



ATTACHMENTS

UNDER SEPARATE COVER

Ordinary Council Meeting

26 November 2019

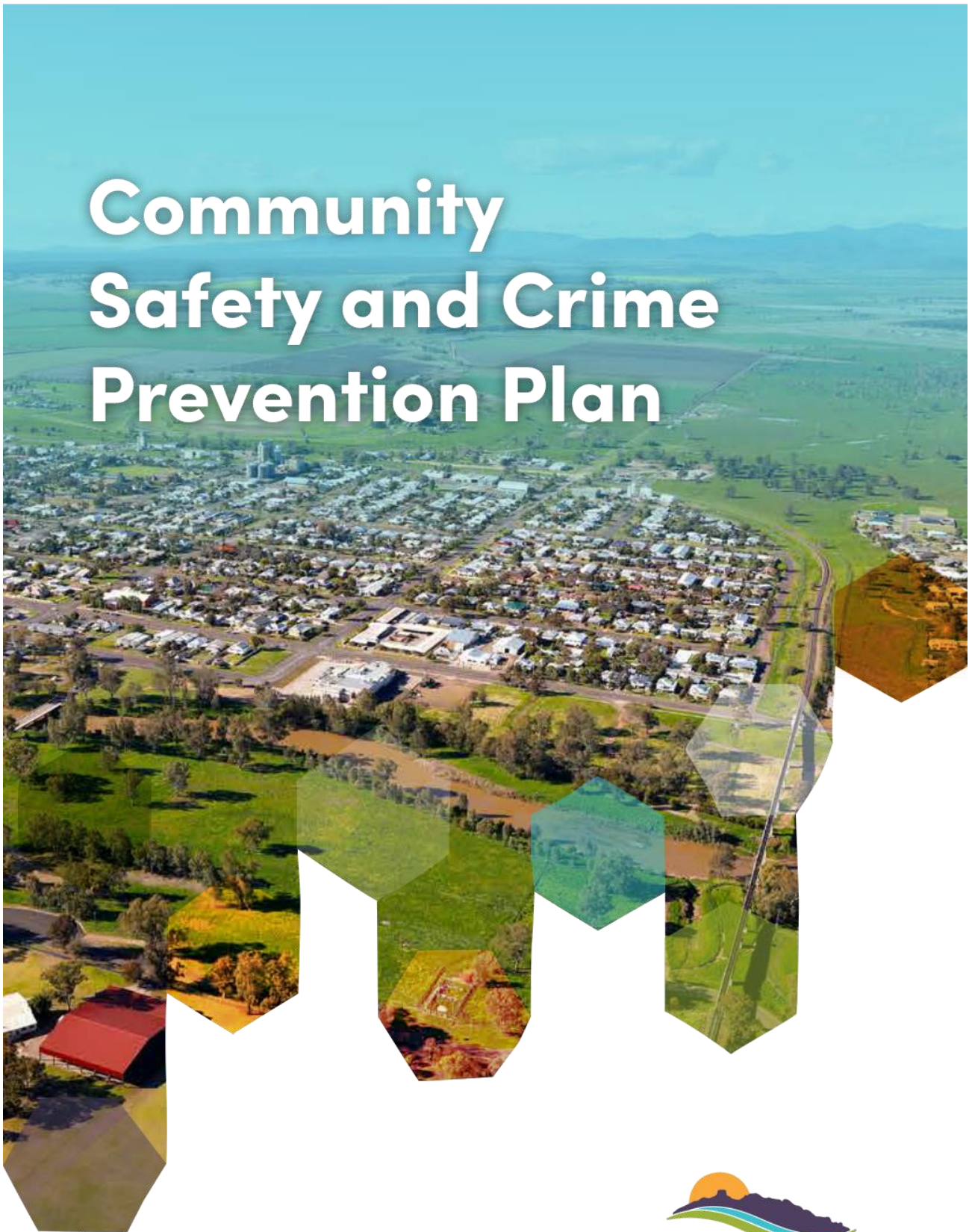


NARRABRI SHIRE
DISCOVER THE POTENTIAL

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Community Safety and Crime Prevention Plan



Our Plan for 2019 - 2023



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Introduction

ACKNOWLEDGMENT OF COUNTRY

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

The Narrabri Shire has a rich history of culture and Council is stepping toward endeavours to unite the Community in preserving the unique heritage and celebrating our community diversities. Council recognises the valuable contribution to the Narrabri Shire made by Aboriginal and Torres Strait Islander peoples and looks forward to a future of mutual respect and harmony."

Adopted by Narrabri Shire Council in July 2016.

MESSAGE FROM OUR GENERAL MANAGER

As General Manager of Narrabri Shire Council, it gives me great pleasure to present to the community the Narrabri Shire Community Safety and Crime Prevention Plan 2019 – 2023. This plan has been developed using the NSW Government Department of Justice document, Guidelines for developing a crime prevention strategy.

The Narrabri Shire Community Safety and Crime Prevention Plan 2019 – 2023 was created in consultation with representatives from the Oxley Police District, the Narrabri Shire Crime Prevention Advisory Committee, various service providers and agencies, and the Narrabri Shire community.

The Plan sets out a clear path for the methods that Council, in partnership with NSW Police, Federal and State Governments, local service providers, and community organisations will use to address concerns about crime within Narrabri Shire Local Government Area.

Council is committed to working collaboratively to achieve the actions identified within this plan.

Stewart Todd
General Manager

Introduction

BACKGROUND

The *Narrabri Shire Community Safety and Crime Prevention Plan 2019 – 2023* was created in consultation with representatives from the Oxley Police District, the Narrabri Shire Crime Prevention Advisory Committee, various service providers and agencies, and the Narrabri Shire community.

The Narrabri Shire Crime Prevention Advisory Committee is an Advisory Committee to Council that meets on a quarterly basis and is required to make recommendations to Council. The responsibility of the Crime Prevention Committee is to:

- Provide input into the drafting of the Crime Prevention Strategy for the Narrabri Shire
- Monitor implementation of the Crime Prevention Strategy for the Narrabri Shire
- Provide assistance in seeking funding for and carrying out actions and projects identified in the *Crime Prevention Strategy 2014 – 2018*

The Crime Prevention Committee is made up of the following members:

- **Two (2)** Councillors as appointed
- **Two (2)** Council Officers being the Director of Development and Economic Growth (or delegate) and the Economic Development Manager (or delegate)
- **One (1)** individual from the field of Law Enforcement
- **One (1)** individual from the Narrabri Shire Interagency Group
- **One (1)** individual from the Department of Education within Narrabri Shire
- **One (1)** individual from Narrabri Liquor Accord.
- **One (1)** individual representing Narrabri & District Chamber of Commerce, Wee Waa Chamber of Commerce, and Boggabri Business & Community Progress Association
- **One (1)** individual representing the Aboriginal and Torres Strait Islander community
- **Two (2)** community representatives

Narrabri Shire Council's previously adopted plans include:

- *Crime Prevention Plan 2007 – 2010*; and
- *Narrabri Shire Crime Prevention Strategy 2014 – 2018*.

The *Crime Prevention Plan 2007 – 2010* was adopted by Council in February 2007 with the ambitious target of fourteen (14) strategies outlined. A report was presented to Council in May 2010 that summarised the strategies and associated outcomes. The report detailed that the Crime Prevention Plan 2007 – 2010 was ineffective as the number of strategies were unachievable without already secured funding to carry out the objectives.

The *Narrabri Shire Crime Prevention Strategy 2014 – 2018* was adopted by Council in February 2015 and included the following four (4) projects:

- **PROJECT 1** Increase CCTV and Lighting in hotspot areas as well as the three (3) main CBD streets in the Shire being Boggabri, Narrabri and Wee Waa, consistent with Council's Street Lighting on Public Roads Policy.
- **PROJECT 2** Community Education – Home and Vehicle Security
- **PROJECT 3** Development of a Narrabri Shire Youth Strategy
- **PROJECT 4** Drug Education Programs

On 3 November 2016, the strategy was approved as a Safer Community Compact under Part 4 of the *Children (Protection and Parent Responsibility) Act 1997*, this remained in force for a period of three (3) years.

NARRABRI SHIRE COUNCIL



Strategic Alignment

OUR VISION:

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



THEME 1 - OUR SOCIETY

Strategic Direction 1:

Safe, Inclusive and Connected Community

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



THEME 3 - OUR ECONOMY

Strategic Direction 3:

Progressive and Diverse Economy

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



THEME 2 - OUR ENVIRONMENT

Strategic Direction 2:

Environmentally Sustainable and Productive Shire

Maintaining a healthy balance between our natural and built environments.



THEME 4 - OUR CIVIC LEADERSHIP

Strategic Direction 4:

Collaborative and Proactive Leadership

Working proactively together to achieve our shared vision with strong strategic direction.

NARRABRI SHIRE COUNCIL

Strategic Alignment

HOW DOES OUR COMMUNITY SAFETY AND CRIME PREVENTION PLAN FIT?

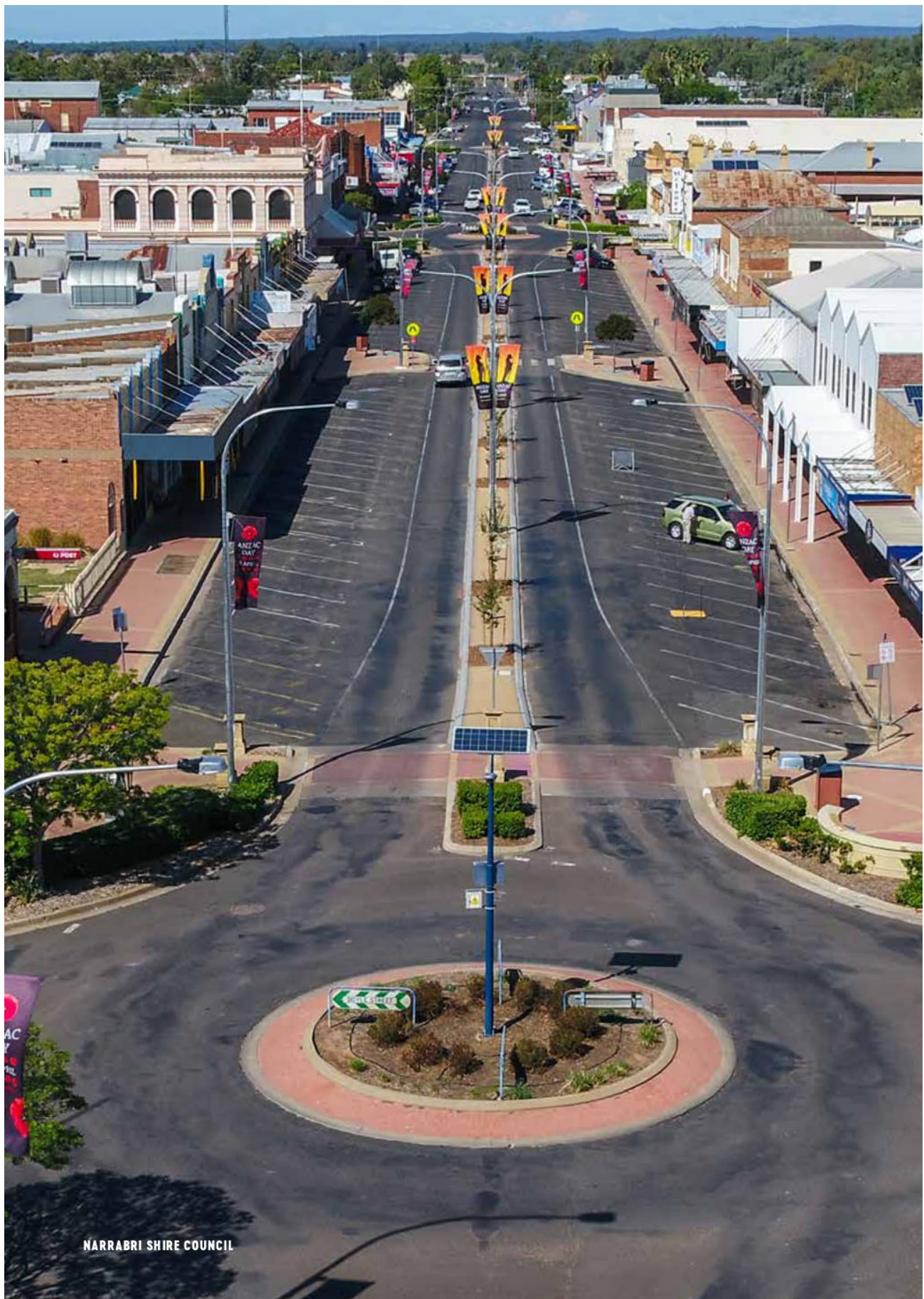
STRATEGY / POLICY / LEGISLATION / PLAN	RELEVANT STRATEGIES / ACTIONS / INFORMATION
INTERNATIONAL	
United Nations (UN) Guidelines for the Prevention of Crime	<p>The 2002 UN Guidelines for the Prevention of Crime outline eight principles on which prevention should be based:</p> <ol style="list-style-type: none"> 1. Government leadership: at all levels to create and maintain an institutional framework for effective crime prevention. 2. Socio-economic development and inclusion: integration of crime prevention into relevant social and economic policies, focus on integration of at risk communities, children, families and youth. 3. Cooperation and partnerships: between government organisations, civil society, business sector. 4. Sustainability and accountability: adequate funding to establish and sustain programs and evaluation, and clear accountability for funding. 5. Use of a knowledge base: using evidence of proven practices as the basis for policies and programs. 6. Human rights/rule of law/culture of lawfulness: respect for human rights and promotion of a culture of lawfulness. 7. Interdependency: take account of links between local crime problems and international organised crime. 8. Differentiation: respecting different needs of men and women and vulnerable members of society.
FEDERAL	
National Crime Prevention Framework	<p>The Australian Institute of Criminology (AIC) is Australia's national research and knowledge centre on crime and justice, compiling trend data and disseminating research and policy advice. The National Crime Prevention Framework has been developed by the AIC as a resource which outlines the most effective approaches to the prevention of crime.</p>

Strategic Alignment

STRATEGY / POLICY / LEGISLATION / PLAN	RELEVANT STRATEGIES / ACTIONS / INFORMATION
STATE	
NSW 2021	<ul style="list-style-type: none"> • Prevent and reduce the level of crime • Prevent and reduce the level of re-offending • Improve community confidence in the justice system <p>In the plan NSW 2021, the NSW Government makes a commitment to maintain a strong focus on frontline policing, and target crime hotspots and repeat offenders to reduce the level of crime in NSW. It was also a focus to provide communities with more ways to be involved in local crime prevention activities to improve safety and security in the neighbourhoods.</p>
NSW Police Force Crime Prevention Strategy 2015 – 2017	<p>The strategy states the following:</p> <p>Crime prevention requires understanding and responding to both cause and the crime. Crime prevention is achieved when:</p> <ul style="list-style-type: none"> • Police respond to a crime issue before it becomes a significant crime problem and reduce the need to repeatedly respond to similar incidents. • Police and communities work together with other partners to understand the problem and implement local solutions. • Intervention occurs which prevents or reduces crime that may have occurred if that intervention did not take place.
The Children (Protection and Parental Responsibility) Act 1997 (the Act)	<p>Part 4 of the Act provides the Attorney General opportunities to support Local Government in the development of local crime prevention plans in conjunction with the community.</p>

Strategic Alignment

STRATEGY / POLICY / LEGISLATION / PLAN	RELEVANT STRATEGIES / ACTIONS / INFORMATION
REGIONAL AND LOCAL	
New England North West Regional Plan 2036	<p>Direction 19</p> <p>Support healthy, safe, socially engaged and well-connected communities.</p> <p>Crime prevention through environmental design principles can reduce the potential for crime through design and place management, helping people to feel safe and more comfortable. Safe, active and lively community space are often supported by events and promotion. This fosters healthy living through physical activity, social interaction and community pride.</p>
Narrabri Shire Council Community Strategic Plan 2017-2027	<p>Strategy 1.1.2</p> <p>Maximise community safety through the implementation of crime prevention and risk management actions.</p>



Developing the Plan

LEGISLATION

The Children (Protection and Parental Responsibility) Act 1997 provides for the Attorney General to support Councils leading crime prevention activity in NSW. Under Part 4 of the Act, Local Government is identified as the lead agency for identifying and implementing local crime prevention strategies in NSW. The objectives defined in this part are:

- (a) to work towards a safer environment by fostering community involvement in the development of local crime prevention plans prepared on the initiative of local government councils (with the assistance, at the request of the councils, of the Attorney General) for measures to be taken within their areas to reduce crime, and
- (b) to assist in the funding of the development of safer community compacts and of certain initiatives under safer community compacts through grants made by the Attorney General.

The Local Government Act 1993 Section 8A provides guiding principles for Council to the exercise of functions by Councils. Relevant principles include:

- (a) Councils should provide strong and effective representation, leadership, planning and decision-making.
- (c) Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- (e) Councils should work co-operatively with other councils and the State government to achieve desired outcomes for the local community.

EXISTING CRIME PREVENTION FRAMEWORK

The Narrabri Shire Community Safety and Crime Prevention Plan 2019-2023 incorporates best practice approaches and methods as identified in the National Crime Prevention Framework.

Strategies include those that modify the physical environment to reduce the opportunities for crime to occur (environmental approaches), and those that address the underlying social and economic causes of crime and limit the supply of motivated offenders (social and structural approaches). National Crime Prevention Framework, Pg3.

There are **four (4) main types of crime prevention strategies** identified in the National Crime Prevention Framework:

- Situational crime prevention
- Developmental crime prevention
- Social crime prevention
- Proactive criminal justice procedures

Developing the Plan

COMMUNITY ENGAGEMENT AND CONSULTATION

This Plan has been developed in consultation with a wide range of community members, organisations, and key stakeholders. This consultation assisted us in determining the views of the community in relation to crime prevention and community safety.

Narrabri Shire Crime Prevention Advisory Committee (the Committee)

The Committee meets on a quarterly basis and one of their responsibilities is to provide input into the drafting of the Crime Prevention Plan for Narrabri Shire. The Committee reviewed the Crime Prevention Survey prior to publication, advised on distribution methods, and endorsed the release for a 30-day period. The Committee also provided input into the determination of the priority offences for inclusion in the Crime Prevention Plan 2019–2023.

NSW Police (Oxley Police District)

Council met with representatives from the Oxley Police District, Narrabri Sector to discuss the priority offences to be addressed in the Narrabri Shire Crime Prevention Plan 2019 – 2023.

Community Satisfaction Survey

The Community Satisfaction Survey was conducted by Micromex Research in 2017 and sought to examine community attitudes and perceptions towards current and future services and facilities provided by Council. A sample size of 400 respondents provided feedback on a range of Council responsibilities including community safety and crime prevention. This topic was identified as the 4th highest priority for Narrabri Shire residents and provided a low satisfaction level, indicating a requirement for improvement.

Crime Prevention Survey

A Crime Prevention survey was conducted via Survey Monkey for the period between 13 March 2019 to 12 April 2019. A total of 336 surveys were completed independently from advertising on Council's website,

Facebook page and within local newspapers.

The survey was also available in hard copy upon request. Council Officers attended Youth Week events in Boggabri and Wee Waa to gather survey responses from Shire students. An email was sent to all Council employees (approximately 168 recipients) encouraging them to contribute and complete an online survey via the Survey Monkey link.

Presentation to Narrabri Shire Interagency Meeting

The Narrabri Shire Interagency Group is made up of representatives from various organisations and service providers across Narrabri Shire. The purpose of the group is to encourage all services to come together to develop and lead projects, campaigns and events that encourage community involvement and awareness. Council attended an Interagency meeting to present a draft crime profile, to gather information on the proposed priority offences for inclusion in the Crime Prevention Plan, and to workshop potential projects and programs to address identified priority offences.

Other Community Consultation Activities include:

- One on one meetings with relevant Council staff;
- Workshop with Council Managers in relation to actions identified within the Action Plan;
- Individual consultation with Narrabri and District Community Aid Service Inc. representatives;
- Internal desktop audit of Federal, State, Regional, and Local strategic planning documents for content relative to the development of a Crime Prevention Plan;
- Analysis of Bureau of Crime Statistics and Research (BOCSAR) data;
- Review and analysis of 2016 Australian Bureau of Statistics (ABS) census data specific to Narrabri Shire Local Government Area.

