\$309
Annual cost per Ha to maintain Recreation Parks	< \$2,012	\$803
Annual cost per Ha to maintain Sports Facilities.	< \$3,500	\$814
Revenue received from sports field lighting	> \$8,500	\$3,370
Cost to clean public toilets across shire (Total of 11)	< \$162,500	\$40,262
Cost to maintain street trees with DBH >300mm in Boggabri, Narrabri and Wee Waa	< \$65,988	\$9,687
Energy cost of public toilets and sport amenity buildings across shire	< \$39,460	\$7,651

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Customer satisfaction with level of service provided at parks, recreation and sporting facilities.	> 75 %	75 %
Number of days sport facilities closed due to maintenance standard / not fit for use.	0 Days	0 Days
Number of near miss or injury incidents reported at playgrounds.	0	0
Number of written complaints regarding public toilets that are an unsatisfactory standard of cleanliness.	0	0

Workload Measure	2019/20 Estimated	YTD
Number of playgrounds provided and maintained across shire	> 12	12
Number of Hectares maintained for Open Space and stormwater areas	221.92 Ha	221.92 Ha
Number of Hectares maintained for Recreation Parks	24.98 Ha	24.98 Ha
Number of Hectares maintained for Sport Facilities	38.06 Ha	38.06 Ha
Number of skate parks provided and maintained across shire	3	3
Number of sport park amenity buildings (toilets, change rooms and canteens) provided and maintained across shire	5	5

Planning and Regulatory Services – Actions

Actions	Target	Status	Progress	%
1.2.1.3 - Engage with business owners to ensure shop fronts are well maintained.	30/06/2020	On Hold	Yet to commence.	0 %
2.1.1.1 - Develop and implement an Aboriginal Engagement Strategy in partnership with the Aboriginal community.	30/06/2020	On Hold	Yet to commence.	0 %
2.1.4.8 - Support animal owners through educational materials to maintain animal behaviour that is consistent with the expectations of the community.	30/06/2020	On Hold	Yet to commence.	0 %
2.1.4.9 - Seek funding to support microchipping, desexing and responsible companion animal program campaigns.	30/06/2020	On Hold	Grant applications being prepared for desexing, microchipping and registering day.	0 %
2.2.3.3 - Request state regulatory authorities present annually to Council.	30/06/2020	On Track	Kristanne Mahony (Director for Groundwater) - Regulation of Water Extractions. Council, in conjunction with the Murray Darling Basin Engagement Officer have organised this presentation for Councillors to inform on how groundwater extractions are regulated.	25 %
2.4.2.1 - All submissions on extractive industry state significant developments will request no final void as a condition of consent.	30/06/2020	On Track	Watching brief being maintained.	0 %
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.	30/06/2020	On Track	Watching brief being maintained.	25 %
2.4.4.2 - Participate in public exhibition processes for major state significant developments to protect the community interests.	30/06/2020	On Track	Watching brief being maintained.	25 %

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Actions	Target	Status	Progress	%
2.4.4.3 - Lobby the NSW Government for monitoring actions to be performed by the regulators at the proponents cost.	30/06/2020	On Track	Watching brief being maintained.	25 %
3.1.3.1 - Develop a Local Strategic Planning Statement (LSPS) and Local Growth Management Strategy for Narrabri Shire.	30/06/2020	Needs Attention	Councillor workshop completed. Issues Paper sent to Department of Planning. Meeting held with Chief Planner for NSW.	25 %
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.	30/06/2020	On Hold	Yet to commence.	0 %
3.4.4.1 - Carryout biennial inspections of urban areas to identify properties requiring repair or demolition.	30/06/2020	On Hold	Yet to commence.	0 %
3.4.4.2 - Implement an orders program to require action to repair or demolish derelict buildings.	30/06/2020	On Hold	Yet to commence.	0 %
1.3.4.24 - Investigate a premiere precinct for gun clubs within the Shire.	30/06/2020	On Hold	Yet to commence.	0 %
2.1.1.2 - Complete an Aboriginal Heritage Study to identify sites for inclusion in the Narrabri LEP.	30/06/2020	On Track	Consultation sessions completed in August 2019, submissions closed end September 2019. Information from both now being collated.	25 %
2.1.2.2 - Undertake comprehensive review of the LEP 2012.	30/06/2020	On Hold	Yet to commence. Requires Local Strategic Planning Statement and Local Growth Management Strategy.	0 %
2.2.4.1 - Regionally and state significant developments are assessed and reviewed against the principles of ecologically sustainable development and the precautionary principle.	30/06/2020	On Track	Watching brief being maintained.	25 %