NARRABRI SHIRE COUNCIL



COMMUNITY SAFETY AND CRIME PREVENTION ACTION PLAN 2019 - 2023

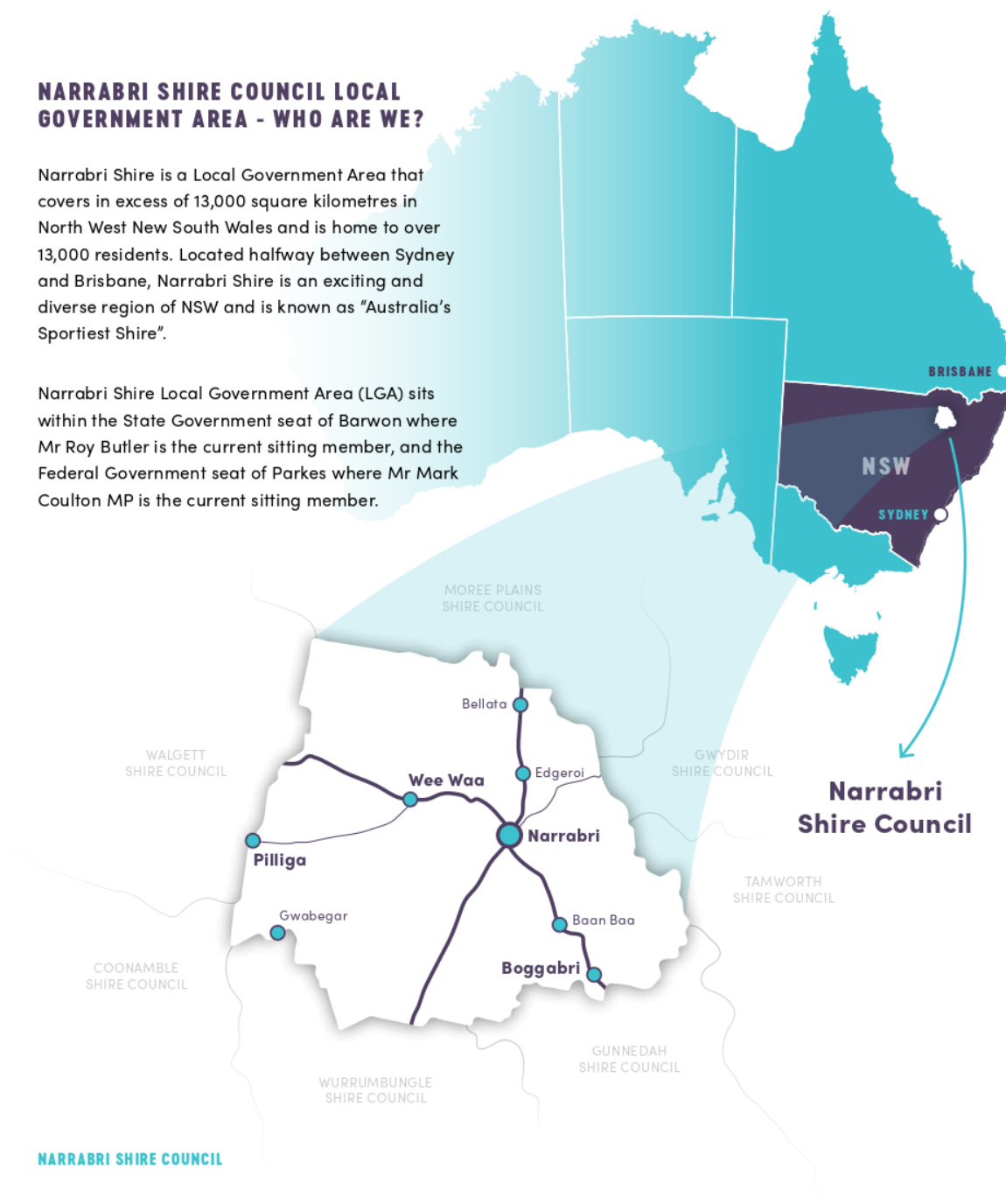
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Community Profile

NARRABRI SHIRE COUNCIL LOCAL GOVERNMENT AREA - WHO ARE WE?

Narrabri Shire is a Local Government Area that covers in excess of 13,000 square kilometres in North West New South Wales and is home to over 13,000 residents. Located halfway between Sydney and Brisbane, Narrabri Shire is an exciting and diverse region of NSW and is known as "Australia's Sportiest Shire".

Narrabri Shire Local Government Area (LGA) sits within the State Government seat of Barwon where Mr Roy Butler is the current sitting member, and the Federal Government seat of Parkes where Mr Mark Coulton MP is the current sitting member.



**Narrabri
Shire Council**

Community Profile

This profile of the Narrabri Shire community is based on 2016 Australian Bureau of Statistics (ABS) Census data.



POPULATION AND MEDIAN AGE

The Narrabri Shire has a population of 13,387. This population data was sourced from ABS for persons residing in Narrabri Shire in 2017.

The area has a relatively young community, with a median age of 40 years. This is almost identical to NSW and Australia's median age of 38 years.



HOUSEHOLD INCOME

The median weekly household income is \$1,242. This amount is \$196 lower than the Australian figure of \$1438.

The median weekly rent payment is \$200. This amount is more than 40% lower than the NSW median amount of \$380.



EMPLOYMENT

60.6% of the Narrabri Shire community works full-time. This percentage is higher than NSW by 1.4% and Australia by 2.9%.

6.0% of the community is unemployed. This percentage is lower than NSW by 0.3% and Australia by 0.9%.



MOTOR VEHICLES

The average amount of motor vehicles per dwelling is 2.

12.2%

ABORIGINAL AND TORRES STRAIT ISLANDER

In the Narrabri Shire, 12.2% of the population identify as Aboriginal or Torres Strait Islander. This percentage is four times higher than the NSW average.

Community Profile



MORTGAGE REPAYMENTS

The Narrabri Shire community has a median monthly mortgage repayment of \$1395. This repayment amount is 42.36% lower than NSW's median monthly mortgage repayment amount of \$1986.



DISABILITY

4.4% of the Narrabri Shire community required help in their day-to-day lives due to disability.

10.8% of the Narrabri Shire community with a disability were provided unpaid assistance.



TERTIARY OR TECHNICAL EDUCATION

8.2% of the Narrabri Shire community is attending a tertiary or technical institution. This percentage is lower than the NSW's percentage of 22.4% and Australia's percentage of 22%.



VOLUNTARY WORK

24.6% of the Narrabri Shire community did voluntary work through an organisation or group.

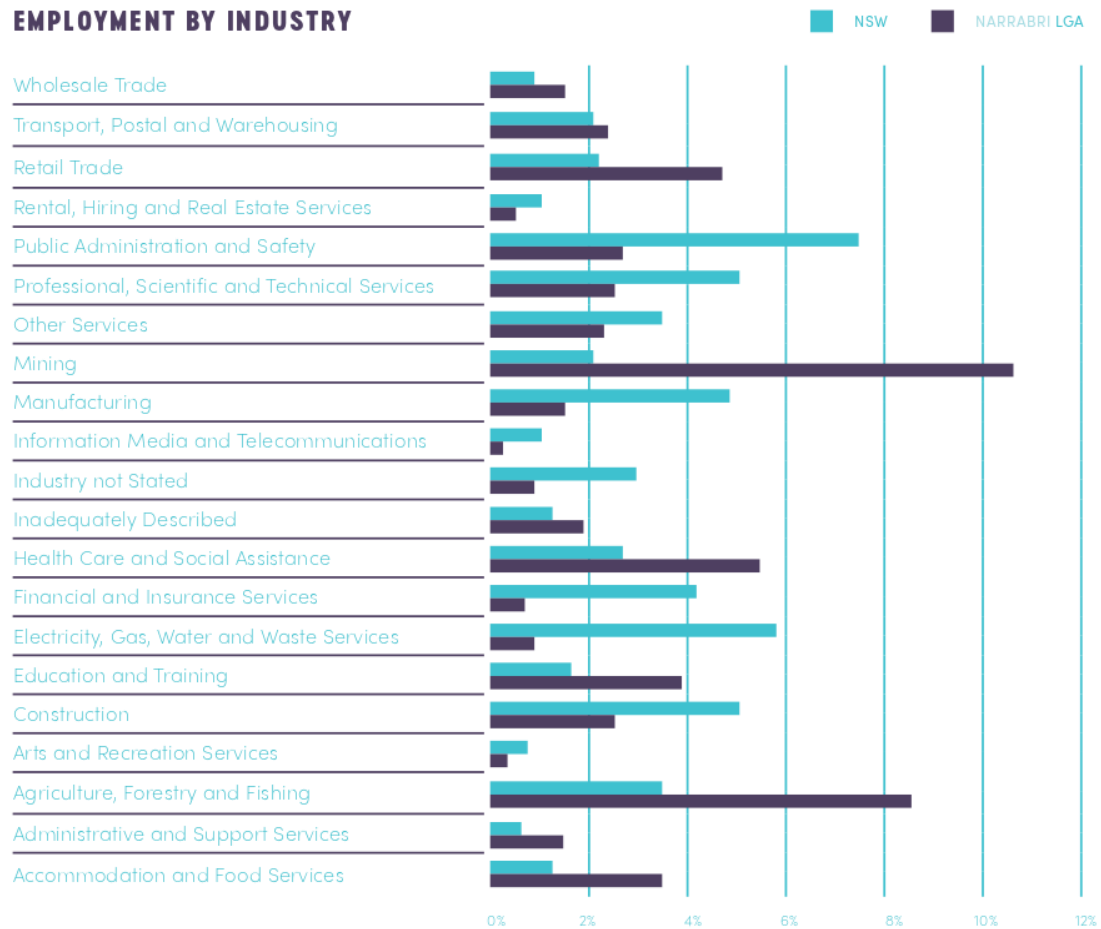


RATES

The Narrabri Shire has 566 business rates assessments and 4626 residential assessments.

Community Profile

EMPLOYMENT BY INDUSTRY



OCCUPATION OF NARRABRI LGA RESIDENTS



COMMUNITY SAFETY AND CRIME PREVENTION ACTION PLAN 2019 - 2023

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Crime Profile

Narrabri Statistical information included in the *Narrabri Shire Community Safety and Crime Prevention Plan 2019 – 2023* has been provided by the Narrabri Sector of the Oxley Police District, the NSW Government Bureau of Crime Statistics and Research, Narrabri Shire Council, and local non-government organisations.

It is important to note that whilst the number of incidents against some offences has increased, this may indicate an increase in the number of people who have reported crimes rather than the increase in the level of crime.

THERE ARE MANY REASONS WHY CRIMES ARE NOT REPORTED, SOME OF THESE ARE OUTLINED BELOW:

- The possible implications for victims (including “payback” and re-victimisation)
- The perception that police will not be available to respond
- Perceived lack of confidence in apprehension and punishment outcomes
- Fear that the crime is not “serious” enough to warrant a police response

IN NSW THERE ARE FOUR WAYS TO REPORT A CRIME:

- In a life-threatening or time-critical emergency, call **Triple Zero (000)**.
- For non-urgent crime, phone the Police Assistance Line on **131 444** who will take a police report and if necessary, arrange for police to attend.
- To remain anonymous, call **Crime Stoppers** on **1800 333 000** or report via the Crimestoppers website **www.crimestoppers.com.au**
- Visit **your local Police Station** to report a crime.

Crime Profile

Table 1 following outlines the number of recorded offences against specific crime categories for the period from January 2015 to December 2018 (calendar year).

TABLE 1: RECORDED OFFENCES AGAINST SELECTED CRIME TYPES – NARRABRI LGA – JANUARY 2015 TO DECEMBER 2018

OFFENCE	JAN 2015 - DEC 2015	JAN 2016 - DEC 2016	JAN 2017 - DEC 2017	JAN 2018 - DEC 2018	48 - MONTH TREND	2015 LGA RANK**	2018 LGA RANK**
Arson	15	22	21	20	Not Calculated*	36	31
Assault - Domestic Violence Related	91	98	76	83	Stable	20	22
Assault -Non-Domestic Violence Related	93	87	88	78	Stable	12	26
Breach Apprehended Violence Order	46	45	56	53	Stable	29	25
Breach Bail Conditions	103	134	41	85	Down	18	33
Break and Enter - Dwelling	115	107	69	85	Down	17	19
Break and Enter - Non-Dwelling	66	43	23	34	Down	9	34
Drug Offences	124	93	41	60	Not Calculated*	-	-
Fraud	57	42	77	43	Stable	52	93
Indecent Assault - Act of Indecency and Other Sexual Offences	11	12	11	10	Not Calculated*	-	-
Intimidation, Stalking and Harassment	87	93	84	87	Stable	31	29
Liquor Offences	36	22	17	7	Not Calculated*	21	99
Malicious Damage to Property	203	225	169	135	Down	18	39
Motor Vehicle Theft	26	34	35	32	Not Calculated*	49	23
Steal from Dwelling	59	71	62	50	Stable	30	33
Steal from Motor Vehicle	92	79	75	89	Stable	25	21
Steal from Person	1	4	2	0	Not Calculated*	98	Equal Last
Steal from Retail Store	37	38	22	15	Stable	42	88
Stock Theft	4	4	3	4	Not Calculated*	-	-

*Trend is not calculated if at least one 12-month period in the selected timeframe had less than 20 incidents. **Ranks are only calculated for Local Government Areas (LGAs) with populations greater than 3000 people.

Crime Profile

STATISTICS

Assault - Domestic Violence Related

Graph 1 shows the number of recorded incidents for the offence "Assault – domestic violence related" for the four-year period between January 2015 to December 2018.

Although the average annual percentage change for this period was -1.85%, there was an increase of 7 incidents between 2017 and 2018, resulting in an increase of 9.21% of recorded incidents.

The offences of "Breach Apprehended Violence Order" and "Intimidation, stalking and harassment" are quite high in the 2018 NSW LGA rankings, being 25th and 29th respectively. These offences are closely associated with the ranking of the offence of "Assault – domestic violence related" remaining stable at 22nd.

The NSW Recorded Crime Statistics 2018 show that 83% of offenders were male, with 29% of the total number of male offenders between 20 and 29 years of age, and a further 40% aged between 30 and 39 years of age. Narrabri LGA had 83 incidents of "Assault – domestic violence related" with 86% (71 occurrences) of these incidents occurring in residential dwellings, and a further 10% (8 occurrences) taking place in an outdoor or public place.

The most common times for the incidents to take place were 6.00am to 12.00pm on a Monday, followed by 6.00am to 12.00pm and 6.00pm to 12.00am on a Saturday. The proportion of offences flagged as alcohol related was 28% (23 occurrences), in comparison to 72% (60 occurrences) not being related to alcohol.

Graph 1: Assault - Domestic Violence Related, Narrabri LGA, January 2015 to December 2018



Crime Profile

Property Crime – includes Break and Enter Dwelling, Steal from Dwelling, Steal from Motor Vehicle and Motor Vehicle Theft

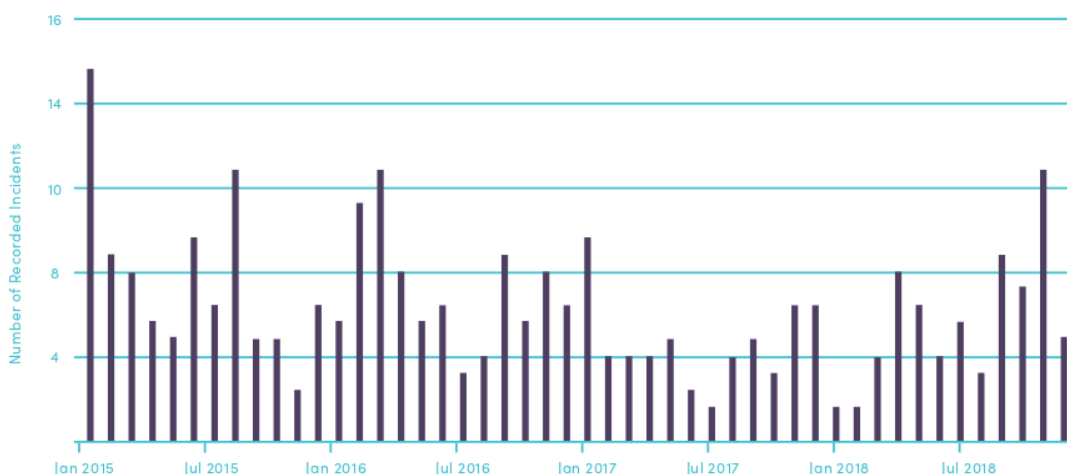
The graph shown below (Graph 2) indicates the number of recorded incidents against the offence of “Break and enter dwelling” in Narrabri LGA for the period January 2015 to December 2018.

The average percentage over the four-year period was -9.60%, this indicates a downward trend in the number of recorded incidents over the period.

One of the questions in the Crime Prevention Survey asked respondents on the most common crimes in their area, 86.40% of people who took part in the survey identified break and enter dwelling as the most common crime in their area, and 72.75% described the crime as “very severe”.

Based on the crime trends analysed in the NSW Recorded Crime Statistics 2018 for Narrabri LGA, the majority of property crime occurs during the week, at night. For those crimes proceeded against by NSW Police in the category of “break and enter dwelling” in Narrabri LGA, 77% of the offenders were male, 40% of those were aged between 20 and 29 years old, and 20% were aged between 10 and 17 years.

Graph 2: Break and enter – dwelling, Narrabri LGA, January 2015 to Decemeber 2018



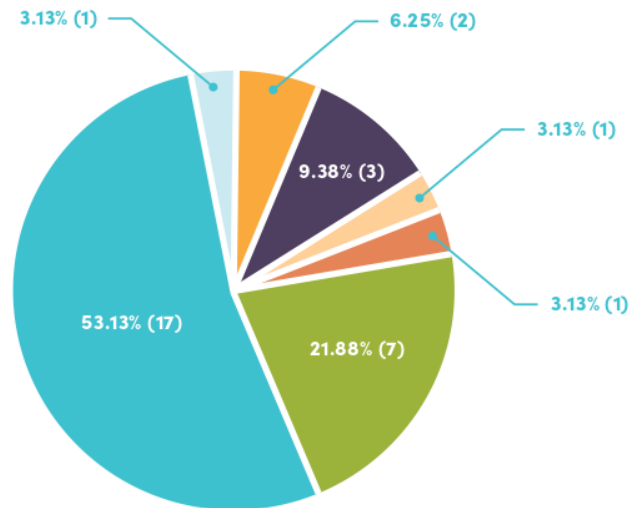
Graphs 3 and 4 outline the types of premises where the incidents of “motor vehicle theft” and “steal from motor vehicle” occurred in Narrabri LGA during the period January 2018 to December 2018.

In both types of incidents, residential premises recorded the highest number of occurrences, with 53.13% (17 incidents), and 64.04% (57 incidents) respectively. The incident of “steal from motor vehicle” occurs most frequently in Narrabri LGA between 6.00pm and 12.00am on a Saturday.

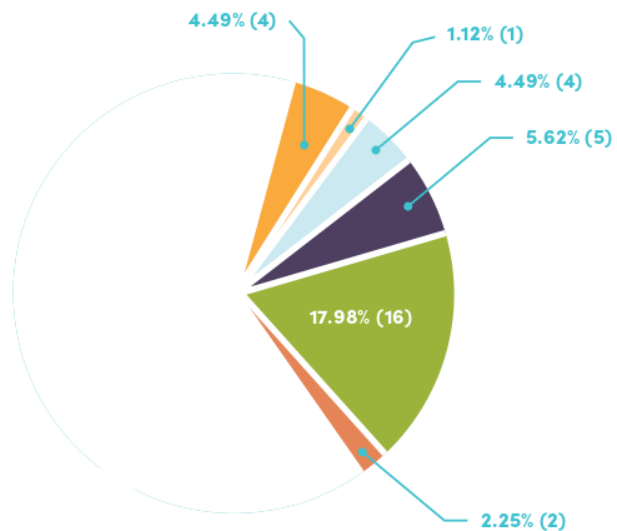
The results of the Crime Prevention Survey showed that 51.51% of respondents rated the crimes of “motor vehicle theft” and “steal from motor vehicle” as “very severe”, and only 7.83% thought it was “not at all” a problem.

Crime Profile

Graph 3: Incidents of motor vehicle theft, Narrabri LGA, January 2018 to Decemeber 2018



Graph 4: Incidents of steal from motor vehicle, Narrabri LGA, January 2018 to Decemeber 2018



NARRABRI SHIRE COUNCIL

Crime Profile

Drug Offences

Drug offences are defined as possessing, selling, dealing, trafficking, importing, manufacturing or cultivating illicit drugs and misuse of licit prescription drugs.

In the recent Crime Prevention Survey undertaken by Council, 70.09% of respondents indicated that in their opinion, possession and/or use of drugs was the most common crime in their area. When asked to rate the severity of the crime, 68.58% rated the possession and/or use of drugs as very severe.

There were 60 recorded incidents of drug offences in Narrabri LGA for the period January to December 2018. October recorded the highest number of incidents with 13, followed by May (9 incidents) and April (8 incidents). The most common time for an incident was on a Friday from 6.00pm to 12.00am (6 incidents), and on a Thursday between 6.00am and 12.00pm (6 incidents).

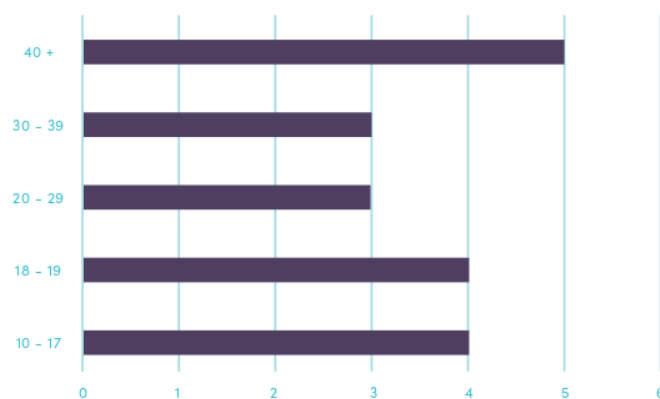
Table 2: Summary of drug offences, Narrabri LGA, January 2015 to December 2018

TYPE OF DRUG OFFENCE	NUMBER OF RECORDED INCIDENTS JAN 2015 - DEC 2015	NUMBER OF RECORDED INCIDENTS JAN 2016 - DEC 2016	NUMBER OF RECORDED INCIDENTS JAN 2017 - DEC 2017	NUMBER OF RECORDED INCIDENTS JAN 2018 - DEC 2018
Possession and/or use of cocaine	0	0	0	0
Possession and/or use of narcotics	0	0	0	2
Possession and/or use of cannabis	47	38	20	29
Possession and/or use of amphetamines	16	16	8	9
Possession and/or use of ecstasy	0	1	0	0
Possession and/or use of other drugs	13	7	5	1
Dealing, trafficking in cocaine	0	0	0	0
Dealing, trafficking in narcotics	0	0	0	0
Dealing, trafficking in cannabis	4	1	0	3
Dealing, trafficking in amphetamines	16	3	0	1
Dealing, trafficking in ecstasy	2	0	0	0
Dealing, trafficking in other drugs	1	0	0	2
Cultivating cannabis	4	6	2	5
Manufacturing drug	0	0	0	0
Importing drugs	0	0	0	0
Other drug related offences	21	21	5	8
TOTAL	124	93	40	60

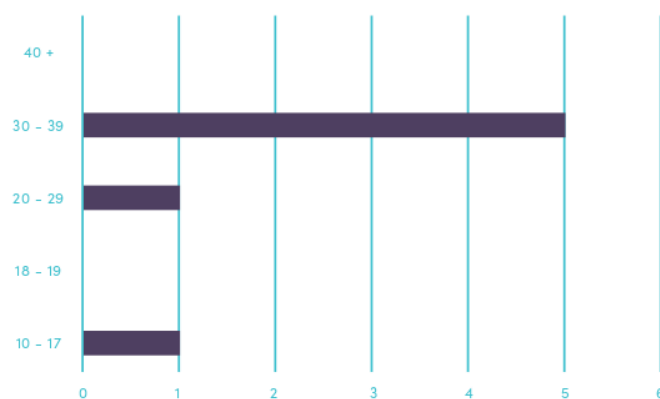
Crime Profile

According to the NSW Recorded Crime Statistics for 2018, 26 offenders were prosecuted in Narrabri LGA for drug offences. The ages and gender of those offenders is summarised in Graphs 5 and 6 below:

Graph 5: Numbers of male offenders prosecuted for drug offences, Narrabri LGA, January to December 2018



Graph 6: Numbers of female offenders prosecuted for drug offences, Narrabri LGA, January to December 2018



NARRABRI SHIRE COUNCIL

Crime Profile

Liquor Offences

Liquor offences refer to production, sale, purchase and/or consumption of alcohol in breach of licensing conditions/ regulations/laws (ANZSOC, 2011).

It includes the police incident categories of consume alcohol in public by a minor, consume alcohol in an alcohol-free zone, Licensing Legislation Offences (eg: offence by licensee/employee/secretary/minor/customer (not minor), supply liquor to juvenile, offence against registered clubs.

Table 3 below shows the recorded criminal incidents of liquor offences occurring in Narrabri LGA by premises for the 10-year period between 2008 and 2018. As demonstrated in the table below, outdoor/public place and licensed premises are the most common types of premises where liquor offences occur. Both types of premises show a significant downward trend in the number of incidents over the 10-year period, with the average percentage for outdoor/public place being -220.28% and licensed premises -12.80%.

Table 3: Recorded criminal incidents of liquor offences by premises, Narrabri LGA, 2008 to 2018

PREMISES TYPE	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Retail / Wholesale	0	1	0	0	0	0	0	0	0	0	0
Personal Services	0	0	0	0	0	0	1	0	0	0	0
Outdoor / Public Place	35	31	46	47	24	33	22	9	4	0	1
Recreational Facilities	1	1	1	3	0	0	2	0	0	1	0
Residential Dwelling	1	1	0	0	0	0	0	0	0	0	0
Carpark	0	0	0	0	1	0	0	0	0	0	0
Education	0	0	1	0	0	0	0	0	0	0	0
Licensed Premises	25	33	36	53	39	28	28	27	17	16	6
Place of Worship	0	0	0	0	0	0	0	0	1	0	0
TOTAL	62	67	84	103	64	61	53	36	22	17	7

Crime Profile

Alcohol Related Offences

Alcohol related offences shows offences which the NSW Police Force choose to flag as 'alcohol related'.

'Non-alcohol related' offences are the remainder of offences which are not flagged. 'Alcohol related' results are available for selected offence where police could be expected to have information about whether alcohol is involved.

The offences that alcohol flag apply to are assault, sexual offences, robbery, murder, attempted murder, manslaughter, harassment/threatening behaviour, abduction/kidnapping, offensive conduct and offensive language.

Table 4:

Below outlines the number and proportion of selected offences flagged as alcohol related by NSW Police for 2018.

OFFENCE TYPE	ALCOHOL RELATED	NOT ALCOHOL RELATED	TOTAL NUMBER OF OFFENCES
Domestic violence related assault	27.7% (23)	72.3% (60)	83
Non-domestic violence related assault	35.9% (28)	64.1% (50)	78
Assault police	50% (3)	50% (3)	6
Sexual offences	12.5% (4)	87.5% (28)	32
Intimidation, stalking and harassment	17.2% (15)	82.8% (72)	87
Offensive conduct	36.4% (4)	63.6% (7)	11
Offensive language	33.3% (4)	66.7% (8)	12

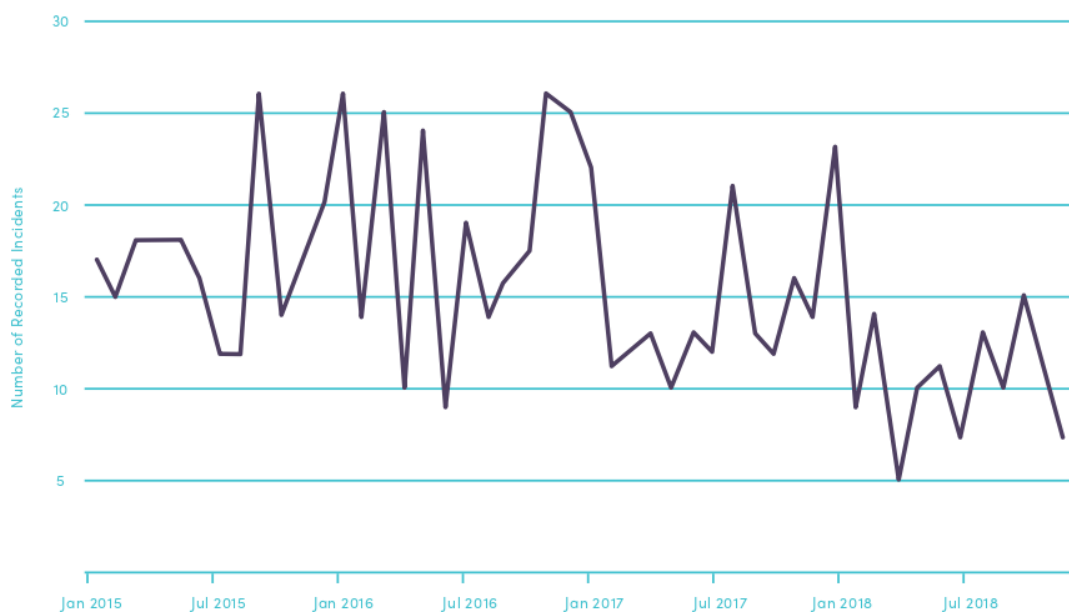
Crime Profile

Vandalism and Malicious Damage

Research undertaken by the Australian Institute of Criminology (AIC) into vandalism and graffiti has provided several strategies and programs tried in a number of countries. General principles proven to be effective include:

- Planning and design – designing spaces which are attractive and foster a sense of ownership can minimise the opportunities for vandalism and graffiti.
- Building standards – inappropriate material selection can result in defects, materials used need to be strong enough to withstand wear and tear and occasional misuse.
- Maintenance and repairs – damage attracts more damage, repairs should be completed as soon as possible.
- Materials – vandalproof materials should be used wherever possible, these can include paint resistant surfaces, unbreakable glass and plastics, and durable fixtures.
- Education programs – campaigns in schools to help children understand the consequences of graffiti and vandalism can discourage participation in these activities.
- Community responsibility – promoting a sense of ownership and responsibility for those whole-of-community facilities can help to reduce damage.
- Alternative activities – the provision of sporting and leisure activities for children and teenagers can reduce boredom and divert attention away from anti-social behaviour.
- Target hardening – opportunistic damage can be reduced by providing stronger locks and frames on doors, windows, storerooms, and cupboards.
- Information sharing – keeping statistics and information on the type, location, and scope of the damage can help to provide methods of prevention for the future.

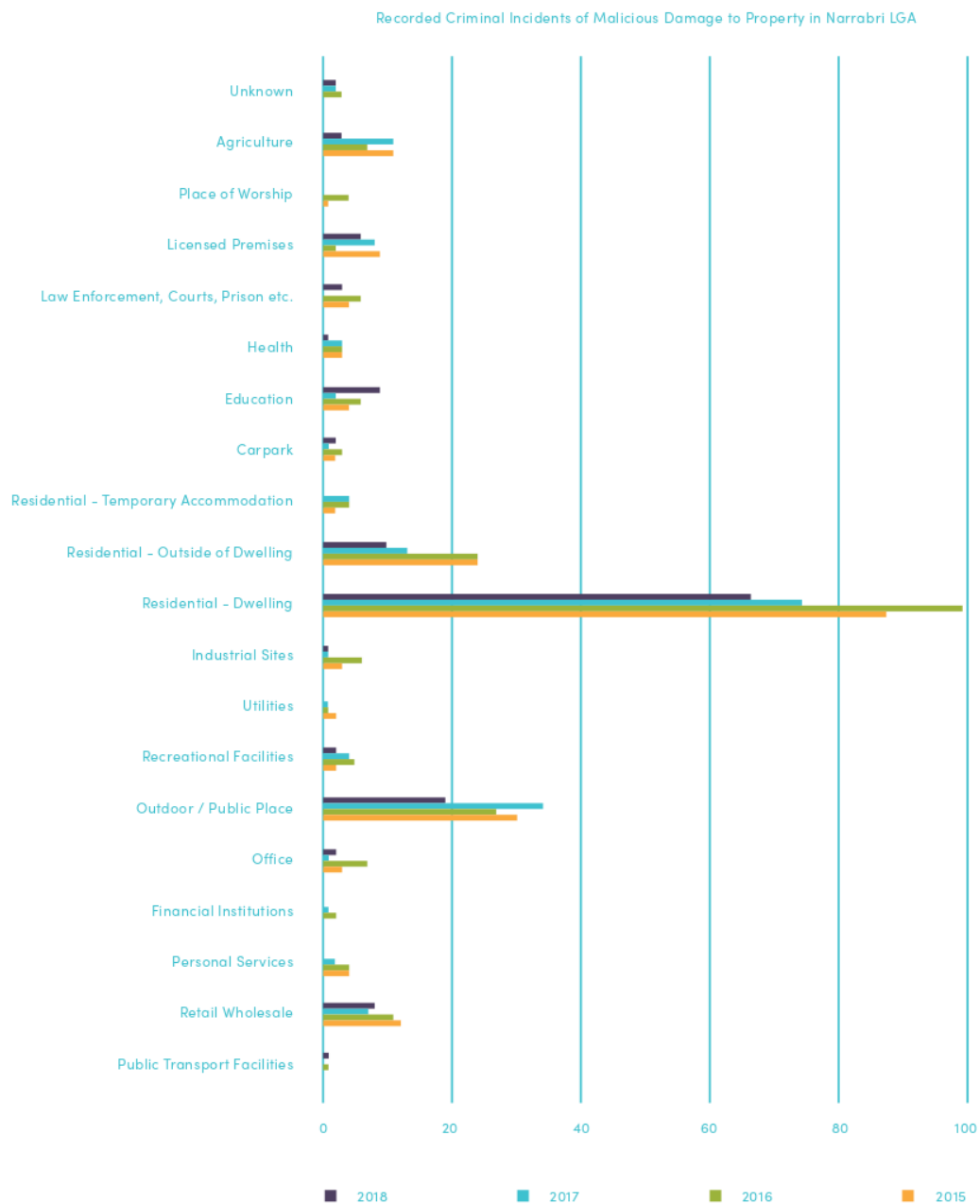
Graph 7: Malicious damage to property, Narrabri LGA, January 2015 to December 2018



Crime Profile

Graph 8:

Recorded criminal incidents of malicious damage to property, Narrabri LGA, January 2015 to December 2018



NARRABRI SHIRE COUNCIL

Crime Profile

Rural Crime

In the recent Crime Prevention Survey undertaken by Council, only 28.1% (93 respondents) had the opinion that rural crime was the most common crime in their area. According to research by the Australian Institute of Criminology (AIC) in relation to rural crime, there is little knowledge available about attitudes towards crime prevention and the strategies employed by those on the land. There is also a very low rate of reporting of farm crime, mainly attributable to the belief that the police are unable to do anything about the crime.

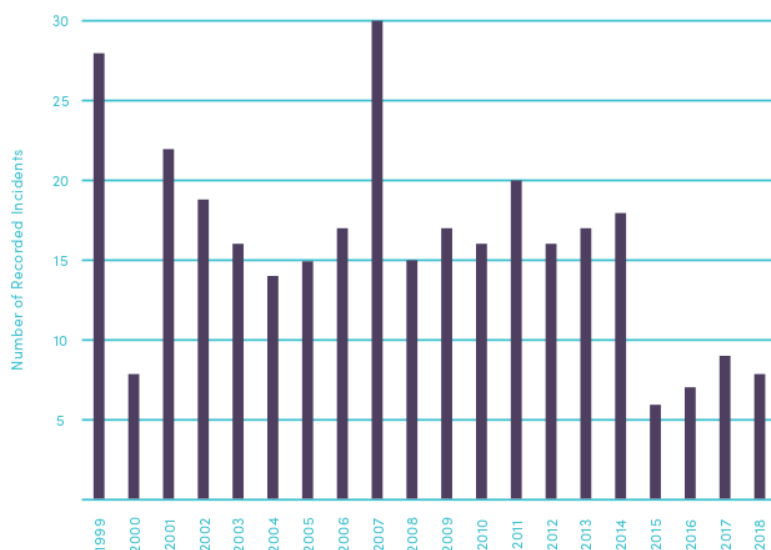
In research undertaken by Barclay et al. (2001) on farms across New South Wales it was found that more than two thirds (69%) had experienced some form of property crime over the 1999–2001 period. Importantly, 51% of farmers reported being a victim of two or more events of property crime, indicating a high rate of repeat victimisation.

It has also been identified that there are specific factors relevant to farms that can contribute to the opportunities for crimes to occur:

- Remoteness and distance between properties;
- Improved transport networks have resulted in ease of access to properties;
- Drought conditions have increased the value of livestock and other farm equipment, making them more appealing to thieves; and
- Relaxed attitude towards security on properties.

Graph 9 shows the number of recorded incidents of trespass on agricultural premises in Narrabri LGA for 20-year period between 1999 and 2018.

Graph 9: Recorded criminal incidents of trespass on agricultural premises, Narrabri LGA, 1999 to 2018





Action Plan

STRATEGY 1.1.2

MAXIMISE COMMUNITY SAFETY THROUGH THE IMPLEMENTATION OF CRIME PREVENTION AND RISK MANAGEMENT ACTIONS

PRIORITY AREA: COMMUNITY AWARENESS

ACTION	RESPONSIBLE COUNCIL MANAGER	TIMEFRAME	STAKEHOLDERS AND POTENTIAL PROJECT PARTNERS	MEASURES OF SUCCESS
Delivery Program Action 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.	<ul style="list-style-type: none"> Economic Development Manager 	2019/2020 2020/2021 2021/2022 2022/2023	<ul style="list-style-type: none"> Narrabri Shire Council Oxley Police District Narrabri Shire Crime Prevention Advisory Committee 	<ul style="list-style-type: none"> Reduction in overall crime incidents reported Positive increase in resident perception of safety identified in community surveys Number of Narrabri Shire Crime Prevention Advisory Committee meetings held per year
Delivery Program Action 1.1.2.16: Develop and adopt a new Crime Prevention Strategy for Narrabri Shire; and embed into relevant Council's strategies and plans.	<ul style="list-style-type: none"> Economic Development Manager 	2019/2020		
Support NSW Police to improve the community's perception of the level of crime within Narrabri Shire.	<ul style="list-style-type: none"> Economic Development Manager Community Relations Manager 	2019/2020 2020/2021 2021/2022 2022/2023		

Action Plan

PRIORITY AREA: ASSAULT – DOMESTIC VIOLENCE RELATED

ACTION	RESPONSIBLE COUNCIL MANAGER	TIMEFRAME	STAKEHOLDERS AND POTENTIAL PROJECT PARTNERS	MEASURES OF SUCCESS
Raise awareness through the facilitation and promotion of Domestic Violence campaigns and programs.	<ul style="list-style-type: none"> Economic Development Manager Community Relations Manager 	2020/2021 2022/2023	<ul style="list-style-type: none"> Narrabri Shire Council Oxley Police District State Government Agencies (eg: Family & Community Services) 	<ul style="list-style-type: none"> Reduction in overall crime incidents reported Positive increase in resident perception of safety identified in community surveys
Support and promote educational programs targeted at assisting young people in developing healthy, respectful relationships.	<ul style="list-style-type: none"> Economic Development Manager Community Relations Manager 	2019/2020 2020/2021 2021/2022 2022/2023	<ul style="list-style-type: none"> Narrabri Shire Crime Prevention Advisory Committee Narrabri Shire Interagency Group Narrabri & District Community Aid Service Inc. 	<ul style="list-style-type: none"> Number of projects, campaigns, and programs supported each year Number of local organisations, service clubs, and sporting clubs involved in promoting Narrabri Shire as a "zero tolerance" community
Continue to support activities that raise awareness through participation in and promotion of community events (White Ribbon Day etc).	<ul style="list-style-type: none"> Economic Development Manager 	2019/2020 2020/2021 2021/2022 2022/2023	<ul style="list-style-type: none"> Narrabri High School, Wee Waa High School Local Service Providers Local Sporting Clubs Local Community Organisations Local Service Clubs Local Support Groups 	
Establish and maintain strong relationships with relevant government and local agencies, and service providers to commit resources which support the safety of families, children, and young people in Narrabri Shire.	<ul style="list-style-type: none"> Economic Development Manager 	2019/2020 2020/2021 2021/2022 2022/2023		
Promote Narrabri Shire as a "zero tolerance" community in relation to domestic and family violence.	<ul style="list-style-type: none"> Economic Development Manager 	2020/2021 2021/2022 2022/2023		

NARRABRI SHIRE COUNCIL

Action Plan

PRIORITY AREA: PROPERTY CRIME

ACTION	RESPONSIBLE COUNCIL MANAGER	TIMEFRAME	STAKEHOLDERS AND POTENTIAL PROJECT PARTNERS	MEASURES OF SUCCESS
Deliver an educational campaign in identified locations to reduce the risk of property and vehicle theft.	<ul style="list-style-type: none"> Design Services Manager 	2019/2020	<ul style="list-style-type: none"> Narrabri Shire Council Oxley Police District Community members Narrabri Shire Crime Prevention Advisory Committee Narrabri Shire Interagency Group Narrabri & District Community Aid Service Inc. Narrabri & District Chamber of Commerce Inc. Local Sporting Clubs Local Community Organisations Local Service Clubs Local Support Groups 	<ul style="list-style-type: none"> Reduction in overall crime incidents recorded Positive increase in resident perception of safety identified in community surveys Successful funding application for engravers Number of community members borrowing available resources Number of events supported during the year
Investigate the possibility of establishing Neighbourhood Watch groups within hotspot areas.	<ul style="list-style-type: none"> Economic Development Manager 	2020/2021		
Identify and pursue funding opportunities to provide resources to community members to mark valuables (eg: use of engravers on a loan basis)	<ul style="list-style-type: none"> Economic Development Manager Library Manager 	2019/2020 2020/2021 2021/2022 2022/2023		
Provide regular and up-to-date information to the community regarding personal safety measures and strategies.	<ul style="list-style-type: none"> Economic Development Manager 	2019/2020 2020/2021 2021/2022 2022/2023		