Actions	Target	Status	Progress	%
3.4.3.3 - Develop Employment Lands Delivery Plan Narrabri.	30/06/2020	On Hold	Yet to commence. Requires completion of Local Strategic Planning Statement and Local Growth Management Strategy.	0 %
3.4.3.4 - Develop Housing Strategy for Narrabri Shire.	30/06/2020	On Hold	Yet to commence. Requires Local Strategic Planning Statement and Local Growth Management Strategy.	0 %

Planning and Regulatory Services – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Average employee / contractor cost per application determined	< \$1,460	\$1,345
Average processing times for applications from receipt of all information less than 10 days for construction certificates and complying development certificates	< 10 Days	63 Days
Average processing times for applications from receipt of all information less than 30 days for Development applications	< 30 Days	18 Days
Average processing times for applications from receipt of all information less than 7 days for property certificates	< 7 Days	4 Days
Average time to respond to companion animal complaints	< 7 Days	3 Days
Average time to respond to development complaints	< 7 Days	14 Days
Average time to respond to overgrown complaints	< 7 Days	3 Days
Number of Dangerous Dog Declarations issued	> 3	0
Percentage complaints investigation commenced within three (3) working days	> 98 %	99 %

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Audit of 10 processed development files indicates full compliance with established processes and legislation.	100 %	0 %
Greater than 80% positive rating from quarterly survey of at least 20 customers	> 80 %	0 %
Number of micro-chipped animals	> 100	7
Number of outstanding development, building and public health orders	0	10
Number of valid written complaints received	< 5	0

Workload Measure	2019/20 Estimated	YTD
Number of 149 Certificates issued	> 450	105
Number of applications determined.	> 200	47
Number of building investigations relating to building compliance	> 10	0
Number of companion animals euthanized	< 135	32
Number of companion animals impounded (incoming animals)	< 190	62
Number of companion animals rehomed (includes sold and released to organisations for rehoming)	> 70	8
Number of companion animals released to owner	> 90	9
Number of feral animals euthanized	> 50	7
Number of investigations relating to developmental compliance	> 10	1
Number of swimming pool compliance certificates issued	50	13
Total number of companion animals registered in year	> 190	31
Total value of applications determined	> \$15,000,000	\$7,592,750

Saleyard Services – Key Performance Measures

Efficiency Measure `Doing things right`	2019/20 Estimated	YTD
Net cost of operation to Council (excluding capital)	< \$120,000	\$32,155
Net Operational cost per animal sold (\$ per animal)	< \$8	\$6

Effectiveness Measure `Doing the right things`	2019/20 Estimated	YTD
Non-compliance with the National Saleyards Quality Accreditation (NSQA) annual audit	0	0
Survey of agents and customers achieves minimum 80% satisfaction rating	> 80 %	78 %
Zero reported WHS incidents attributable to Council	0	0

Workload Measure	2019/20 Estimated	YTD
Number of head sold per annum	> 14,000	5,266
Number of individual sale days per annum	> 23	6
Number of separate uses of truck wash facilities	> 1,500	373

Solid Waste Management - Actions

Actions	Target	Status	Progress	%
2.3.2.8 - Conduct educational programs for community members on the effects on kerb side collection contamination.	30/06/2020	On Track	Council has commenced Facebook advertisement for 2019-2020. Council advertised the plastic waste hierarchy and how to handle different types of plastic. Council also advertised segregation methods for the bulky waste collection. Council is currently reviewing Cleanaway's Education Plan for 2019-2020. Face to Face education sessions were conducted at Narrabri West Public School and Nurruby preschool.	40 %
2.3.2.15 - Develop and adopt a Waste Management Strategy for the Shire.	30/06/2020	On Track	A draft waste strategy has been prepared and will be presented to Council.	60 %