Action Plan

PRIORITY AREA: DRUG AND ALCOHOL OFFENCES

ACTION	RESPONSIBLE COUNCIL MANAGER	TIMEFRAME	STAKEHOLDERS AND POTENTIAL PROJECT PARTNERS	MEASURES OF SUCCESS
Delivery Program Action 1.1.2.3: Support and liaise with community groups and local residents to undertake a review of traffic and alcohol-free zoning requirements.	<ul style="list-style-type: none"> Design Services Manager 	2019/2020 2020/2021 2021/2022 2022/2023	<ul style="list-style-type: none"> Narrabri Shire Council Oxley Police District Community members 	<ul style="list-style-type: none"> Reduction in overall crime incidents recorded
Work collaboratively with government and local agencies to promote and support programs related to harm minimisation and the reduction of alcohol related violence.	<ul style="list-style-type: none"> Economic Development Manager Community Relations Manager 	2019/2020 2020/2021 2021/2022 2022/2023	<ul style="list-style-type: none"> Narrabri Shire Crime Prevention Advisory Committee Narrabri Shire Interagency Group 	<ul style="list-style-type: none"> Positive increase in resident perception of safety identified in community surveys
Support and encourage the provision of drug education programs in collaboration with other services to inform community members about drug use and associated health issues.	<ul style="list-style-type: none"> Economic Development Manager 	2019/2020 2020/2021 2021/2022 2022/2023	<ul style="list-style-type: none"> Narrabri High School, Wee Waa High School Narrabri & District Community Aid Service Inc. 	<ul style="list-style-type: none"> Number of alcohol and drug-free events held during the year
Council to provide sharps disposal bins at appropriately identified locations within Narrabri Shire.	<ul style="list-style-type: none"> Manager Environmental Services Community Facilities Manager 	2019/2020	<ul style="list-style-type: none"> Narrabri & District Chamber of Commerce Inc. 	<ul style="list-style-type: none"> Number of drug education programs supported during the year
Raise awareness and provide support for programs and campaigns aimed at reducing drug use (eg: Dob in a Dealer).	<ul style="list-style-type: none"> Economic Development Manager Community Relations Manager 	2020/2021 2021/2022 2022/2023	<ul style="list-style-type: none"> Local Service Providers Local Sporting Clubs 	
Provide encouragement and support to the delivery of alcohol and drug-free community events within Narrabri Shire.	<ul style="list-style-type: none"> Economic Development Manager Community Relations Manager Community Facilities Manager Design Services Manager Venue Manager Tourism Manager 	2019/2020 2020/2021 2021/2022 2022/2023	<ul style="list-style-type: none"> Local Community Organisations Local Service Clubs Local Support Groups 	

NARRABRI SHIRE COUNCIL

Action Plan

PRIORITY AREA: VANDALISM AND MALICIOUS DAMAGE

ACTION	RESPONSIBLE COUNCIL MANAGER	TIMEFRAME	STAKEHOLDERS AND POTENTIAL PROJECT PARTNERS	MEASURES OF SUCCESS
Delivery Program Action 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.	<ul style="list-style-type: none"> Community Facilities Manager 	2019/2020 2020/2021 2021/2022 2022/2023	<ul style="list-style-type: none"> Narrabri Shire Council Oxley Police District NSW Police Youth Command 	<ul style="list-style-type: none"> Reduction in overall crime incidents recorded
Delivery Program Action 1.1.2.6: Promotion campaign advising the community that Council seeks to provide a safe CBD environment and aims to protect people and property with the installation of a CCTV network.	<ul style="list-style-type: none"> Economic Development Manager Community Relations Manager 	2019/2020	<ul style="list-style-type: none"> Community members Narrabri Shire Crime Prevention Advisory Committee 	<ul style="list-style-type: none"> Positive increase in resident perception of safety identified in community surveys
Delivery Program Action 1.1.2.18: Install / upgrade CCTV in areas to include CBD, Visitor Information Centre Precinct, Airport, the Narrabri Aquatic Centre, the Administration Building, the Depot.	<ul style="list-style-type: none"> Information Services Manager 	2019/2020	<ul style="list-style-type: none"> Narrabri Shire Interagency Group Narrabri High School, Wee Waa High School 	<ul style="list-style-type: none"> Identification of available methods for the capture of information
Investigate methods to capture information and statistics on the type, location, and scope of vandalism and malicious damage to Council resources and facilities.	<ul style="list-style-type: none"> Information Services Manager Community Facilities Manager 	2020/2021	<ul style="list-style-type: none"> Local Service Providers Local Sporting Clubs Local Community Organisations 	<ul style="list-style-type: none"> The number of programs and activities supported during the year
Support educational and community-based programs that encourage participation and celebrate the achievements of young people within the Shire.	<ul style="list-style-type: none"> Economic Development Manager 	2019/2020 2020/2021 2021/2022 2022/2023	<ul style="list-style-type: none"> Local Service Clubs Local Support Groups 	
Continue to support activities that raise awareness through participation in and promotion of community events (Graffiti Removal Day etc).	<ul style="list-style-type: none"> Economic Development Manager 	2019/2020 2020/2021 2021/2022 2022/2023		

Action Plan

PRIORITY AREA: VANDALISM AND MALICIOUS DAMAGE *CONTINUED*

ACTION	RESPONSIBLE COUNCIL MANAGER	TIMEFRAME	STAKEHOLDERS AND POTENTIAL PROJECT PARTNERS	MEASURES OF SUCCESS
Raise internal awareness of vandalism and malicious damage that is occurring within Narrabri Shire.	<ul style="list-style-type: none"> Community Facilities Manager Community Relations Manager 	2019/2020 2020/2021 2021/2022 2022/2023		
Partner with local community groups and organisations to provide recreational activities for young people as a diversion from anti-social behaviour.	<ul style="list-style-type: none"> Economic Development Manager Community Facilities Manager Venue Manager 	2019/2020 2020/2021 2021/2022 2022/2023		

NARRABRI SHIRE COUNCIL

Action Plan

PRIORITY AREA: RURAL CRIME

ACTION	RESPONSIBLE COUNCIL MANAGER	TIMEFRAME	STAKEHOLDERS AND POTENTIAL PROJECT PARTNERS	MEASURES OF SUCCESS
Support NSW Police to promote the provision of workshops in regional NSW aimed at tackling rural crime.	<ul style="list-style-type: none"> Economic Development Manager 	2019/2020 2020/2021 2021/2022 2022/2023	<ul style="list-style-type: none"> Narrabri Shire Council Oxley Police District Community members 	<ul style="list-style-type: none"> Reduction in overall crime incidents recorded Positive increase in resident perception of safety identified in community surveys Number of NSW Police talks held during the year. Number of workshops held during the year
Raise awareness through the facilitation of NSW Police talks about community safety and rural crime prevention methods at community meetings and activities.	<ul style="list-style-type: none"> Economic Development Manager 	2019/2020 2020/2021 2021/2022 2022/2023	<ul style="list-style-type: none"> Narrabri Shire Crime Prevention Advisory Committee Narrabri Shire Interagency Group 	
In conjunction with NSW Police, design and deliver an awareness campaign on the importance of reporting rural crime to Police.	<ul style="list-style-type: none"> Economic Development Manager 	2020/2021 2021/2022	<ul style="list-style-type: none"> Local Service Providers Local Sporting Clubs 	
Provide regular and up-to-date information to the rural community regarding crime prevention strategies and measures.	<ul style="list-style-type: none"> Economic Development Manager Community Relations Manager 	2019/2020 2020/2021 2021/2022 2022/2023	<ul style="list-style-type: none"> Local Community Organisations Local Service Clubs Local Support Groups 	

Appendices

Crime Prevention Survey Results

SurveyMonkey collated survey results found on **pages 39 – 48**

References and Resources

NSW Local Government Act 1993
NSW Government Department of Justice – Guidelines for developing a crime prevention strategy
The Children (Protection and Parental Responsibility) Act 1997
New England North West Regional Plan 2036
NSW Police Force Crime Prevention Strategy 2015–2017
NSW 2021
Narrabri Shire Council Community Strategic Plan 2017–2027
National Crime Prevention Framework
Australian Institute of Criminology (AIC) 2012

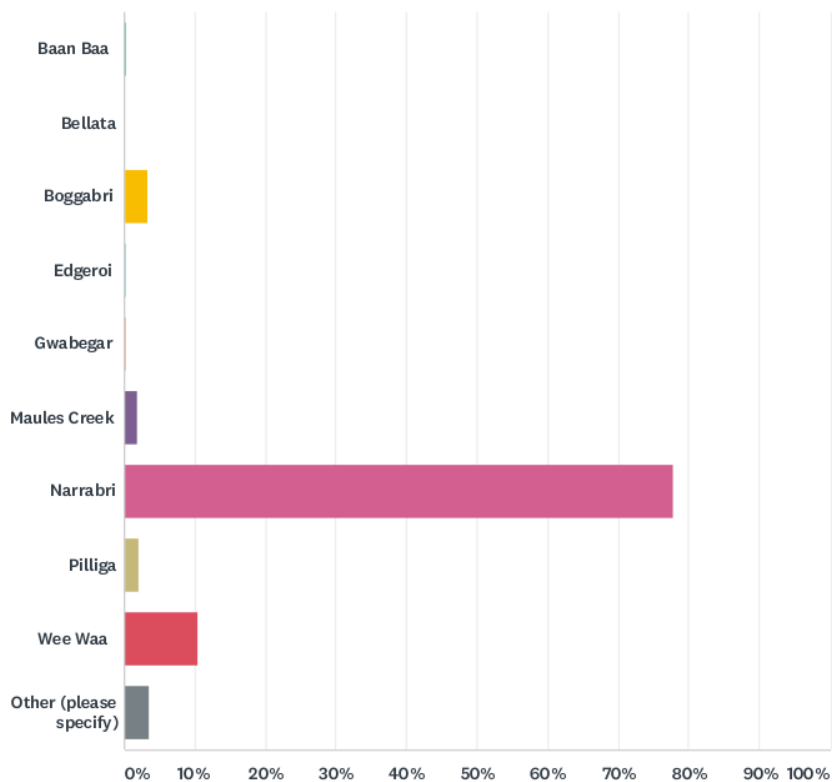
Websites

Australian Institute of Criminology website, accessed March 2019, www.aic.gov.au
Australian Crime Prevention Council website, accessed March 2019, www.acpc.org.au
Australian Bureau of Statistics website, accessed March 2019, www.quickstats.censusdata.abs.gov.au
NSW Government Department of Justice, accessed April 2019, www.crimeprevention.nsw.gov.au

Crime Prevention Survey

Q1 Where in Narrabri Shire do you live?

Answered: 335 Skipped: 1



ANSWER CHOICES	RESPONSES	
Baan Baa	0.30%	1
Bellata	0.00%	0
Boggabri	3.28%	11
Edgeroi	0.30%	1
Gwabegar	0.30%	1
Maules Creek	1.79%	6
Narrabri	77.91%	261
Pilliga	2.09%	7
Wee Waa	10.45%	35
Other (please specify)	3.58%	12
TOTAL		335

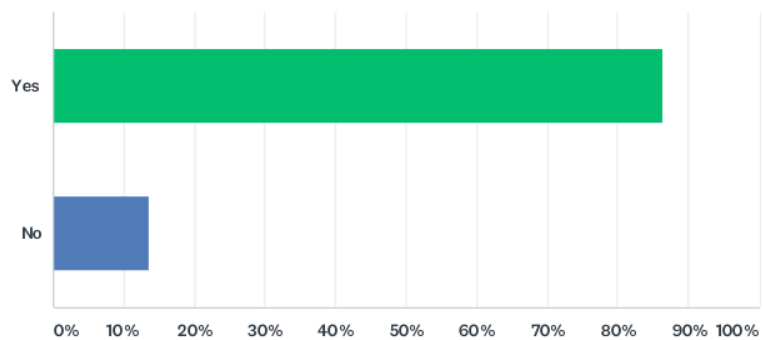
Crime Prevention Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Yarrie Lake	4/15/2019 11:29 AM
2	Not Narrabri. I live in Moree	4/9/2019 8:22 PM
3	Jacks Creek	3/24/2019 3:08 PM
4	Nowley	3/20/2019 8:15 PM
5	Eulah Creek	3/16/2019 12:46 PM
6	Eulah creek	3/16/2019 9:42 AM
7	Turrawan	3/14/2019 8:37 PM
8	Killarney Gap Road	3/14/2019 3:18 PM
9	Jack's Creek	3/14/2019 10:59 AM
10	Eulah Creek	3/14/2019 6:49 AM
11	Kamilaroi hwy (wee waa rd)	3/13/2019 8:58 PM
12	Courrada	3/13/2019 7:50 PM

Crime Prevention Survey

Q2 Do you think there is a crime problem where you live?

Answered: 336 Skipped: 0

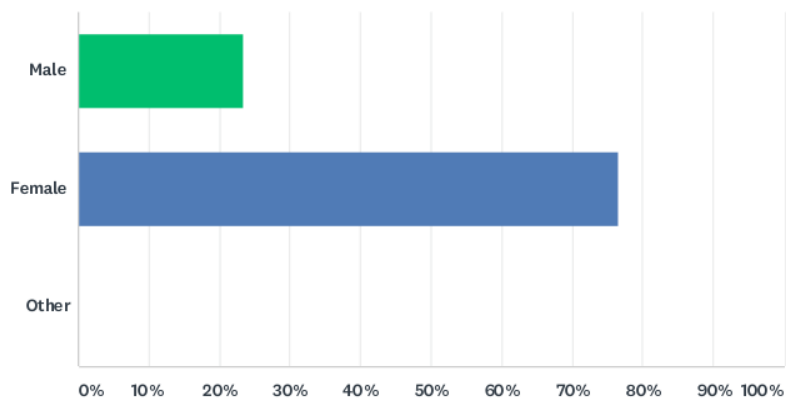


ANSWER CHOICES	RESPONSES	
Yes	86.31%	290
No	13.69%	46
TOTAL		336

Crime Prevention Survey

Q3 What gender are you?

Answered: 336 Skipped: 0

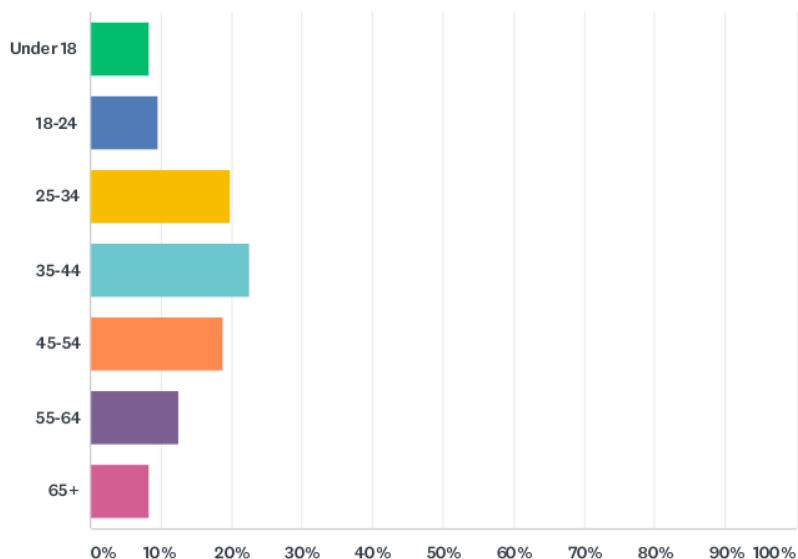


ANSWER CHOICES	RESPONSES	
Male	23.51%	79
Female	76.49%	257
Other	0.00%	0
TOTAL		336

Crime Prevention Survey

Q4 What age group do you fit into?

Answered: 336 Skipped: 0

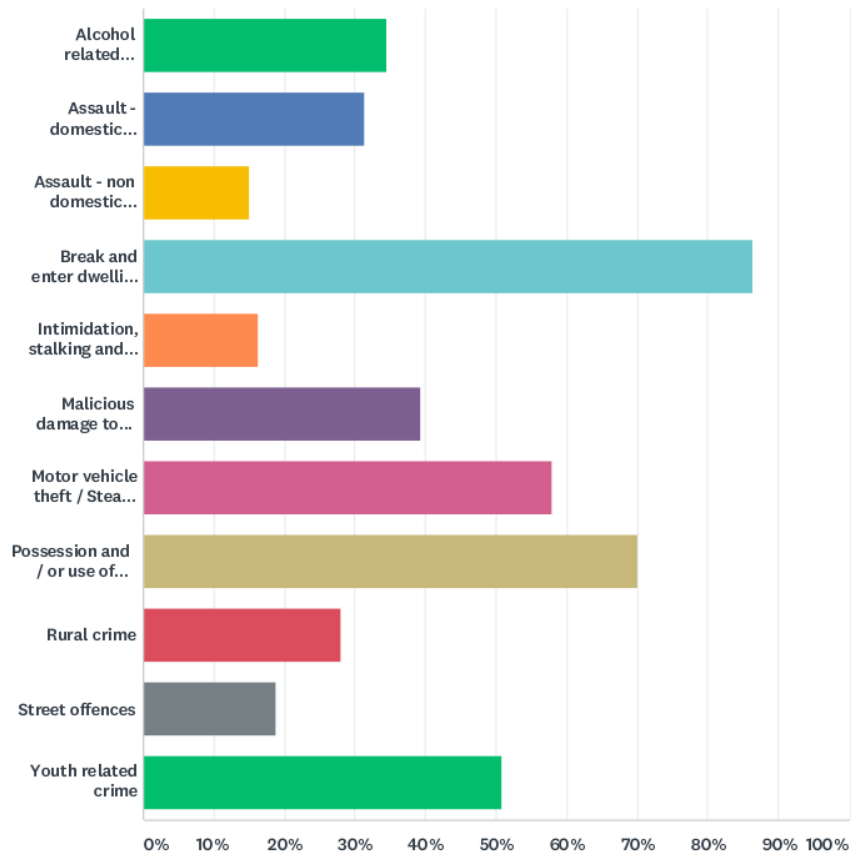


ANSWER CHOICES	RESPONSES	
Under 18	8.33%	28
18-24	9.52%	32
25-34	19.94%	67
35-44	22.62%	76
45-54	18.75%	63
55-64	12.50%	42
65+	8.33%	28
TOTAL		336

Crime Prevention Survey

Q5 What in your opinion are the most common crimes in your area? (select all that apply).

Answered: 331 Skipped: 5



ANSWER CHOICES	RESPONSES	
Alcohol related offences	34.44%	114
Assault - domestic violence related	31.42%	104
Assault - non domestic violence related	15.11%	50
Break and enter dwelling / Steal from dwelling	86.40%	286
Intimidation, stalking and harassment	16.31%	54
Malicious damage to property / Vandalism	39.27%	130
Motor vehicle theft / Steal from motor vehicle	58.01%	192
Possession and / or use of drugs	70.09%	232
Rural crime	28.10%	93

NARRABRI SHIRE COUNCIL

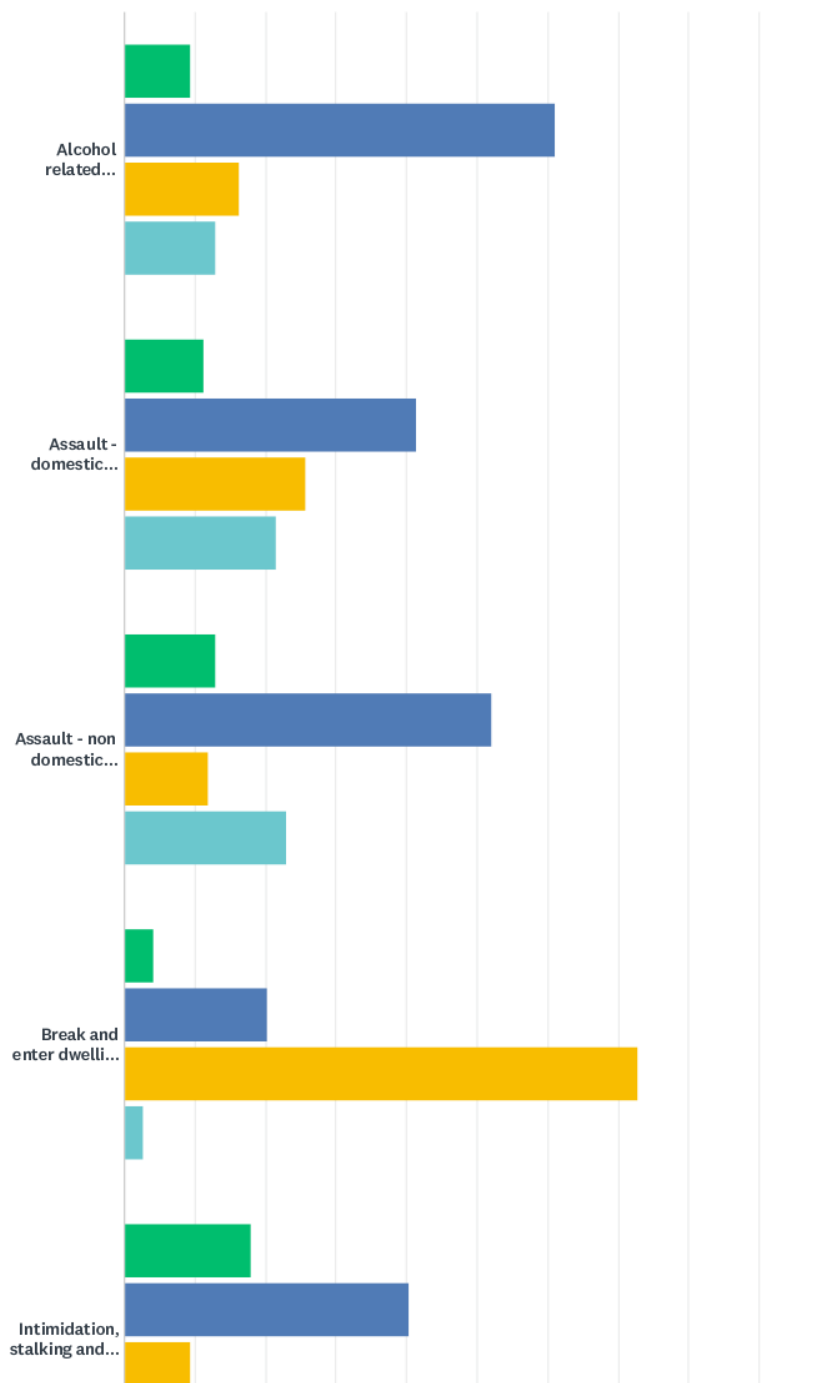
Crime Prevention Survey

Street offences	18.73%	62
Youth related crime	50.76%	168
Total Respondents: 331		

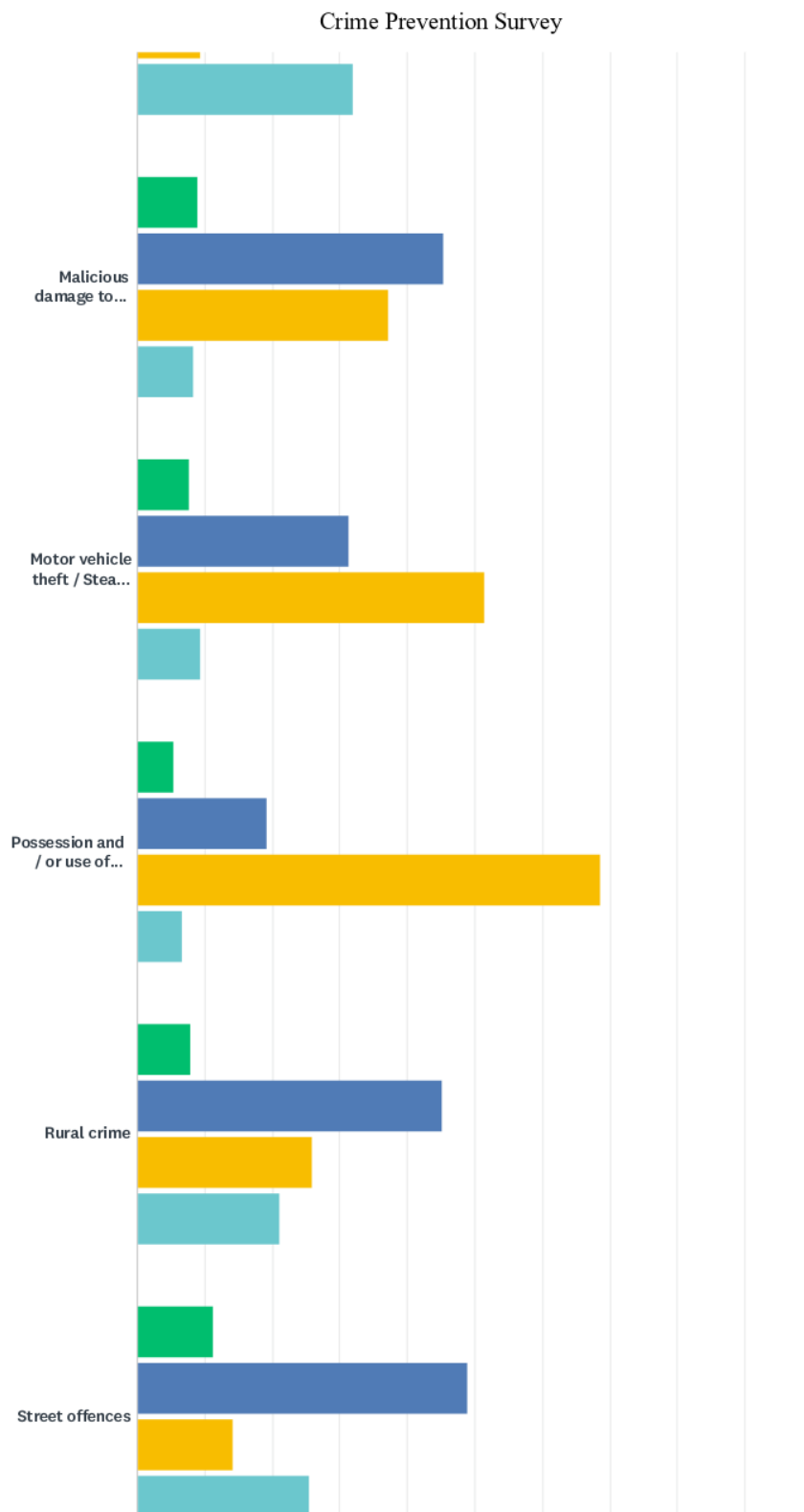
Crime Prevention Survey

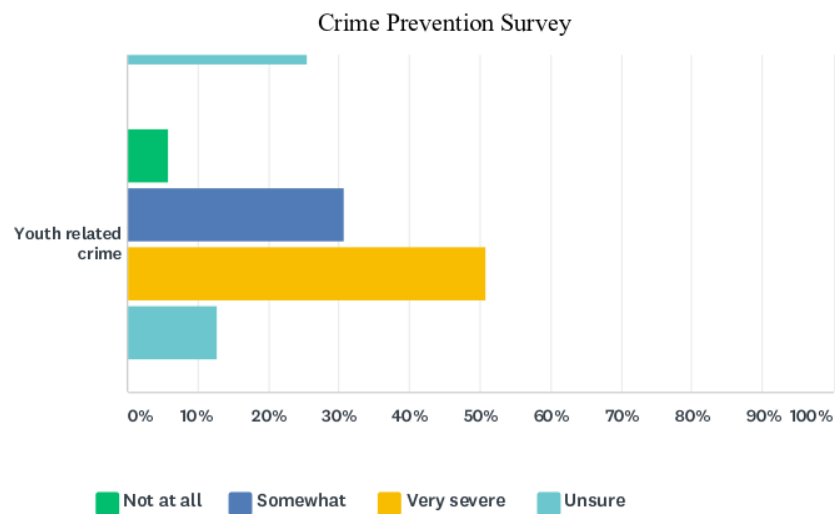
Q6 In your opinion how severe are the following crimes in your area?

Answered: 336 Skipped: 0



NARRABRI SHIRE COUNCIL





	NOT AT ALL	SOMEWHAT	VERY SEVERE	UNSURE	TOTAL
Alcohol related offences	9.42% 31	61.09% 201	16.41% 54	13.07% 43	329
Assault - domestic violence related	11.35% 37	41.41% 135	25.77% 84	21.47% 70	326
Assault - non domestic violence related	12.88% 42	52.15% 170	11.96% 39	23.01% 75	326
Break and enter dwelling / Steal from dwelling	4.19% 14	20.36% 68	72.75% 243	2.69% 9	334
Intimidation, stalking and harassment	18.04% 59	40.37% 132	9.48% 31	32.11% 105	327
Malicious damage to property / Vandalism	9.06% 30	45.32% 150	37.16% 123	8.46% 28	331
Motor vehicle theft / Steal from motor vehicle	7.83% 26	31.33% 104	51.51% 171	9.34% 31	332
Possession and / or use of drugs	5.44% 18	19.34% 64	68.58% 227	6.65% 22	331
Rural crime	7.93% 26	45.12% 148	25.91% 85	21.04% 69	328
Street offences	11.21% 36	48.91% 157	14.33% 46	25.55% 82	321
Youth related crime	5.78% 19	30.70% 101	50.76% 167	12.77% 42	329

Glossary

ABS	Australian Bureau of Statistics
AIC	Australian Institute of Criminology
Alcohol related	Shows offences which the NSW Police Force choose to flag as 'alcohol related'. 'Non-alcohol related' offences are the remainder of offences which are not flagged. 'Alcohol related' results are available for selected offences where police could be expected to have information about whether alcohol is involved.
ANZSOC	Australia and New Zealand Society of Criminology
Australia and New Zealand Society of Criminology	Bureau of Crime Statistics and Research
Breach Apprehended Violence Order (AVO)	Act or omission breaching the conditions of an apprehended violence order (ANZSOC, 2011). Includes the police incident categories of breach apprehended violence order - domestic, and breach apprehended violence order - personal.
Break and enter	Unlawful entry of a structure with the intent to commit an offence where the entry is either forced or unforced. Break and enter can occur in dwellings or non-dwellings. Dwellings include residential premises such as houses, home units or villas. Non-dwellings include premises where people do not usually reside such as retail premises, wholesale premises, educational premises, industrial premises, recreational premises etc (ANZSOC, 2011).
CCTV	Closed Circuit Television
CPP	Crime Prevention Plan
CPTED	Crime Prevention Through Environmental Design
Day/Night	'Day' is from 6.00am to 6.00pm. 'Night' is from 6.00pm to 6.00am.
Domestic violence related	Shows offences which the NSW Police Force choose to flag as 'domestic violence related'. 'Non-domestic violence related' offences are the remainder of offences which were not flagged.
Drug offences	Possessing, selling, dealing, trafficking, importing, manufacturing or cultivating illicit drugs and misuse of licit prescription drugs.
Intimidation, stalking and harassment	Actions that harass or are intended to harass, threaten or invade the privacy of an individual, not amounting to an assault, sexual assault, blackmail or intimidation. Can be face to face, written, or made through a carriage service (eg. phone, computer, etc.) (ANZSOC, 2011).

Glossary

LGA	Local Government Area
Malicious damage to property	Wilful and unlawful destruction, damage or defacement of public or private property or the pollution of property or a definable entity held in common by the community (ANZSOC, 2011).
n.c.	Not calculated
Offenders	Persons of interest who have a legal action commenced against them by the NSW Police Force. Legal actions can include: referral to court, caution, youth justice conference, criminal infringement notice, other infringement notice and/or cannabis or other drug caution.
Other drug offences	Includes the police incident categories of forge/utter prescription, possess drug utensil, other drug detection/seizure offence.
Steal from dwelling	Incidents of steal from dwelling where entry was lawfully gained (eg stealing from a house to which the offender has been invited) or where the offender did not need to force entry.
Steal from motor vehicle	Unlawful taking of parts or contents from another person's motor vehicle illegally and without permission (ANZSOC, 2011).
Theft and stealing	Unlawful taking or obtaining of money or goods not involving the use of force, threat of force or violence, coercion or deception, with the intent to permanently or temporarily deprive the owner or possessor of the use of the money or goods, or the receiving or handling of money or goods obtained unlawfully.
Drug offences	Possessing, selling, dealing, trafficking, importing, manufacturing or cultivating illicit drugs and misuse of licit prescription drugs.
Weekend/Weekday	'Weekend' is from 6pm Friday until 6am Monday. 'Weekday' is from 6am Monday until 6pm Friday.



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Our Reference: DB:MH:414144
Your Reference: N/A
Contact Name: Daniel Boyce
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24 May 2018

NSW Planning and Environment
GPO Box 39
SYDNEY NSW 2001

Stephen.ODonoghue@planning.nsw.gov.au
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Dear Sir,

Re: Response to submissions Narrabri Gas Project

Thank you for the opportunity to make a submission on the response to submissions (RTS) for the Narrabri Gas Project (Project). Narrabri Shire Council (Council) makes the following recommendations.

1. Sizing of produced water and brine ponds

Council is **satisfied** with the response by the Proponent.

According to the Proponent produced water and brine ponds "...will comply with the *NSW Code of Practice: Produced Water Management, Storage and Transfer* including:

- a spillway capacity designed to pass 0.01 per cent Annual Exceedance Probability (AEP) flows; and
- wet season design storage allowance sized to provide storage for a volume equivalent to the 1:100 AEP and a storm event containment of 1:100 AEP 72-hour duration..." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-136).

2. Chemical composition of produced and amended water

Council requires **independent assessment** of the response by the Proponent.

According to the Proponent "The results show that the water quality complies with relevant water quality guidelines for proposed beneficial reuse activities, including recreation and long-term irrigation. The data also shows the treated water meets drinking water and stock watering guidelines. No hydrocarbons, nor metals, have been detected (above the laboratory limit of reporting) in treated water from the plant." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-137).

The NSW Environment and Protection Agency (EPA) "requested information on the management and beneficial reuse of treated, amended and produced water" (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-70) in its submission on the Project.



Recommendation 1

During the assessment of the application Council requests:

That the EPA satisfies itself that the chemical composition and water quality of produced and amended water associated with the Project is safe and will not negatively impact the environment.

Reason: To ensure produced and amended water associated with the Project will not negatively impact the environment.

Recommendation 2

Should development consent be granted Council requests:

1. That the EPA be responsible for the monitoring of produced and amended water associated with the Project to ensure that it is safe and will not negatively impact the environment.
2. That the monitoring results be published on the EPA website.

Reason: To ensure produced and amended water associated with the Project will not negatively impact the environment.

3. Bohena Creek managed release point and Newell Highway gauging station

Council requires **independent assessment** of the response by the Proponent.

According to the Proponent "No gauging will be required at, or upstream of, the discharge site." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-138-139). The NSW Department of Primary Industries (DPI) "recommended the installation of a hydrological gauging station in close proximity to the Bohena Creek managed release point. It also recommended the existing Bohena Creek gauging station at Newell Highway be upgraded." (Santos NSW (Eastern) Pty Ltd, 2018, 5-47).

Recommendation 3

During the assessment of the application Council requests:

That the DPI satisfies itself that the hydrological gauging stations will be located so as to be representative of conditions at the managed release point and will have the capacity to detect flows in the order of 100 megalitres / day.

Reason: To ensure that there are appropriate references for triggering managed release of treated water to Bohena Creek.

4. Bohena Creek managed release and predicted cadmium levels

Council requires **independent assessment** of the response by the Proponent.

According to the Proponent "Recent samples from the Leewood water treatment facility in operation for the approved exploration and appraisal program in the project area show that cadmium concentrations in treated water are <0.0001 mg/L (0.1 micrograms per litre), which is less than the ANZECC/ARMCANZ (2000) water quality guideline of 0.2 micrograms per litre." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-139).

DPI suggested "...the potential impact of releases on Bohena Creek ecological health maybe difficult to determine in the short term..." and recommended "...continued monitoring of water quality in conjunction with ecological monitoring..." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-48).

Recommendation 4

During the assessment of the application Council requests:

That the DPI satisfies itself that the managed release of treated water to Bohena Creek will not impact on the ecological health of Bohena Creek.

Reason: To ensure the ecological health of Bohena Creek.

Recommendation 5

Should development consent be granted Council requests:

1. That the EPA be responsible for the monitoring the managed release of treated water to Bohena Creek to ensure that it is safe and will not negatively impact the environment.
2. That the monitoring results be published on the EPA website.

Reason: To ensure the ecological health of Bohena Creek.

5. Water quality monitoring

Council is **not satisfied** with the response by the Proponent.

The Commonwealth Government: Independent Expert Scientific Committee on Coal Seam Gas and Large Coal Mining Development (IESC) "considered the proposed groundwater monitoring network not suitable..." and recommends a "Groundwater Monitoring Plan detailing a groundwater impact early warning monitoring system that includes management, mitigation and contingency measures." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-13).

The Proponent responds by saying, it "...will work with DPI Water and relevant Commonwealth and State Government stakeholders to refine the groundwater monitoring plan for the project." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-14).

Recommendation 6

During the assessment of the application Council requests:

That the proposed groundwater monitoring network and plan be amended as necessary to obtain the endorsement of the IESC.

Reason: To ensure that the risk to groundwater is appropriately managed.

Recommendation 7

Should development consent be granted Council requests:

1. That the Proponent:
 - a. Review the groundwater model two-to-three years after commencement of water production.
 - b. Undertake validation and recalibration of the groundwater modelling.
 - c. Review and revise relevant management plans to ensure early prediction of impacts and the implementation of adequate monitoring, management and contingency measures.
2. That the Proponent be required to obtain endorsement of the above by the IESC.

Reason: To ensure that the risk to groundwater is appropriately managed.

6. Construction of natural gas wells

Council is **satisfied** with the response by the Proponent.

According to the Proponent, "...gas wells would be constructed in accordance with the Code of Practice for Coal Seam Gas – Well Integrity." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-140).

The NSW Chief Scientist and Engineer has concluded that the *NSW Code of Practice for Coal Seam Gas – Well Integrity* is "in line with international best practice" (NSW Chief Scientist & Engineer, 2014, p. 12).

7. Monitoring of natural gas wells and gathering lines

Council is **not satisfied** with the response by the Proponent.

The Chief Scientist and Engineer concluded that the *NSW Code of Practice for Coal Seam Gas – Well Integrity* is "in line with international best practice" (p. 12) and that "...a conclusion can be drawn that if wells are properly designed, installed and maintained, the risk of long-term leakage from CSG wells from both the casing and cement can be considered to be minimal,..." (NSW Chief Scientist & Engineer, 2014, p. 5).

Professor O’Kane did however acknowledge “...no long-term studies could be found dealing specifically with deterioration of CSG wells...” (NSW Chief Scientist & Engineer, 2014, p. 5) and that “there is scope for additional research specifically to assess the impact of abandoned CSG wells over extended timeframes.” (NSW Chief Scientist & Engineer, 2014, p. 5).

The NSW Chief Scientist and Engineer further concluded that “...if the integrity of these wells is compromised at any stage during construction, operation or after abandonment, they have the potential to affect the environment adversely, mainly in the form of either contamination of subsurface water systems or via fugitive methane emissions.” (NSW Chief Scientist & Engineer, 2014, p. 12)

Anderson, Rahman, Davey, Miller and Glamore (2013) concluded that without the indefinite monitoring of decommissioned coal seam gas wells “any of the adverse consequences may be realised” (Anderson et al., 2013, p. 28). The “adverse consequences” referred to include contamination of the “Water Resource Aquifer” (Anderson et al., 2013, p. 25).

Council is of the view that the precautionary principle should be applied in this matter and indefinite monitoring of decommissioned coal seam gas wells by a public authority should be required until there is a sufficient body of evidence by way of long-term studies to conclude that the risk of contamination of water resource aquifers is negligible

Recommendation 8

Should development consent be granted Council requests:

1. That the Proponent pay for independent third party monitoring of decommissioned coal seam gas wells indefinitely.
2. That the monitoring be overseen by the EPA and results published on the EPA website.

***Reason:** To ensure that decommissioned coal seam gas wells do not contaminate water resource aquifers.*

8. Rehabilitation fund

Council is **not satisfied** with the response by the Proponent.

Council does not consider the current requirement to lodge a security deposit to cover the cost of undertaking rehabilitation to be adequate given the experience in other jurisdictions (Evans, 2014; Abbott, 2014).

The NSW Chief Scientist and Engineer recommended, “...potential adoption of a 3-layered policy of security deposits, enhanced insurance coverage and an environmental rehabilitation fund administered by government.” (NSW Chief Scientist & Engineer, 2014b, p.8)

The NSW Chief Scientist and Engineer further recommended, “That Government consider a robust and comprehensive policy of appropriate insurance and environmental risk coverage of the CSG industry to ensure financial protection short and long term. Government should examine the potential adoption of a three-layered policy of security deposits, enhanced insurance coverage, and an environmental rehabilitation fund.” (NSW Chief Scientist & Engineer, 2014c, p.13)

According to the NSW Government, it "...accepts all the recommendations of the Chief Scientist and Engineer's independent review and is committed to building a world class regime for the extraction of gas." (NSW Government, 2015, p.3)

Council is of the view that a "world class regime for the extraction of gas" cannot be achieved unless the State holds sufficient financial assurance to cover the true cost of rehabilitation, pollution and natural resource damage both on-site and off-site and unforeseen long term impacts.