Solid Waste Management Services – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Cost per tonne to operate Council waste disposal facilities	< \$130	\$110
Percentage of recycling bin contamination	< 20 %	18 %
Zero breaches of EPL Licence requirements for Narrabri Landfill site	0	0

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Number of written valid complaints per annum of waste services	< 5	1
Percentage of waste diverted from Landfill originating from kerbside collection	> 45 %	32 %

Workload Measure	2019/20 Estimated	YTD
Attendance at Northern Inland Regional Waste (NIRW) and Cleanaway contract group meetings	> 7	2
Delivery of face to face waste minimisation program	> 5	7
Number of days Narrabri Landfill open	> 360	92
Number of residential premises presenting for kerbside collections per week	> 4,276	4,287

Swimming Pools – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Operational cost per patron at Boggabri is maintained below \$15 per patron	< \$11	\$0
Operational cost per patron at Narrabri is maintained below \$15 per patron	< \$7	\$16.2
Operational cost per patron at Wee Waa is maintained below \$15 per patron	< \$8	\$0
Percentage of pool operating expenditure recovered as revenue	> 39 %	7.5 %

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Number of incidences of pool closure for health reasons	< 1	1
Number of written complaints relating to health, safety or customer service	< 10	6
The total retail sales at Boggabri, Narrabri and Wee Waa each year exceed the rolling three year average	> \$70,000	\$5,585

Workload Measure	2019/20 Estimated	YTD
Number of Learn to Swim classes offered at Boggabri, Narrabri and Wee Waa pools	> 750	82
Number of patrons using pools in Boggabri	> 9,300	0
Number of patrons using pools in Narrabri	> 50,890	5,585
Number of patrons using pools in Wee Waa	> 12,850	0

Tourism Services - Actions

Actions	Target	Status	Progress	%
1.2.3.3 - Review sign posting for adequacy and incorporate latest digital technology to raise awareness of assets across the Shire.	30/06/2020	On Track	Council has completed an audit of tourism related signage. The audit has identified signage for replacement or graphic design upgrade. Tourism Information signs which are located throughout the Region were updated in September 2019 and will have the iProximity beacon installed.	25 %
1.2.3.5 - Investigate viability of establishing tours at peak times of significant environmental assets.	30/06/2020	On Track	Council hosts town and regional tours throughout the year, staff recently assisted Port Stephens Coaches with a district tour and will assist the Manchester Unity Conference at the end of October 2019. Council is investigating the reintroduction of seasonal tours such as Cotton tours from March through to July.	25 %
1.3.4.18 - Provide accurate, timely and comprehensive accessibility information about events within the Shire.	30/06/2020	On Track	Council continues to assist and support community events by providing accessible information and assistance with promotion and marketing.	25 %
2.3.2.11 - Event organisers are required to provide recycling facilities at all events with a patronage greater than 100.	30/06/2020	On Track	Event organisers are encouraged and provided with information in relation to the use of recycle bins at community events.	25 %
3.1.2.9 - Improve the gateway entry signage on the Shire boundaries.	30/06/2020	On Track	Council has contracted graphic designers to develop concept design for high impact town signage. Gateway concept designs will be presented at the Councillor workshop in November 2019.	15 %
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.	30/06/2020	On Track	Council is working with local retailers to develop a calendar of events for the main street. Council hosted Social Media Business Workshop in Narrabri, Wee Waa and Boggabri on the 24th - 26th September 2019. For Small Business Month (October) Council will host a Retail Revamp from 14th - 18th October 2019 for the retail and business communities of Narrabri, Wee Waa and Boggabri to assist with future marketing and promotion.	25 %
4.2.3.1 - Develop and maintain a consistent brand across all Council business units and service areas.	30/06/2020	On Track	New branding was developed for Council and the Destination in the previous financial year. Destination branding "Explore Narrabri Region" has included the re-brand of information signage, billboards, destination maps, website, eateries and accommodation guides.	25 %

Actions	Target	Status	Progress	%
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.	30/06/2020	On Hold	Council will develop a comprehensive signage strategy once the designs for the Town and Gateway signage has been approved and adopted by Council.	5 %
3.1.2.2 - Investigate the improvement of the Rose St/Main St/Kamilaroi Hwy intersection to encourage travellers into Rose St creating a visual stimulus that attracts attention.	30/06/2020	On Hold	Council has developed a Wee Waa main street concept plan for the improvement and beautification of Rose Street and the Kamilaroi Highway intersection. Council is currently investigating design options for the intersection which will include new directional signage to encourage visitation into the main street.	15 %
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.	30/06/2020	On Track	Council has engaged an external Consultant to review the existing Narrabri Tourism Destination Management Plan (2014-2019) refine, update and align the plan with the current tourism framework. A Strategic Visitor Economy Action Plan 2020 - 2025 - a practical road map to growing visitation to the Region and maximising the benefit for the local economy will also be developed.	25 %

Tourism Services – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Net cost for provision of visitor service per visitor (VIC patrons)	< \$2	\$49.83

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Average sales per walk in patron for the Narrabri VIC	< \$3	\$3.6
Number of redeemed voucher from trade show distributions	> 250	62.5
Overall visitor satisfaction (Surveys and Social Media)	> 96 %	97 %

Workload Measure	2019/20 Estimated	YTD
Number of visitors to the VIC	> 35,000	7,966
Number of Information packs distributed at trade shows	> 8,100	500
Complete visitor satisfaction survey	> 125	12
Number of social media users	> 1,800	1,807
Number of community events and conferences facilitated	> 38	9

Infrastructure Delivery

DIRECTORATE



Service Plan Quarterly Report **September 2019**



Design and Investigation Services - Actions

Actions	Target	Status	Progress	%
1.1.2.3 - Support and liaise with community groups and local residents regarding traffic and alcohol free-zoning requirements.	30/06/2020	On Track	Alcohol Free Zones are due for renewal by 1st July 2020 (Minute 207/2017). Support of local events and assistance for community groups requiring Council approval for traffic related matters and suspension of alcohol free zones is ongoing and as required.	25 %
1.1.2.14 - Identify existing black spot areas through community consultation within Narrabri Shire road network.	30/06/2020	On Track	Road Black Spots have been identified in 2018/19 and locations submitted to Roads & Maritime Services (RMS) for funding approval in 2019/20. Any new locations that meet the Black Spot funding criteria will be presented to the Local Traffic Facilities Committee and Council for approval.	25 %
1.3.4.6 - All capital works projects will incorporate upgrades that are consistent with inclusion and accessibility requirements.	30/06/2020	On Track	All Engineering designs consider accessibility requirements (engineering best practice). Designs that specifically require consultation with community groups are submitted to the Disability and Inclusion Committee for comment.	25 %
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.	30/06/2020	On Track	Adopted Pedestrian Access and Mobility Plan (PAMP) includes Narrabri Shires Cycling and Walking Strategy (Minute 551/2014). Major projects have commenced in 2018/19 and will continue in 2019/20. Eligible projects are submitted when grant funding opportunities are made available. Current PAMP required for review by Council in 2020.	25 %
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.	30/06/2020	On Track	Audit of local rural roads was conducted in 2018/19. Local cycling community groups have been identified and have been requested to assist with short-listing suitable rural roads for cycle training purposes. Once the roads have been short-listed they will be assessed and submitted to the Local Traffic Facilities Committee and Council for Capital Works approval (e.g. road widening, line marking and sign posting).	25 %
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.	30/06/2020	On Track	Proposed signage and street furniture is considered with each project and discussed with Council's Community Facilities Manager and Tourism Manager. Several projects are currently in development and will include community support facilities as required.	25 %