Recommendation 9

Should development consent be granted Council requests:

1. The Proponent shall pay a security deposit in the form of a cash bond or bank guarantee of an appropriate amount that covers the true cost of rehabilitation.
2. The Proponent shall carry pollution legal liability insurance that covers pollution and natural resource damage both on-site and off-site including groundwater contamination and for the benefit of the insured, third parties, and contractors.
3. The Proponent shall contribute to an Environmental Fund (similar to the Western Australian Government Mining Rehabilitation Fund) established to cover off-site remediation and rehabilitation including groundwater contamination and other long term, gradual onset damage.

Recommendation 10

Should development consent be granted Council requests:

1. That the DPE:
 - a. Publish details of the financial assurance that the State will hold to cover the cost of on-site and off-site remediation and rehabilitation in the event of sudden accidental pollution and from unforeseen and long term impacts of the Project including groundwater contamination, and
 - b. Explains the methodology used to determine that this amount is sufficient to ensure that no costs are passed on to the Public.

Reason: *To provide public confidence that the amount of financial assurance that the State holds is sufficient to cover the cost of rehabilitation and the Public are protected in the event of sudden accidental pollution caused by the Project and from unforeseen and long term impacts of the Project including groundwater contamination.*

9. Principles of land access

Council is **satisfied** with the response by the Proponent.

The Proponent advises that it "is a signatory to the Agreed Principles of Land Access." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-142).

Recommendation 11

Should development consent be granted Council requests:

1. That the Proponent be bound by the Agreed Principles of Land Access

Reason: To ensure that decommissioned coal seam gas wells do not contaminate water resource aquifers.

10. Air quality impacts near Leewood

Council requires **independent assessment** of the response by the Proponent.

The EPA "...notes that the Air Quality Impact Assessment omits fugitive methane and carbon dioxide emissions..." and "...recommends that all potential components of fugitive emissions should be assessed, and measures to mitigate and manage the emissions should be proposed." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-75).

NSW Health stated that "...air quality monitoring should be undertaken prior to, and during, the project, and be independently verified to validate the findings of the Air Quality Impact Assessment." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-104).

Recommendation 12

During the assessment of the application Council requests:

That the EPA and NSW Health satisfies itself that the Air Quality Impact Assessment and measures to mitigate and manage the emissions are acceptable.

Reason: To ensure the Project will not impact on the environment or human health in terms of air quality.

Recommendation 13

Should development consent be granted Council requests:

1. That the EPA be responsible for the monitoring of air quality prior to, and during, the Project to ensure that it is safe and will not negatively impact the environment or human health.
2. That the monitoring results be published on the EPA website.

Reason: To ensure the Project will not impact on the environment or human health in terms of air quality.

11. Chemical composition of dust suppressant

Council is **satisfied** with the response by the Proponent.

According to the Proponent, "The specific commercial dust suppressants that would be used will be finalised during construction of the project. However, it should be noted that the use of commercial dust suppressants is standard practice for construction activities and would not be expected to introduce adverse environmental impacts." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-142).

12. Characterisation of natural gas

Council is **satisfied** with the response by the Proponent.

According to the Proponent "The Air Quality Impact Assessment (EIS Appendix L) considered the composition of natural gas based on data from existing exploration and appraisal wells and the predicted products of the processing and combustion of the natural gas." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-143).

13. Air Quality Management Plan

Council is **satisfied** with the response by the Proponent.

According to the Proponent, "...an Air Quality Management Plan would be implemented during construction and operation of the project. The Air Quality Management Plan would include an air quality monitoring program." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-143).

Recommendation 14

Should development consent be granted Council requests:

1. That the Proponent be required to liaise with sensitive receptors and Council in the preparation and annual review of the Air Quality Management Plan.

Reason: To ensure the Project will not impact on the environment or human health in terms of air quality.

14. Road maintenance agreement

Council is **not satisfied** with the response by the Proponent.

The Proponent does not dispute that the Project will result in increased traffic generation despite concluding that roads are generally expected "...to operate within ... functional classification under the ultimate peak traffic scenario for the project." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-143-144).

In September 2014 the NSW Chief Scientist and Engineer recommended, "That Government investigate ... funding (derived from the fees and levies paid by CSG companies) for local councils to enable them to fund, in a transparent manner, infrastructure and repairs required as a consequence of the CSG industry." (NSW Chief Scientist & Engineer, 2014c, p. 12).

Recommendation 15

Should development consent be granted Council requests:

1. That the Proponent be required to enter into a road maintenance agreement with Narrabri Shire Council.

Reason: To ensure the Narrabri Shire community is not unfairly burdened by maintenance of road infrastructure as a result of the Project.

15. Timing of intersection upgrades

Council is **satisfied** with the response by the Proponent.

According to the Proponent, "The proposed upgrades to the Newell Highway/Old Mill Road and Newell Highway/X-Line Road intersections would be provided following a final investment decision on the production project and before significant construction commences." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-144).

16. Light at Siding Spring Observatory

Council requires **independent assessment** of the response by the Proponent.

According to the Proponent, "...a Gas Flare Light Assessment to assess the light impacts of the project flares and their potential to contribute to skyglow that would affect observing conditions at the Observatory." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-144).

Recommendation 16

During the assessment of the application Council requests:

That the Proponent be required to obtain endorsement of the Gas Flare Light Assessment and proposed mitigating practices by the Siding Spring Observatory.

Reason: To ensure the Project will not impact observing conditions at the Siding Spring Observatory.

17. Social impacts on vulnerable groups

Council is **not satisfied** with the response by the Proponent.

The Proponent acknowledges "The potential for localised inequality in the distribution of potential socio-economic benefits or impacts..." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-145).

According to the Proponent, "Social impact monitoring would be undertaken in line with the proponent's Social Impact Management Plan." Investment in social infrastructure and services will be provided through "...the Gas Community Benefit Fund..." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-145).

Council is of the view that the Gas Community Benefit Funds should not be used to provide essential services and infrastructure but rather support improved economic and social outcomes for the community so that the people of Narrabri benefit from the Project not merely maintain the status quo.

Recommendation 17

During the assessment of the application Council requests:

That the Proponent be required to demonstrate to the satisfaction of NSW Health how social impacts on vulnerable groups will be managed.

Reason: To ensure improved social outcomes for vulnerable groups.

18. Social impacts on vital health services

Council is **satisfied** with the response by the Proponent.

The Proponent acknowledges, "...that there will be an increase in demand on local health services...", however, "...consultation with the Narrabri District Health Service... indicated that local health services had sufficient capacity to cater for population growth in the region including the project workforce." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-145).

19. Aboriginal employment agreement

Council is **satisfied** with the response by the Proponent.

According to the Proponent, "A Diversity and Equal Opportunity Policy would be implemented to achieve representative Aboriginal employment, including for contractors (refer to Appendix A of Appendix T1 of the EIS). Aboriginal employment opportunities would be part of ongoing Native Title negotiations with the Gomeroi Applicants, with final details subject to the finalisation of a Native Title agreement." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-147).

20. Local skills development

Council is **satisfied** with the response by the Proponent.

According to the Proponent, "To provide long term career pathways for locals and ensure that an appropriately skilled workforce is employed, the proponent will provide scholarships and develop suitable training and apprenticeship programs in consultation with local TAFE and other training institutions." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-147).

21. Monitoring of social impacts

Council is **satisfied** with the response by the Proponent.

According to the Proponent, "...social impacts would be monitored and managed over the life of the project through engagement with landholders, the community, service providers, industry bodies and government." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-147)

Recommendation 18

Should development consent be granted Council requests:

1. That the Proponent be required to engage with the public and Narrabri Shire Council and community in the preparation and review of the social impact management plan.
2. That the Proponent be required to review the social impact management plan annually in consultation with Narrabri Shire Council and community to ensure that they are fit for purpose.

Reason: To ensure that social impacts from the Project are managed.

22. Adjoining landholders

Council is **satisfied** with the response by the Proponent.

According to the Proponent, "Unless a written agreement is in place with the relevant landholder, no project infrastructure will be located within 200 m of an occupied residence on that property." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-148).

23. Chemical monitoring of health impacts

Council is **satisfied** with the response by the Proponent.

According to NSW Health, "Based on the nature and scale of the operation and distance from townships we expect there will be minimal impact on human health..." (Dalton, 2017). The Proponent advised "The Environmental Management Strategy for the project includes a number of sub-plans with chemical monitoring requirements including surface water, groundwater and air quality. As such, specific chemical monitoring for health impacts is not considered to be necessary." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-148).

24. Verification of gas price assumption

Council is **satisfied** with the response by the Proponent.

The Proponent advised "It is noted that the NSW Division of Resources and Geoscience noted in its EIS submission that the forecast gas price used in the cost-benefit analysis (Appendix U1 of the EIS) of \$8.70 GJ lies within the range of expected future gas prices in the east coast market over the more than 20-year project life." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-149).

25. Gas community benefit fund

Council is **satisfied** with the response by the Proponent, however, takes the opportunity to raise the following concerns with the Gas community benefit fund (**Fund**) in general:

- The Fund represents a once in a generation opportunity for the Narrabri Shire Community to benefit from potential Coal Seam Gas extraction projects within the Shire. Council believes the guidelines that have been developed do not/will not achieve the desired outcomes of the Fund nor deliver the intended benefit to the Narrabri Shire Community.
- There needs to be greater Local Government representation on the Community Benefits Fund Committee.
- The maximum of \$500,000 per project needs to be increased to \$2,000,000 to ensure that impactful projects can be funded.
- Operational costs of new infrastructure need to be funded.
- The "geographical area for the Fund" should be based on where the most significant impact on the community occurs not the footprint of PELs or Projects and requires a definitive definition to ensure certainty of eligibility of applications.

26. Local employment and procurement

Council is **satisfied** with the response by the Proponent.

The Proponent advised it "...will continue to engage with, the Narrabri Shire Council and other relevant stakeholders for their input and feedback into the project's regional and local employment and business development initiatives and workforce management strategies." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-149).

27. Capacity of local waste facilities for waste salt

Council requires **independent assessment** of the response by the Proponent.

The EPA requested "...information should be provided on the facilities to be utilised for waste salt disposal and their long-term capacity to accept it. It also recommended that information be provided on contingency planning in the event that licensed facilities within 150 kilometres of the project be unable to accept waste salt." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-68).

The Proponent advised, "There are a substantial number of waste facilities available, including government and privately owned facilities that are licensed to receive general solid waste in the order of hundreds of thousands of tonnes per annum. The average volume of salt produced annually by the project would be a very small proportion of the overall capacity of any one such facility.

As part of the ongoing development of salt management, options for alternative beneficial reuse applications are being investigated." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-150).

Recommendation 19

During the assessment of the application Council requests:

That the EPA satisfies itself that the facilities to be utilised for waste salt disposal have long-term capacity to accept it and adequate contingency planning is in place for disposal of waste salt.

Reason: To ensure the waste salt is appropriately disposed.

28. Composition and classification of waste salt

Council requires **independent assessment** of the response by the Proponent.

The EPA requested that "...further information should be provided to demonstrate that waste salt would not contain other contaminants, and therefore classify as general solid waste." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-65)

According to the Proponent, the waste salt "...would be classified as general solid waste, with contaminants significantly below threshold values." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-150).

Recommendation 20

During the assessment of the application Council requests:

That the EPA satisfies itself that the waste salt would not contain other contaminants, and therefore classify as general solid waste.

Reason: To ensure the waste salt is appropriately disposed.

29. Waste management

Council requires **independent assessment** of the response by the Proponent.

The EPA requested details of the "...Waste Management Plan and requests further information on the mitigation measures to be included in the Plan." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-72).

The Proponent advised, "The Waste Management Plan would be structured around the waste management hierarchy defined under the Protection of the Environment Operations Act 1997. That is, opportunities to avoid, reduce, reuse, recycle and treat waste would be investigated in order to reduce the volumes waste and minimise potential environmental impacts." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-151).

Recommendation 21

During the assessment of the application Council requests:

That the EPA satisfies itself that the Waste Management Plan is acceptable.

Reason: To minimise and manage waste from the Project.

30. Westport workers' accommodation

Council is **satisfied** with the response by the Proponent.

31. Westport workers' accommodation bushfire risk

Council is **satisfied** with the response by the Proponent.

According to the Proponent, "The existing accommodation was granted a bush fire safety authority that prescribed bush fire protection specifications and requirements including asset protection zones, water supplies for firefighting and emergency procedures. It is expected that a similar level of bush fire protection would be provided to the expanded facility. An updated bushfire response and evacuation plan would also be prepared." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-152).

32. Environmental management plans

Council is **satisfied** with the response by the Proponent.

Recommendation 22

Should development consent be granted Council requests:

1. That the Proponent be required to engage with the public and Narrabri Shire Council in the preparation and review of all environmental management plans.
2. That the Proponent be required to review all environmental management plans annually to ensure that they are fit for purpose.

Reason: To ensure the Narrabri Shire community is involved in environmental management for the Project.

33. Independent monitoring

Council is **not satisfied** with the response by the Proponent.

According to the Proponent, "Within three years of commencement of the project, and every three years thereafter, the proponent will facilitate a third-party environmental audit to ensure compliance..." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-153).

Recommendation 23

Should development consent be granted Council requests:

1. That the EPA be responsible for the monitoring of environmental and human health compliance including but not limited to:
 - a. *Air quality — particulate matter, volatile organic compounds, hydrogen sulfide, nitrogen dioxide, sulphur dioxide, sulfuric acid mist, molecular weight of stack gases, odour.*
 - b. *Noise — annual monitoring of premises and flaring events in accordance with the NSW Industrial Noise Policy and AS 1055.1-1997 Acoustics - Description and measurement of environmental noise General procedures.*
 - c. *Soil — cation exchange capacity, electrical conductivity, pH, petroleum hydrocarbons, polyaromatic hydrocarbons, heavy metals, sodium adsorption ratio, boron, sodium, calcium, potassium, benzene, toluene, ethylbenzene and xylene.*
 - d. *Sediment (Bohena Creek) — cation exchange capacity, electrical conductivity, pH, petroleum hydrocarbons, polyaromatic hydrocarbons, heavy metals, sodium adsorption ratio, boron, sodium, calcium, potassium, benzene, toluene, ethylbenzene and xylene.*
 - e. *Water quality — suspended solids, biochemical oxygen demand, oil and grease, polyaromatic hydrocarbons, phenols, organic carbon, petroleum hydrocarbons, recoverable hydrocarbons, electrical conductivity, pH, sodium adsorption ratio, boron, sodium, calcium, potassium, heavy metals (particularly cadmium), benzene, toluene, ethylbenzene and xylene.*
2. That the monitoring results be published on the EPA website.

Reason: To ensure community confidence in that the Project will have an acceptable impact on the environment and human health.

If you require any further clarification, please do not hesitate to contact me on (02) 6799 6882 or danielb@narrabri.nsw.gov.au.

Yours faithfully,



Mr Daniel Boyce

A/DIRECTOR DEVELOPMENT AND ECONOMIC GROWTH

References

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- Santos NSW (Eastern) Pty Ltd (2018). *Narrabri Gas Project - Response to Submissions - Report Part A*.



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14 May 2019

Ms Rose-Anne Hawkeswood
NSW Planning and Environment
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SYDNEY NSW 2001

Rose-Anne.Hawkeswood@planning.nsw.gov.au

Dear Madam

RE: NARRABRI GAS PROJECT - RESPONSE TO SUPPLEMENTARY RESPONSE TO SUBMISSIONS

Thank you for the opportunity to make a submission on the supplementary response to submissions (**SRTS**) for the Narrabri Gas Project (**Project**). Narrabri Shire Council (**NSC**) makes the following recommendations.

1. Chemical composition of produced and amended water

Council is **satisfied** with the response provided by the applicant subject to acceptance by and conditions as required by the Environment Protection Authority (**EPA**).

2. Bohena Creek managed release point and Newell Highway gauging station

Council is **satisfied** with the response provided by the applicant subject to acceptance by and conditions as required by the EPA.

3. Bohena Creek managed release and predicted cadmium levels

Council is **satisfied** with the response provided by the applicant subject to acceptance by and conditions as required by the EPA.

4. Water quality monitoring

Council is **satisfied** with the response provided by the applicant subject to acceptance by and conditions as required by Department of Primary Industries (**DPI**) Water.

5. Monitoring of natural gas wells and gathering lines

Council is **not satisfied** with the response provided by the applicant and reiterates its previous comments, being:

Recommendation 8

Should development consent be granted Council requests:



NARRABRI SHIRE COUNCIL ABN: 95 717 801 858

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E. council@narrabri.nsw.gov.au



1. That the Proponent pay for independent third party monitoring of decommissioned coal seam gas wells indefinitely.
2. That the monitoring be overseen by the EPA and results published on the EPA website.

6. Rehabilitation fund

Council is **not satisfied** with the response provided by the applicant and reiterates its previous comments, being:

Recommendation 9

Should development consent be granted Council requests:

1. The Proponent shall pay a security deposit in the form of a cash bond or bank guarantee of an appropriate amount that covers the true cost of rehabilitation.
2. The Proponent shall carry pollution legal liability insurance that covers pollution and natural resource damage both on-site and off-site including groundwater contamination and for the benefit of the insured, third parties, and contractors.
3. The Proponent shall contribute to an Environmental Fund (similar to the Western Australian Government Mining Rehabilitation Fund) established to cover off-site remediation and rehabilitation including groundwater contamination and other long term, gradual onset damage.

Recommendation 10

Should development consent be granted Council requests:

1. That the DPE:
 - a. Publish details of the financial assurance that the State will hold to cover the cost of on-site and off-site remediation and rehabilitation in the event of sudden accidental pollution and from unforeseen and long term impacts of the Project including groundwater contamination, and
 - b. Explains the methodology used to determine that this amount is sufficient to ensure that no costs are passed on to the Public.

7. Air quality impacts near Leewood

Council is **satisfied** with the response provided by the applicant subject to acceptance by and conditions as required by the EPA and NSW Health.

8. Road maintenance agreement

Council is **not satisfied** with the response provided by the applicant and reiterates its previous comments, being:

Recommendation 15

Should development consent be granted Council requests:



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1. That the Proponent be required to enter into a road maintenance agreement with Narrabri Shire Council.

9. Light at Siding Spring Observatory

Council is **satisfied** with the response provided by the applicant subject to acceptance by and conditions as required by the Siding Spring Observatory.

10. Social impacts on vulnerable groups

Council is **not satisfied** with the response provided by the applicant and reiterates its previous comments, being:

The Proponent acknowledges "The potential for localised inequality in the distribution of potential socio-economic benefits or impacts ..." (Santos NSW (Eastern) Pty Ltd, 2018, p. 5-145).

According to the Proponent, "Social impact monitoring would be undertaken in line with the proponent's Social Impact Management Plan." *Investment in social infrastructure and services will be provided through " ... the Gas Community Benefit Fund ... "* (Santos NSW (Eastern) Pty Ltd, 2018, p. 5- 145).

Council is of the view that the Gas Community Benefit Funds should not be used to provide essential services and infrastructure but rather support improved economic and social outcomes for the community so that the people of Narrabri benefit from the Project not merely maintain the status quo.

The SRTS identifies that NSW Health did not raise social impacts on vulnerable groups as a concern in their submission dated 6 September 2018 on the RTS document. Subsequent discussions with NSW Health have indicated that they would not ordinarily provide comments on social impacts. Nevertheless, Council In this regard a revised recommendation 17 is provided for this issue:

Recommendation 17

During the assessment of the application, Council requests:

That the proponent enter into a VPA with Council that reflects the socio-economic impacts in, and immediately around, the locality and provides a lasting net economic benefit to the locality, the wider Narrabri Shire.

11. Capacity of local waste facilities for waste salt

Council is **not satisfied** with the response provided by the applicant and reiterates its previous comments, being:

Recommendation 19

During the assessment of the application Council requests:

That the EPA satisfies itself that the facilities to be utilised for waste salt disposal have long term capacity to accept it and adequate contingency planning is in place for disposal of waste salt.



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12. Composition and classification of waste salt

Council is **satisfied** with the response provided by the applicant subject to acceptance by and conditions as required by the EPA.

13. Waste management

Council is **satisfied** with the response provided by the applicant subject to acceptance by and conditions as required by the EPA.

14. Independent monitoring

Council is **satisfied** with the response provided by the applicant subject to acceptance by and conditions as required by the EPA.

If you require any further clarification, please do not hesitate to contact Council's Development and Economic Growth Department on 6799 6866.

Yours faithfully,

Erika Dawson

ACTING MANAGER PLANNING AND REGULATORY SERVICES



Tarrawonga Coal Mine Community Consultative Committee Meeting #58

Quarterly Environmental Monitoring Report
Aug 1 – Oct 30, 2019



Photo taken in October 2019 in a section of the southern emplacement areas rehabilitated in July 2019.

This report has been prepared for the Community Consultative Committee (CCC) meeting to show Environmental monitoring performance at Tarrawonga Coal Mine (TCM) for the reporting period from August 1 to October 30, 2019. Maps with all the monitoring locations are available in *Appendix A*.