Actions	Target	Status	Progress	%
2.1.3.6 - Ensure appropriate regulatory and guidance signage is provided on all existing and proposed walk and cycle facilities.	30/06/2020	On Track	Audit of signage along walk and cycle facilities is ongoing as part of routine maintenance and improvement projects. All Engineering designs consider appropriate regulatory and guidance signage requirements in accordance with Australian Standards, Roads & Maritime Services and AustRoads guidelines.	25 %
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.	30/06/2020	On Track	Information regarding walk and cycling routes is updated as projects are completed. Request for safe walk and cycling brochures has been lodged with Transport NSW (as part of the NSW Governments Safety Towns initiative), to be used in conjunction with local town maps identifying walk and cycling routes.	25 %
2.1.3.8 - Work with NSW Police to increase helmet wearing by cyclists in the Shire, as well as enforcing parking on footpaths.	30/06/2020	On Track	Walk and Cycle safety information is distributed to all local schools to improve helmet wearing by cyclists. NSW Police are notified of any updates via the Local Traffic Facilities Committee. All footpath parking infringements are enforced by Council's responsible staff and locations reviewed for regulatory signage compliance.	25 %
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.	30/06/2020	On Track	Funding opportunities are provided to local cycling groups and Council assistance is supplied when required (e.g. Killarney Bike Ride). Cycling events are promoted when dates are known/confirmed (e.g. NSW Bike Week).	25 %
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).	30/06/2020	On Track	Safe routes for Seniors program to be developed as part of the ongoing Disability Inclusion Action Plan (DIAP). Identified routes that specifically require consultation with community groups are submitted to the Disability and Inclusion Advisory Committee for comment.	25 %
2.1.3.15 - In association with schools, audit key routes to school and improve the facilities along these routes.	30/06/2020	On Track	Public survey to determine priority walking and cycling routes was completed in 2018/19. Priority routes have been identified and concept designs completed for future Capital Works program. Identified projects will be constructed once grant funding opportunities are made available.	25 %

Actions	Target	Status	Progress	%
2.1.3.16 - Encourage schools to audit their bicycle parking to make sure it is secure, visible and sheltered from the elements.	30/06/2020	On Track	Information regarding funding options for bicycle facilities will be provided when available/announced. Contact information for both Council and Roads & Maritime Services has been provided.	25 %
3.1.3.4 - Permit two way entry/exit to Tourist Information and The Crossing Theatre car park.	30/06/2020	On Track	Design for the required changes to the entry/exit points has been completed. Construction of the project has been delayed as this will now be included as part of the Tourist Precinct project. Upgrade works are scheduled to commence once funding has been obtained.	25 %
3.2.3.1 - Consult with relevant stakeholders on opportunities to increase efficiencies on freight movements to, through and from the Narrabri Shire.	30/06/2020	On Track	Ongoing and as required. Regular discussions are held with heavy vehicle industry and freight users. National Heavy Vehicle Regulator (NHVR) applications are assessed with a view to improve and increase freight productivity.	25 %
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.	30/06/2020	On Track	Narrabri Shire specific freight productivity plan has been in development with the assistance of Council's Development & Economic Growth Department and will continue to be updated into 2019/20. Engineering road alignments are designed to cater for the largest permissible vehicle (AB-Triple and B-Triple combinations).	25 %
4.4.4.1 - Conduct data collection and analysis to inform key stakeholders on areas related to infrastructure delivery i.e. traffic, roads, water.	30/06/2020	On Track	Ongoing. Asset data collection is continuing on a regular basis and will form part of Councils "Levels of Service" document.	25 %
1.2.3.7 - Undertake a preliminary feasibility study into the establishment of a weir down-stream from The Crossing Theatre.	30/06/2020	On Track	New project. A Business Case is to be developed with options investigated.	10 %

Design and Investigation Services – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Cost per kilometre of road design produced (\$/km)	< \$7,500	\$4,875

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Internal designs completed within the allocated (agreed) timeframe	100 %	100 %
External designs reviewed and comment provided within 15 working days	100 %	100 %
Heavy Vehicle permits assessed and completed within 15 working days	100 %	100 %
Development Applications assessed and reply submitted to the Director of Infrastructure Delivery within 15 working days	100 %	100 %
Dial Before You Dig requests are replied to within 3 working days	100 %	100 %

Workload Measure	2019/20 Estimated	YTD
Number of Traffic Count Data collected	> 200	40
Number of major projects completed (> \$100,000 total project cost)	25	6
Number of minor projects completed (< \$100,000 total project cost)	150	28
Number of external designs assessed	60	22
Number of Heavy Vehicle Permits assessed	120	35
Number of Development Applications assessed	70	16
Number of Dial Before You Dig requests completed	50	18

Fleet Management - Actions

Actions	Target	Status	Progress	%
2.2.1.1 - Actively partner with the Rural Fire Service (RFS) and State Emergency Services (SES) to ensure plant and equipment are appropriate.	30/06/2020	On Track	Council is in regular contact with the Narrabri Branch of the RFS and the State Emergency Services (SES) at quarterly Local Emergency Management Meetings. Resources and systems to manage emergencies are discussed at these meetings.	25 %
2.2.1.4 - Facilitate and support the Local Emergency Management Committee.	30/06/2020	On Track	Four Local Emergency Management Committee meetings are planned for the 2019/20 reporting period. The first meeting was held on 29 August 2019.	25 %
4.4.4.2 - Develop, review and prioritise relevant fleet replacement programs.	30/06/2020	Needs Attention	Annual safety inspection of all Fleet has commenced.	5 %
4.4.4.3 - Consult with key stakeholders on plant and vehicle replacement requirements to ensure fit for purpose and greatest return for Council.	30/06/2020	On Track	Update to process has been actioned for stakeholder inclusion in the decision making of specifications for replacement Fleet assets. This has formed part of the process in the commitment of 33.4% of the Fleet Renewal Budget at the time of reporting.	35 %

Fleet Management – Key Performance Measures

Efficiency Measure `Doing things right`	2019/20 Estimated	YTD
Average fuel Consumption per month (L/month)	< 41,000 Litre	34,658 Litre
Scheduled vs Unscheduled Maintenance is 50/50 (% Scheduled)	50 Ratio	35 Ratio
No. of Open IRS (Continuing)	< 35	1941

Effectiveness Measure `Doing the right things`	2019/20 Estimated	YTD
Number of scheduled maintenance activities completed on time	> 95 %	14 %
Residual Value vs Auction Proceeds	90 %	104 %

Workload Measure	2019/20 Estimated	YTD
Number of Service Requests recorded	2020	147
Number of Procurement Renewals	80	4
Number of Insurance Claims	< 20	2
Number of Disposal Assets Despatched to Auction	80	9

Infrastructure Delivery Business Support – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Financial reports for Infrastructure New South Wales, Roads & Maritime Services, Roads to Recovery, etc. projects are forwarded by the due date	100 %	100 %

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Number of legislative and/or Policy breaches relating to tendering	0	0
Contract Progress Claims are checked and processed within the stipulated time	100 %	100 %

Workload Measure	2019/20 Estimated	YTD
Number of new construction and plant contracts processed	15	4
Number of current annual contracts (Unit Rate Panel Type Contracts) managed	> 11	11
Number of contract Progress Payments processed	> 61	21
Number of financial reports for Infrastructure New South Wales, Roads & Maritime Services, Roads to Recovery, etc. projects	> 62	22
Monthly Financial Reports for Casual Plant, Tradespersons, Pavement Maintenance, Water Carts, Tipping Trucks	> 20	0