Noise Monitoring

Attended noise monitoring was conducted at the “Bungalow” (TN4), “Barbers Lagoon” (TN3) and “Matong” (TN2) properties from 16th to 19th September 2019. The noise criterion for the mine is 35dB(A) Leq (15 min) for all operating times.

The results below show that noise emissions from the mine did not exceed the operational noise criterion at the “Barbers Lagoon”, “Bungalow” or “Matong” monitoring locations during the monitoring event during the entire monitoring period.

(See below summary tables extracted from Wilkinson Murray report -19360-T-01-(Q3 2019)).

Table 4-1 Comparison of noise levels between TN2 and 573b Coomalgalah

Date	Time	Noise Limits	TN2 Mine LAeq Noise Level (dB)	573b Coomalgalah Mine LAeq Noise Level (dB)	
		LAeq,15 min	Measured Mine Contribution	Commensurate Mine Compliance Level	Exceedance
16/09/19	15:19	35	<35	<26	0
	15:35	35	<35	<26	0
	15:52	35	<35	<26	0
	21:50	35	33	24	0
	22:06	35	34	25	0
	22:23	35	34	25	0
	02:39	35	33	24	0
	22:55	35	33	24	0
	23:11	35	32	23	0
	21:33	35	23	14	0
17/09/19	21:50	35	26	17	0
	22:01	35	21	12	0
	22:19	35	20	11	0
	22:36	35	19	10	0
	13:57	35	NM	NM	0
18/09/19	14:16	35	NM	NM	0
	21:37	35	19	10	0
	21:50	35	18	9	0



Date	Time	Noise	TN2	573b Coomalgalah	
		Limits	Mine LAeq Noise Level (dB)	Mine LAeq Noise Level (dB)	
		LAeq,15 min	Measured Mine Contribution	Commensurate Mine Compliance Level	Exceedance
19/09/19	22:07	35	20	11	0
	22:18	35	20	11	0
	22:33	35	NM	NM	0
	22:53	35	1A	1A	0
	11:24	35	29	20	0
	11:42	35	28	19	0
	12:00	35	27	18	0
	12:16	35	28	19	0
	12:41	35	28	19	0
	12:58	35	29	20	0



Table 4-3 Summary of noise assessment at TN3

Date	Time	Noise Limits	TN3 Mine L_{Aeq} Noise Level (dB)		
		$L_{Aeq,15 min}$	Measured Mine Contribution	Additional LF Penalty	Exceedance
16/09/19	17:17	35	IA	-	0
	17:30	35	IA	-	0
	17:40	35	IA	-	0
	17:51	35	IA	-	0
	20:18	35	IA	-	0
	20:37	35	IA	-	0
	01:12	35	NM	-	0
	01:44	35	23	-	0
	02:01	35	24	-	0
17/09/19	20:07	35	31	-	0
	20:25	35	26	-	0
	23:41	35	18	-	0
	23:58	35	17	-	0
	00:15	35	18	-	0
	00:34	35	19	-	0
18/09/19	11:15	35	IA	-	0
	11:30	35	IA	-	0
	01:21	35	33	2 dB	0
	01:38	35	31	-	0
	01:55	35	32	-	0
19/09/19	09:22	35	IA	-	0
	09:44	35	IA	-	0
	10:00	35	IA	-	0
	10:15	35	IA	-	0
	10:30	35	IA	-	0
	10:47	35	IA	-	0
	19:40	35	IA	-	0
	19:57	35	IA	-	0



Table 4-5 Summary of noise assessment at TN4

Date	Time	Noise Limits	TN4		
		LA _{eq,15 min}	Mine L _{Aeq} Noise Level (dB)	Additional LF Penalty	Exceedance
16/09/19	21:10	35	IA	-	0
	21:23	35	IA	-	0
	23:49	35	IA	-	0
	00:04	35	IA	-	0
	00:19	35	IA	-	0
	00:35	35	IA	-	0
17/09/19	21:00	35	20	-	0
	21:15	35	20	-	0
	01:07	35	IA	-	0
	01:26	35	IA	-	0
	01:41	35	IA	-	0
	01:57	35	IA	-	0
18/09/19	13:12	35	IA	-	0
	13:30	35	IA	-	0
	14:03	35	IA	-	0
	14:20	35	IA	-	0
	14:37	35	IA	-	0
	23:35	35	IA	-	0
19/09/19	13:43	35	IA	-	0
	14:05	35	IA	-	0
	14:21	35	IA	-	0
	14:38	35	IA	-	0
	14:56	35	IA	-	0
	15:11	35	IA	-	0
20/09/19	20:39	35	IA	-	0
	20:54	35	IA	-	0
	09:18	35	IA	-	0
	09:33	35	IA	-	0
	10:05	35	IA	-	0
	10:21	35	IA	-	0
	10:36	35	IA	-	0



Noise from the mine must not exceed 45 dB(A) L1 (1 min) between 10 pm and 7 am. This is to minimise the potential for sleep disturbance as a result of individual loud noises from the mine. The results of the sleep disturbance monitoring show that the measured L1 (1 min) noise level did not exceed the sleep disturbance criterion.

Table 4-2 Comparison of maximum noise events between TN2 and 573b Coomalgalah

Date	Time	Noise Limits	TN2		573b Coomalgalah	
			Mine L _{Amax} Noise Level (dB)	Mine L _{Amax} Noise Level (dB)		
		LA _{1,1 min}	Noise Source	Measured Level	Commensurate Mine Compliance Level	Exceedance
16/09/19	22:23	45	Engine	42	33	0
	02:39	45	Engine	41	32	0
	22:55	45	Engine	39	30	0
	23:11	45	Engine	41	32	0
17/09/19	22:01	45	Horn	28	19	0
	22:19	45	-	NM	-	0
	22:36	45	Engine	26	17	0
18/09/19	22:07	45	-	NM	-	0
	22:18	45	-	NM	-	0
	22:33	45	-	NM	-	0
	22:53	45	-	IA	-	0

Table 4-4 Summary of maximum noise events at TN3

Date	Time	Noise Limits		TN3 Mine L _{Amax} Noise Level (dB)	
		LA _{1,1 min}	Noise Source	Measured Level	Exceedance
16/09/19	01:12	45	-	NM	0
	01:44	45	Engine	33	0
	02:01	45	Engine	32	0
17/09/19	23:41	45	-	NM	0
	23:58	45	-	NM	0
	00:15	45	-	NM	0
	00:34	45	-	NM	0
18/09/19	01:21	45	Engine	42	0
	01:38	45	Engine	38	0
	01:55	45	Engine	38	0



Table 4-6 Summary of maximum noise events at TN4

Date	Time	Noise Limits	TN4		
		LA _{1,1 min}	Noise Source	Measured Level	Exceedance
16/09/19	23:49	45	-	IA	0
	00:04	45	-	IA	0
	00:19	45	-	IA	0
	00:35	45	-	IA	0
17/09/19	01:07	45	-	IA	0
	01:26	45	-	IA	0
	01:41	45	-	IA	0
	01:57	45	-	IA	0
18/09/19	23:35	45	-	IA	0

The real time noise monitor located on the “Coomalgah” property remains a management tool so the noise criteria are not applicable at that site. Level of noise recorded at that location is managed according to the noise management plan and trigger action response plan.



Blast Monitoring

Blasting Results

Since 2006, there have been 916 blasts (until 28/10/2019) at TCM.

There has been no exceedance of criterion since the last meeting for ground vibration. The highest result obtained for blasting overpressure was 116.6 dB at the project related property Tarrawonga recorded on 05/10/19 and the highest result for ground vibration was 1.3 mm/s recorded at the Coomalgah station on 10/10/2019.

Note the exceedance of overpressure recorded at the project related property Tarrawonga was in accordance with conditions of:

- PA11_0047 sch3 cond14,
- EPL12365 cond.L5.1 and L5.2,
- ML1579 cond. 11b) and
- ML1693 cond. 10b) that state: "...blast overpressure noise must not exceed 120dB and 115dB in more than 5 % of the total number of blast over 12 month at any occupied dwelling..."

The overpressure measured on 5th October was the first recorded above 115 dB in 77 blasts over 12 months (equivalent to 1.3%).

Table- 2: Max Peak Overpressure and Ground Pressure for the Quarter

Monitor Location	Date	Max. Peak Overpressure (dB)	Criterion (dB)	Date	Max. Peak Ground Pressure (mm/s)	Criterion (mm/s)
Tarrawonga*	05/10/19	116.6	N/A	6/05/19	0.5	N/A
Coomalgah	08/08/19	110.0	115	10/10/19	1.3	10

*Limit Not applicable according to EPL and PA11_0047 because project related property.

Air Quality Monitoring

Dust Deposition Results

Table 3 shows deposited dust gauge results over 12 months. All the monitors are located on project related land; as such compliance criteria (4g/m²/month) do not apply. Overall deposited dust trends remain steady during the reporting period (refer graph in *Appendix B*).

Table 3 – Deposited Dust Gauge Results [g/m²/month]

MONTH	TEMPLEMORE (EB-4)	BOLLOL CREEK STN (EB-5)	AMBARDO (EB-6)	TARRAWONGA (EB-7)	THUIN (EB-8)	PINE GROVE (EB-9)	TARRAWONGA MINE (EB-10)	TARRAWONGA MINE (EB-11)	TARRAWONGA MINE (EB-14)	TARRAWONGA MINE (EB-15)	JERALONG NORTH (EB-16)
Oct-18	5.9	4.3	11.1	1.7	3.8	4.7	10.8	3.5	3	5.4	2.7
Nov-18	4.3	1.6	3.2	4.1	6.2	5.8	5.5	11.3	4.6	6.8	3.32
Dec-18	18.9	11.1	11.1	2.8	4.2	4.6	5.7	3	47.2*	8	4.3
Jan-19	7.8	2.4	5.6	5.7	9.5	7.8	9.2	6.2	3.3	4	7.6
Feb-19	4.6	5.5	11.9	4.3	5.2	2.8	5.5	5.0	6.8	3.5	5.7
Mar-19	2.1	4.8	4	2.2	4.1	2.9	8.6	2.4	1.9	2.2	2.6
Apr-19	2.7	4.5	4.1	1.6	2.8	1.8	4.7	2.6	2.7	3.9	6.2
May-19	7	5.1	1.8	1.6	2.5	1.4	1.8	5.6	3	8.8	2.3
Jun-19	4.8	4	1.6	0.9	2.9	1.1	4.7	2.7	2.6	4.4	1.6
Jul-19	2	2.8	1.7	1.5	2	1.5	1.4	3.3	2.2	4.9	1.2
Aug-19	2	2.8	1.7	1.5	2	1.5	1.4	3.3	2.2	4.9	1.2
Sep-19	1.4	2.8	1.3	0.7	5	1.4	1.5	3.1	2.8	3.8	1.1
Oct-19	5.2	4.4	4.8	2.4	4.3	3.2	5.1	4.3	3.5	5.0	3.3
12 MONTH ROLLING AVERAGE	5.2	4.4	4.8	2.4	4.3	3.2	5.1	4.3	3.5	5.0	3.3

*ALS advised the sample was contaminated and the value is not included in the annual rolling average.



High Volume Air sampler (PM10) Results

The High Volume Air Sampler (HVAS) installed at Coomalgah property monitors level of Particle Matter under 10 micron (PM₁₀). It operates for 24hr every 6 days. **Table 4** shows all the 24hr average values recorded for this quarter. Elevated levels of dust recorded were investigated and it was found that wind direction, grazing and farming activity near the monitor location, regional dust or smoke from bushfire were direct causes of the elevated level of dust recorded.

Table- 4: HVAS PM10 24 hr average levels for the Quarter

Date	24hr averaged PM10 (µg/m ³)	Criterion 24hr average (µg/m ³)	Comments
6/8/2019	25.9	50	Nil
12/8/2019	50.8		Determined as not mine related. Dusty surrounds noted in the field sheet by the contractor. Weather station recorded winds coming from N-NE. The real-time monitor near the mine recorded PM10 24hr average levels below 15µg/m ³ .
18/08/2019	40.5		Nil
24/08/2019	46.1		Nil
30/08/2019	18.6		Nil
5/9/2019	41.3		Nil
11/9/2019	58.0		Determined as not mine related. Dusty conditions noted in the field sheet by the contractor. Weather station recorded winds coming from SE.
17/09/2019	103		Determined as not mine related. Severe wind and dust noted in the field sheet by the contractor. Weather station recorded winds above 11m/s coming from E and S.
23/09/2019	37.3		Nil
29/09/2019	55.7		Determined as not mine related. Farming activity noted in the field sheet by the contractor. Weather station recorded winds coming from W-SW.
5/10/2019	93.9		Determined as not mine related. Farming activity noted in the field sheet by the contractor. Weather station recorded winds coming from NE-S.
11/10/2019	69.0		Determined as not mine related. Farming activity noted in the field sheet by the contractor. Weather station recorded winds coming from East.
17/10/2019	78.6		Determined as not mine related. Dust storm noted in the field sheet by the contractor. Weather station recorded winds coming from W and SW with 49% winds above 6m/s.
23/10/2019	132.0		Determined as not mine related. Contaminated paper filter and smoke haze noted in the field sheet by the contractor. Weather station recorded winds coming from North.
29/10/2019	110.0		Determined as not mine related. Smoke haze in sky and farming activity noted in the field sheet by the contractor. Weather station recorded winds coming from E and SW.



Real-time Air monitoring (PM₁₀)

According to the current Air Quality and Greenhouse gas Management Plan, the real time air quality unit (TEOM) installed at the "Flixton" property monitors PM₁₀ levels in ambient air. It is an operational management tool and dust levels nearing or reaching the nominated criteria will trigger actions onsite to assess the source of dust and modify operations if it is determined to be related to Tarrawonga operations.



TEOM installed at Flixton property

Three portable dust (PM₁₀) monitors have improved the real-time dust monitoring network and assist the operation to mitigate any potential dust generated by the operation.



Portable and real-time dust monitor installed at TCM in November 2018



Water Monitoring

Groundwater

Routine groundwater monitoring was undertaken in September 2019 and showed in **Table 5** (refer to graphs in *Appendix C*).

Table 5- Groundwater results Summary

Site	Date	SWL (mbgl)	pH (units)	Elect. Conductivity (µS/cm)
MW1	September 2018	6.92	7.7	3,300
	December 2018	7.03	7.8	3,420
	March 2019	7.78	8.1	3,430
	June 2019	7.22	8.0	3,320
	September 2019	7.32	8.0	3,440
MW2				
	September 2018	4.79	6.8	600
	December 2018	3.53	6.8	545
	March 2019	4.34	7.1	560
	June 2019	3.41	7.0	461
	September 2019	4.01	6.9	530
MW4				
	September 2018	9.34	6.9	4,370
	December 2018	9.46	7.0	4,610
	March 2019	9.58	7.2	4,840
	June 2019	9.41	7.3	3,860
	September 2019	9.62	7.4	3,460
MW5				
	September 2018	3.56	7.8	1,980
	December 2018	3.41	7.7	2,130
	March 2019	3.41	7.9	1,240
	June 2019	2.91	7.6	1,292
	September 2019	2.90	7.8	2,100
MW6				
	September 2018	4.84	8.0	2,020
	December 2018	4.85	7.6	2,200
	March 2019	Casing destroyed	Casing destroyed	Casing destroyed
	June 2019	Casing destroyed	Casing destroyed	Casing destroyed
	September 2019	Casing destroyed	Casing destroyed	Casing destroyed
MW7				
	September 2018	104.65	No sample (Grey mud)	No sample
	December 2018	105.01	No sample (Grey mud)	No sample
	March 2019	Dry	Dry	Dry
	June 2019	Dry	Dry	Dry
	September 2019	Dry	Dry	Dry
MW8				
	September 2018	13.48	Casing blocked	Casing blocked
	December 2018	13.29	Casing blocked	Casing blocked
	March 2019	13.66	Casing blocked	Casing blocked
	June 2019	13.69	Casing blocked	Casing blocked
	September 2019	13.77	Casing blocked	Casing blocked



Surface Water

According to the BTM Complex strategy, water sharing opportunity is continuously discussed between the three mines. TCM continue assessing options to source additional water in order to maintain the mine in operation in the long run.

Rehabilitation and Clearing

Rehabilitation

Operations and Environmental departments work together to develop and implement a more efficient rehabilitation program. The aim is to enhance the quantity of areas rehabilitated.

This year, TCM engaged the services of a specialised tree planting company to plant approximately 4,100 trees in the designated rehabilitation areas including *Eucalyptus albens*, *Eucalyptus blakelyi*, *Eucalyptus crebra*, *Eucalyptus melliodora*, *Eucalyptus pilligaensis*, *Eucalyptus populanea*, *Eucalyptus macrocarpa*, *Eucalyptus Melanophloia*, *Eucalyptus Crebra*, *Eucalyptus Dealbata* and *Eucalyptus Dwyerian*. Native grass (ground cover) seeds were spread over approximately 40Ha and trials (including planting using fertilizers) were undertaken on approximately 2Ha at the southern emplacement area.

Clearing

The next tree clearing campaign will be conducted between February and April 2020.

Complaints

No complaint was received during the quarterly period.



Environmental Management Plans

In October 2019, TCM submitted updated Management Plans that address the Department comments including:

- Noise Management Plan
- Blast Management Plan
- Air Quality Greenhouse Gas Management Plan and
- Water Management Plan

BTM Water Strategy

The Water Management Strategy was approved by DPIE. However the three mines continue to work with a groundwater expert to address Natural Resource Access Regulator's (NRAR) comments related to the groundwater model. Agencies agreed the action plan and timeframe proposed by the BTM mines to address and submit a revised Water strategy and an updated BTM groundwater model.

Annual and Compliance Reporting

Annual Review and Annual Return Reports

Annual Review (AR) report for 2018 is available on the company's website. The next AR for 2019 will be prepared and submitted in Q1 2020.

Annual Compliance EPBC statement

Annual Compliance EPBC statement for 2018 is available on company's website. Next EPBC statement will be prepared and submitted in Q2 2020.



Environmental Improvement and Initiatives

Dust Management

TCM have engaged the company Dust A Side to provide advice and solution to minimise potential fugitive dust generated by exposed surfaces such as haul roads. Since end of April 2018, TCM have been monitoring the results and trying to improve the spraying and mixing techniques. The product used is totally organic, has no corrosive chloride compounds, and is environmentally friendly and readily biodegradable. Usage of that product on mine haul truck roads is ongoing.

Water Management

TCM and Dust A Side investigate options and products to reduce water used for dust mitigation.

Noise Management

The portable noise monitor was relocated few hundreds meter away from farming/ grazing activity zone at Coomalgah and a new fence was installed around it.

Rehabilitation

TCM continues to use an All-Terrain Vehicle (ATV) to water the rehabilitated areas and the trees recently planted. In 2018, that initiative allowed to achieve a high survival rate despite prolonged dry weather condition.