Transport Services - Actions

Actions	Target	Status	Progress	%
2.1.3.18 - Review existing maintenance program to ensure it incorporates regular maintenance of footpaths, shared paths and on road cycle facilities.	30/06/2020	On Track	Replacement of existing footpaths comprise part of the works program, with new paths being built as grant funding becomes available. Inspections continue to be undertaken, with maintenance as required.	25 %
2.4.2.3 - Develop a rehabilitation plan for unused Council owned quarries.	30/06/2020	On Track	Rehabilitation forms part of the overall quarry management plans. Assessments of each quarry are due to be undertaken in the coming months. Staff have commenced investigations into relinquishing unused licences.	25 %
2.4.4.1 - Council's gravel pits are operated and maintained in an environmentally compliant manner.	30/06/2020	On Track	Updates were made to the Quarry Management Plans in early 2019 and procedures amended to ensure they are being managed in an environmentally compliant manner.	25 %
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.	30/06/2020	On Track	Planning to utilise high demand products (basalt materials) has commenced. To be implemented in coming years prior to inland rail commencement.	25 %
3.2.2.2 - Seek funding to develop the road network in support of regionally significant future projects such as the Inland Rail.	30/06/2020	On Track	Staff are continually looking at grant funding opportunities for freight and rail improvements. A submission for Fixing Country Roads funding is being developed, with applications to be submitted in the next month. Horsearm and Spring Creek Bridges have been successful in receiving funding under the Federal Bridge Renewal Program.	25 %
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.	30/06/2020	On Track	Relationships with Roads and Maritime Services (now part of Transport for NSW) continues to be strong, this is shown through the increased maintenance work requested of Narrabri Shire.	25 %
4.2.1.2 - Maintain road infrastructure systematically to meet Council's Fit for the Future obligations.	30/06/2020	On Track	Regular inspections and maintenance/renewal treatments ensure council are meeting their Fit for the Future obligations.	25 %

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Actions	Target	Status	Progress	%
4.2.1.3 - Continually review the condition of the road network to reassess the amount of backlog and lifecycle costing required.	30/06/2020	On Track	Regular inspections in conjunction with the recent road condition assessment ensure the status of road assets remain current.	25 %
4.2.1.4 - Review Council's operational road network requirements to provide efficiency gains.	30/06/2020	On Track	The implementation of a new work order policy is expected to lead to improved tracking and analysis of maintenance and renewal works.	25 %
4.3.3.12 - Newell Highway Walk Cycle Path Project - Business Case / Grant Ready.	30/06/2020	On Track	With completion of the Cooma Road footpath, staff will commence planning for the next stage of a Newell Highway Walk Cycle Path.	25 %
4.3.3.5 - Explore opportunities with private suppliers/contractors to partner in civil infrastructure projects and maintenance.	30/06/2020	On Track	Council continue to engage contractors for various infrastructure projects.	25 %
4.3.3.6 - Become a tier 1 qualified/accredited contractor for Road Construction.	30/06/2020	On Track	Gap analysis has been completed for current management systems. A scoping document will be completed in the coming months.	25 %
4.4.1.1 - Determine a satisfactory level of service for the transport network that is acceptable by the community within budgetary constraints.	30/06/2020	On Track	Levels of service documents are currently being created to discuss with community groups.	25 %
2.3.1.5 - Investigate opportunities to replace street lighting in low traffic areas to LED.	30/06/2020	On Track	Essential Energy have been replacing street lights with LED equivalents over the past year. They will continue this process, providing energy savings to Council.	25 %
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.	30/06/2020	On Track	To be completed in conjunction with roundabout and Maitland Street surface treatments. Works are currently in planning phase.	25 %
4.3.3.14 - Cypress Way (R329) Pilliga/Gwabegar Project - Business Case/Grant Ready	30/06/2020	On Track	Engineering solutions are being considered for Cypress Way. Conversations with Warrumbungle Shire and Walgett Shire are continuing.	25 %
4.3.3.15 - Come by Chance Road (R7716) Project - Business Case/Grant Ready.	30/06/2020	On Track	Investigations on Come by Chance Road are due to commence in the coming months.	25 %

Transport Services – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Cost per kilometre of grading roads	< \$500 per Km	\$436.63 per Km

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Completing road inspection following public complaint and lodgement of CRM within 48 hours.	> 80 %	75 %

Workload Measure	2019/20 Estimated	YTD
RMS State Highways Maintained	165 Kilometres	345 Kilometres
Regional Roads Maintained	168 Kilometres	168 Kilometres
Collector Roads Maintained	416 Kilometres	416 Kilometres
Local Access Roads Maintained	1561 Kilometres	1561 Kilometres
Narrabri Streets Maintained	91 Kilometres	91 Kilometres
Wee Waa Streets Maintained	30 Kilometres	30 Kilometres
Boggabri Streets Maintained	35 Kilometres	35 Kilometres
Village Streets Maintained	20 Kilometres	20 Kilometres

Water Services - Actions

Actions	Target	Status	Progress	%
2.3.3.1 - Provide accurate bulk metering and customer metering to minimise water loss.	30/09/2019	Complete	Water dispensing units at Gwabegar, Bellata, Baan Baa and Pilliga have been installed and commissioned. Smart water meters are being maintained and monitored.	100 %
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.	30/06/2020	On Track	Water quality is being monitored as per the Australian Drinking Water Quality guidelines.	25 %
2.3.3.5 - Investigate expansion of Water supply in Gwabegar; specifically but not limited to Silo Road, Wombo Road and Baradine Creek Road.	30/06/2020	On Track	An initial investigation was carried out which indicated that the scheme may be unaffordable due to the large distance required to extend the water to all customers who requested water. A discussion with property owners will be completed as part of the Issues Paper discussion for the Integrated Water Cycle Management Plan. An extension to the current scheme may require external funding.	25 %
2.3.3.6 - Investigate and communicate water quality improvement and pricing for Town and Village Water supplies.	30/06/2020	On Track	Water Augmentation works at Narrabri are in progress. Uniform unit prices have been implemented for Town and Village water supplies.	50 %
2.3.3.7 - Engage with the Community on the subject of a treated water supply.	30/06/2020	Needs Attention	The Narrabri Water Storage Site (Sale Yards) has been designed to incorporate a treatment plant at some point in the future. The Integrated Water Cycle Plan needs to be completed to determine the financial impact of treated water. The Community will be engaged as part of the Integrated Water Cycle Plan.	10 %
2.4.3.1 - Monitor water quality performance and identify trends.	30/06/2020	On Track	Water quality is being monitored in accordance with the Australian Drinking Water Quality Guidelines. Trends are identified through data reporting and the use of ClearSCADA reporting tool.	25 %
4.3.1.3 - Ensure accuracy of linear water and waste water assets in the asset information system.	30/06/2020	On Track	Capturing of asset data occurs as assets are replaced or installed in the field. Going forward the accuracy of this data is expected to be confirmed with mobile tablets and geographical information systems being available in the field.	25 %
1.2.3.6 - Assessment of Federation Farm irrigation area to ensure irrigation practices remain sustainable in the long term.	30/06/2020	On Track	Review of Federation Farm is currently being undertaken by an independent consultant.	50 %

Actions	Target	Status	Progress	%
1.4.1.2 - Facilitate and support the continued operation of the Federation Farm share farming agreement.	30/06/2020	On Track	Management support is being provided to Federation Farm on ongoing basis as required.	25 %
2.3.3.8 - Development of an upgrade plan for the Narrabri Wastewater Treatment Plant.	30/06/2020	On Track	Options analysis in progress with an independent consultant.	25 %

Water Services – Key Performance Measures

Efficiency Measure `Doing things right`	2019/20 Estimated	YTD
Unaccounted for Water (losses/leaks/flushing)	< 20 %	30 %

Effectiveness Measure `Doing the right things`	2019/20 Estimated	YTD
Reduction in Customer Service Requests (CSRs) - Water quality related to Iron and Maganese	< 80	22
Reduction in Customer Service Requests (CSRs) - Water pressure	< 60	3
Reduction in water mains breaks	< 165	43

Workload Measure	2019/20 Estimated	YTD
Volume of water abstracted and distributed (kL)	< 3,545 Megalitres	663.15 Megalitres
Average volume of water supplied to each customer (kL/connection)	< 420 Kilolitres	99 Kilolitres
Total number of connections	4,470	4,328
Total length of pipes maintained	168 Kilometres	168 Kilometres

Sewerage Services – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Percentage of water treated to water delivered	< 28 %	43 %

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Reduction in number of main breaks and chokes (blockages)	< 144	41
Meeting compliance requirements	100 %	100 %
Respond/rectify reported chokes within 3 hours	> 90 %	90 %

Workload Measure	2019/20 Estimated	YTD
Sewerage collection, treatment and disposal	996,000 Kilolitres	188,591 Kilolitres
Average Annual Sewerage collection per connection (kL/connection)	252 Kilolitres	47.6 Kilolitres
Total number of connections	> 3,960	3,960
Total length of pipes maintained	120.4 Kilometres	120 Kilometres

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