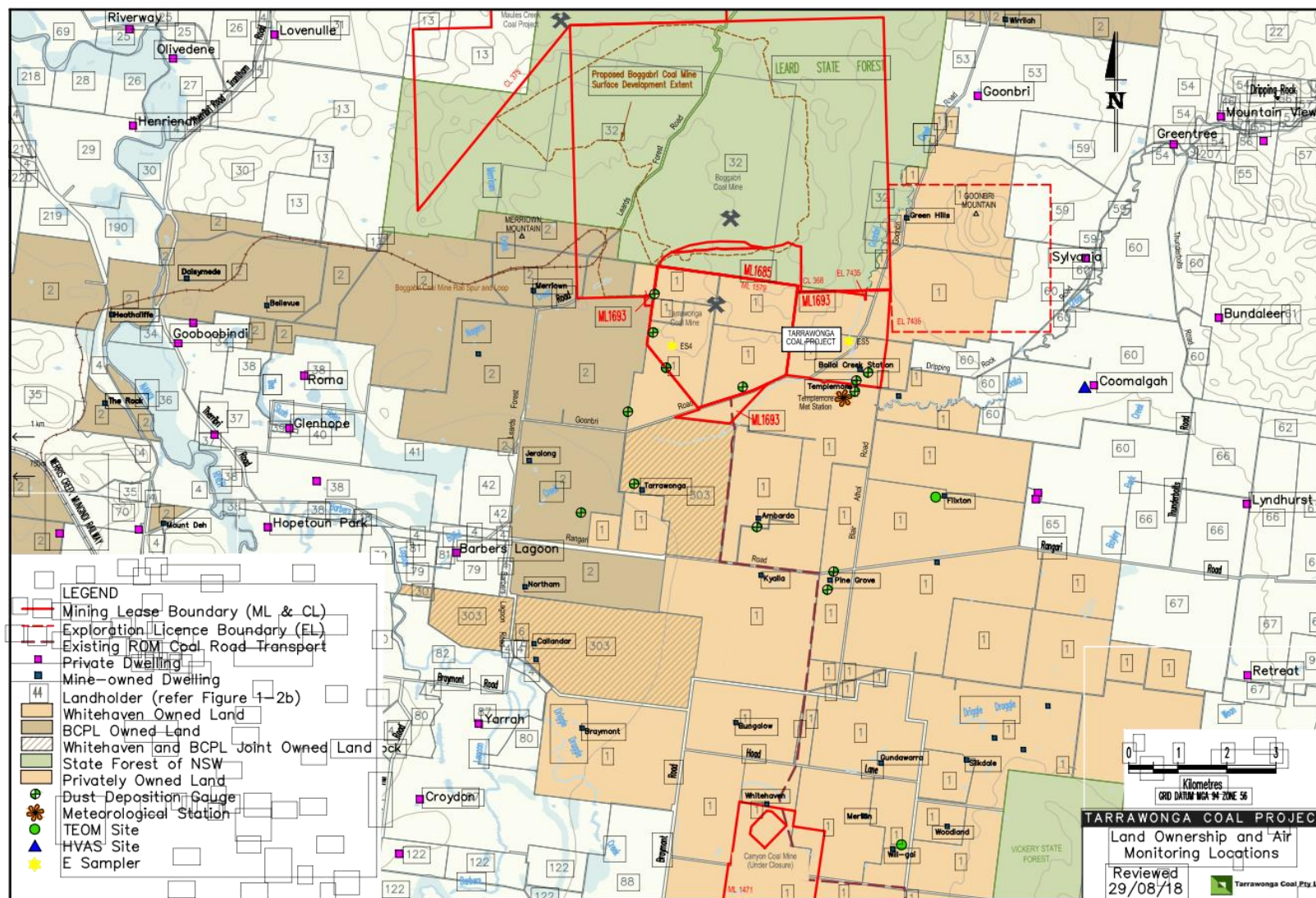
ATV used in the rehabilitation areas

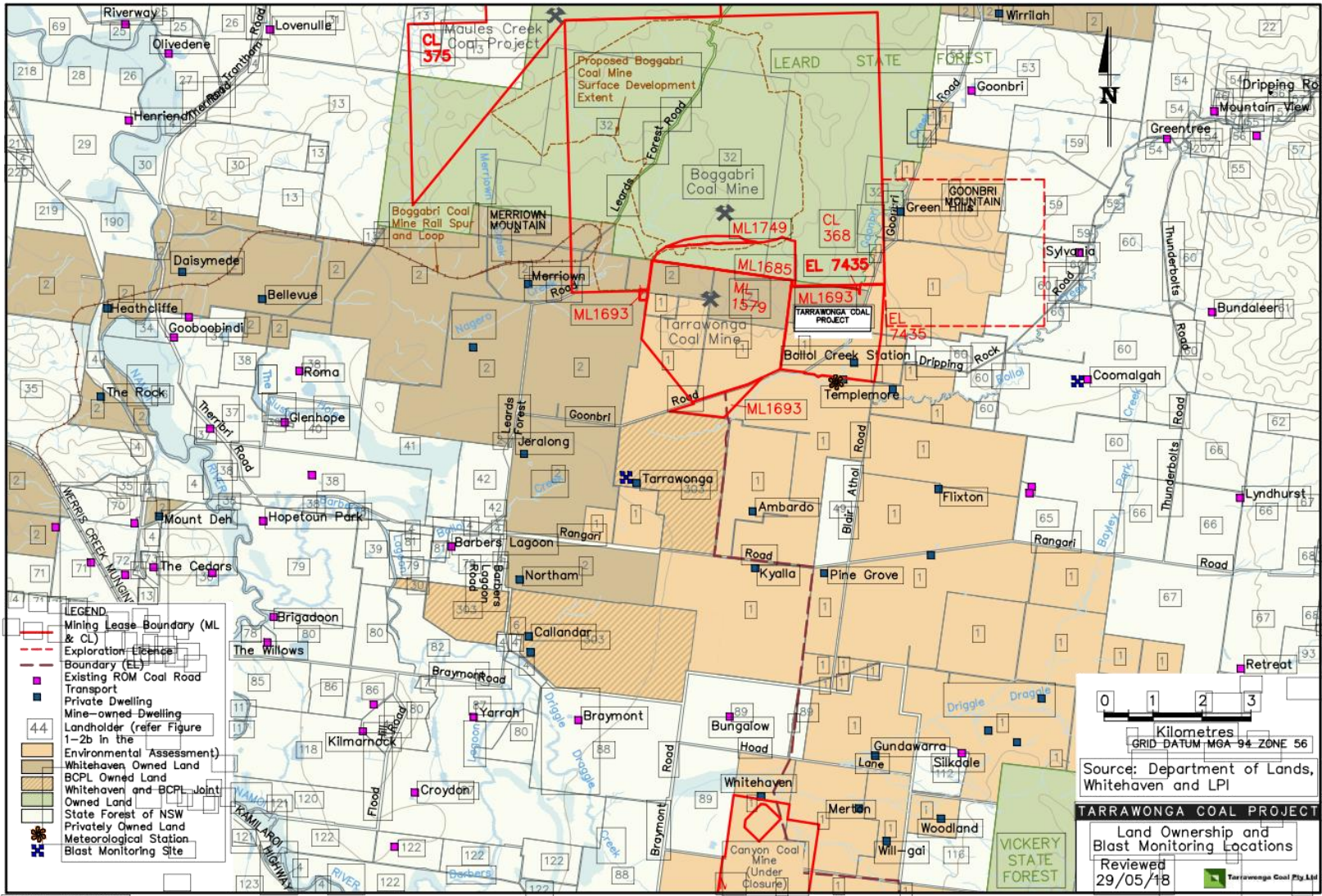
Air Quality

Three Portable dust (PM10) monitors have improved the real-time dust monitoring network and assist the operation to mitigate any potential dust generated by the operation.

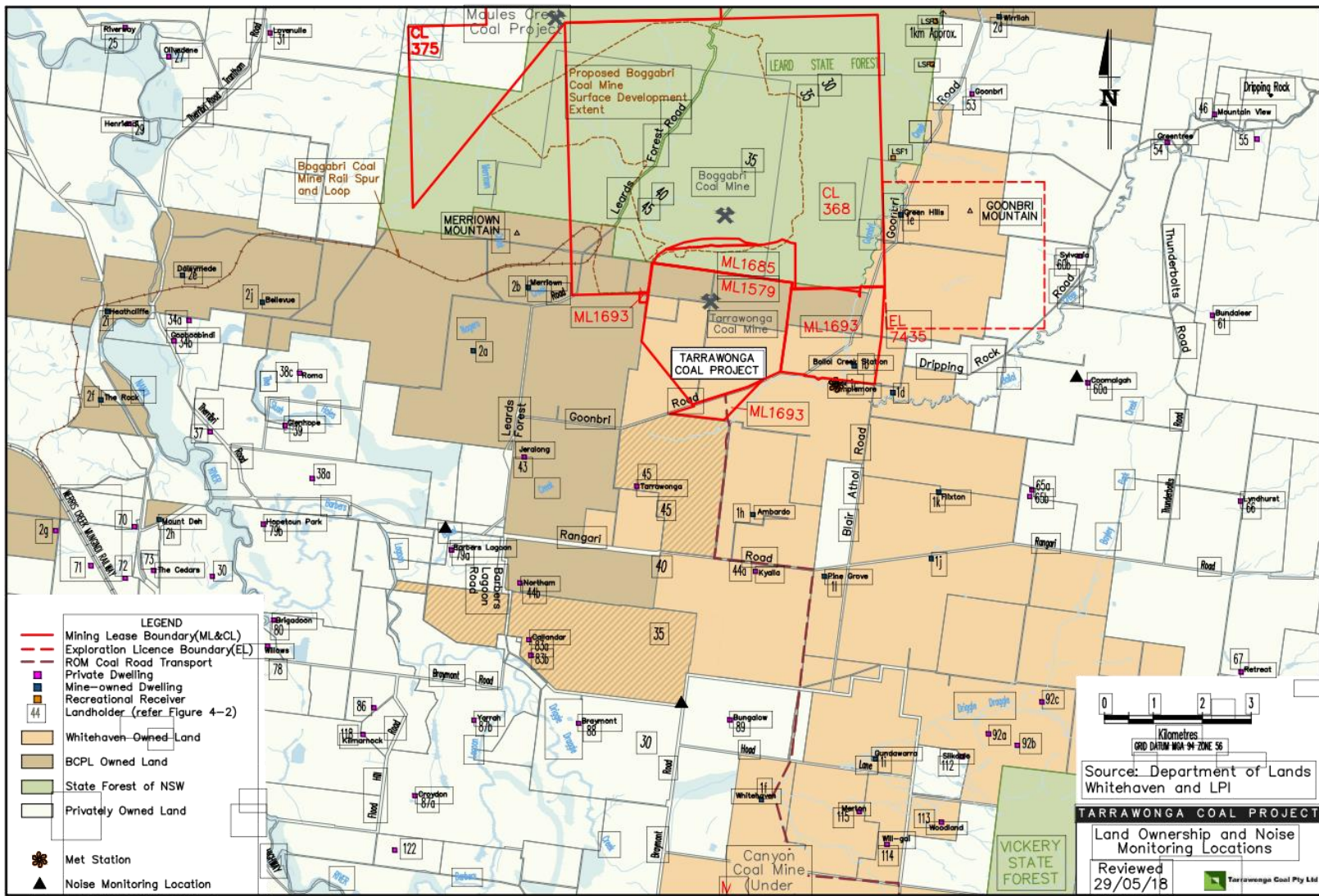


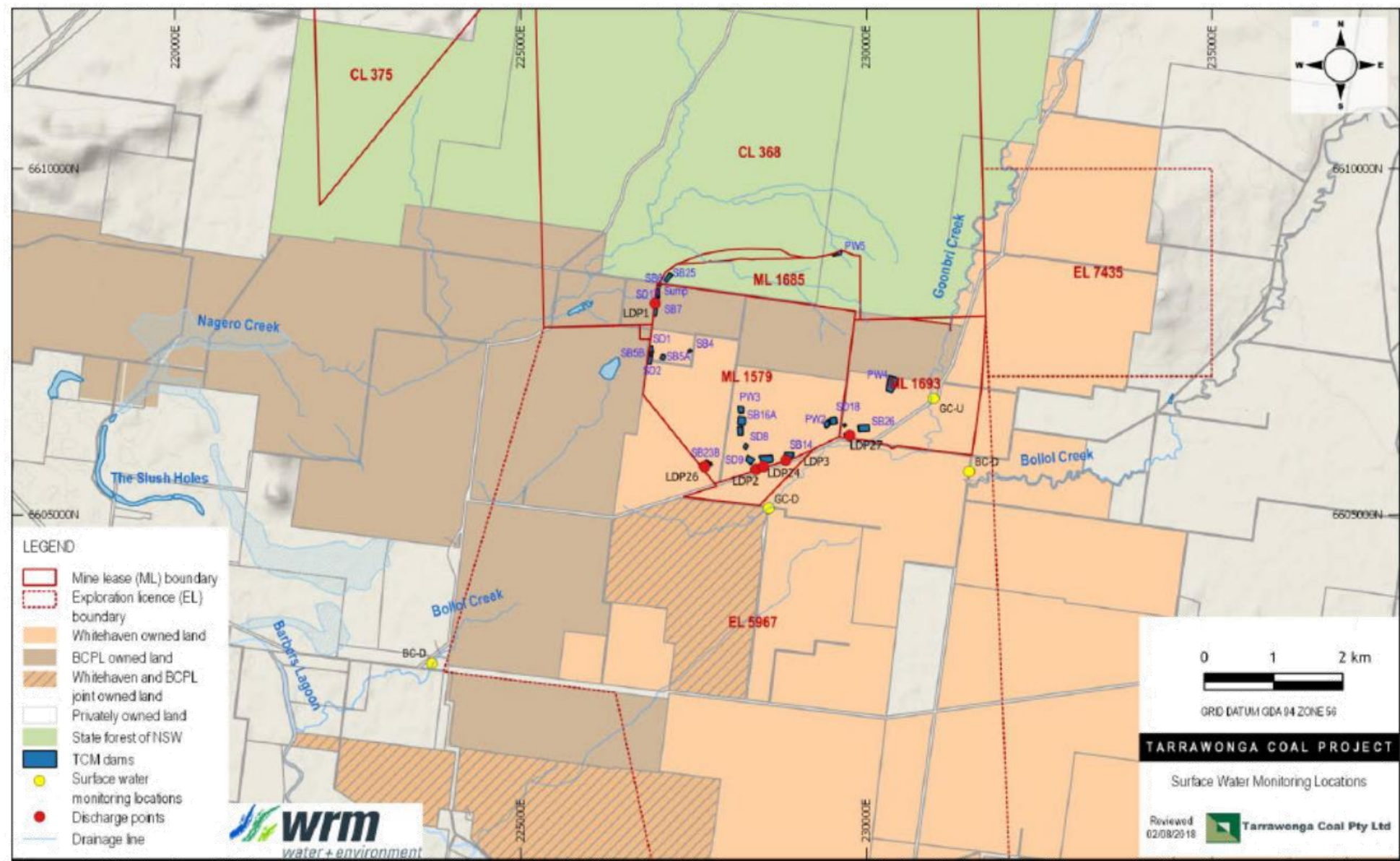
Appendix A

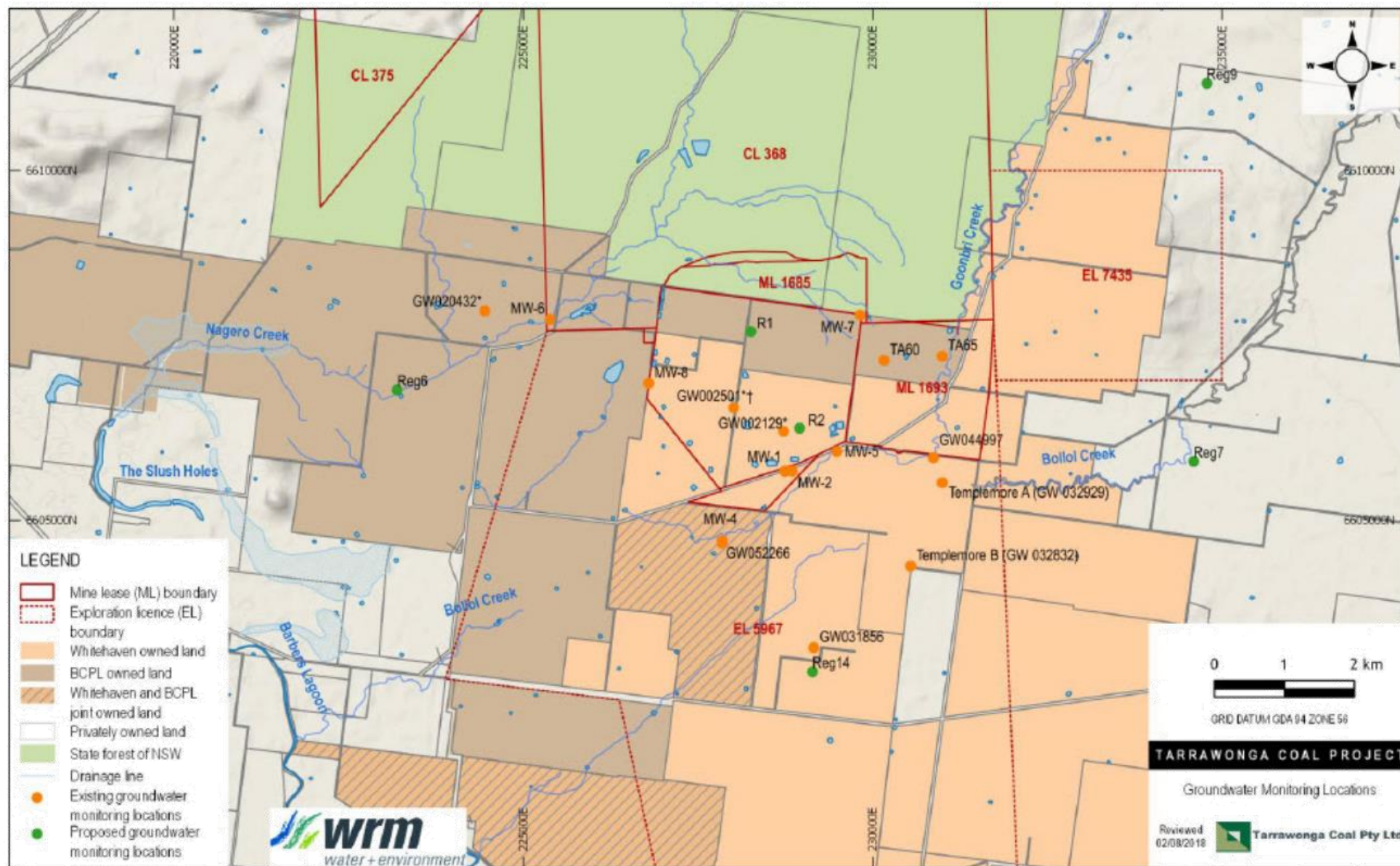




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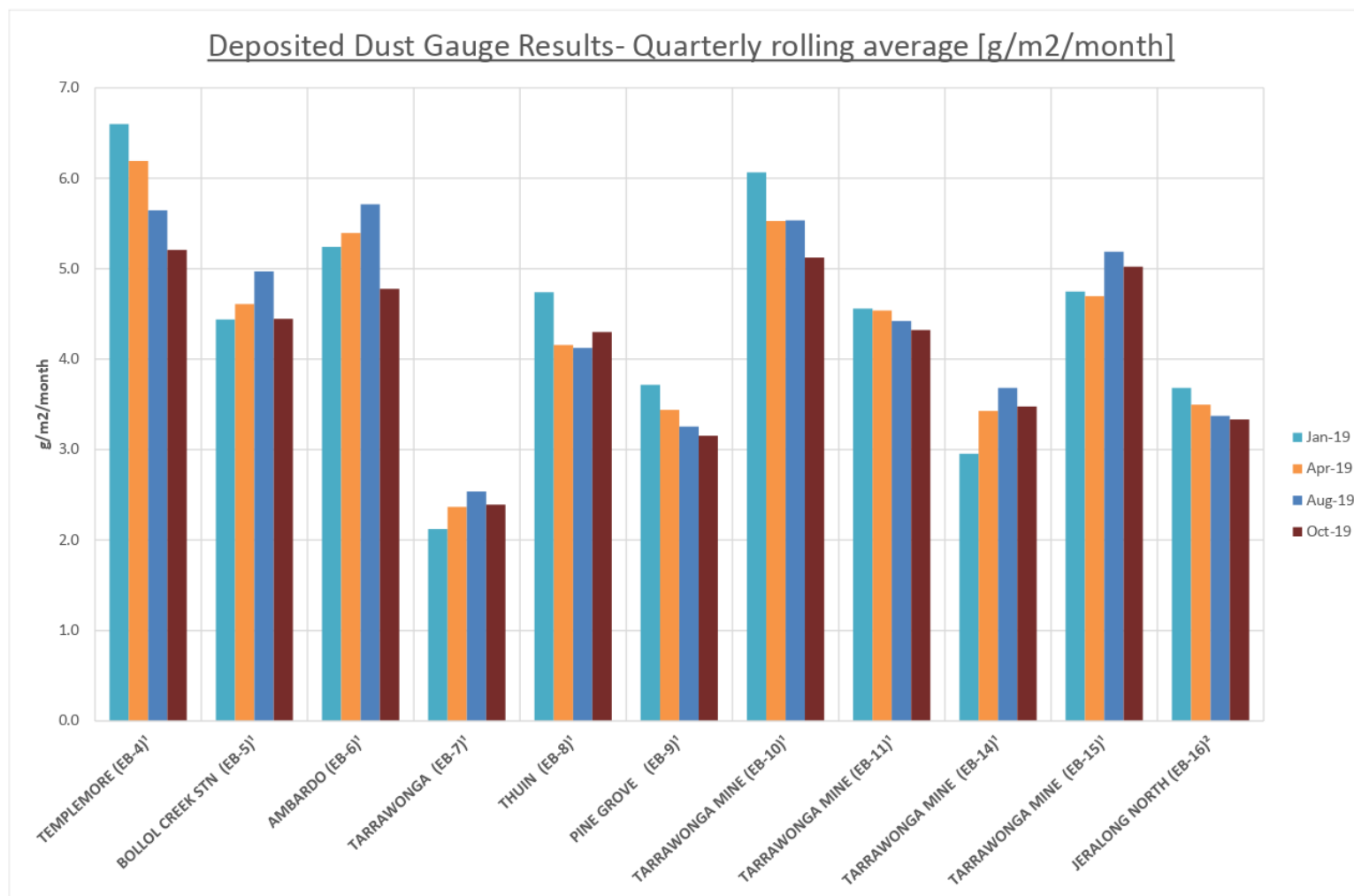








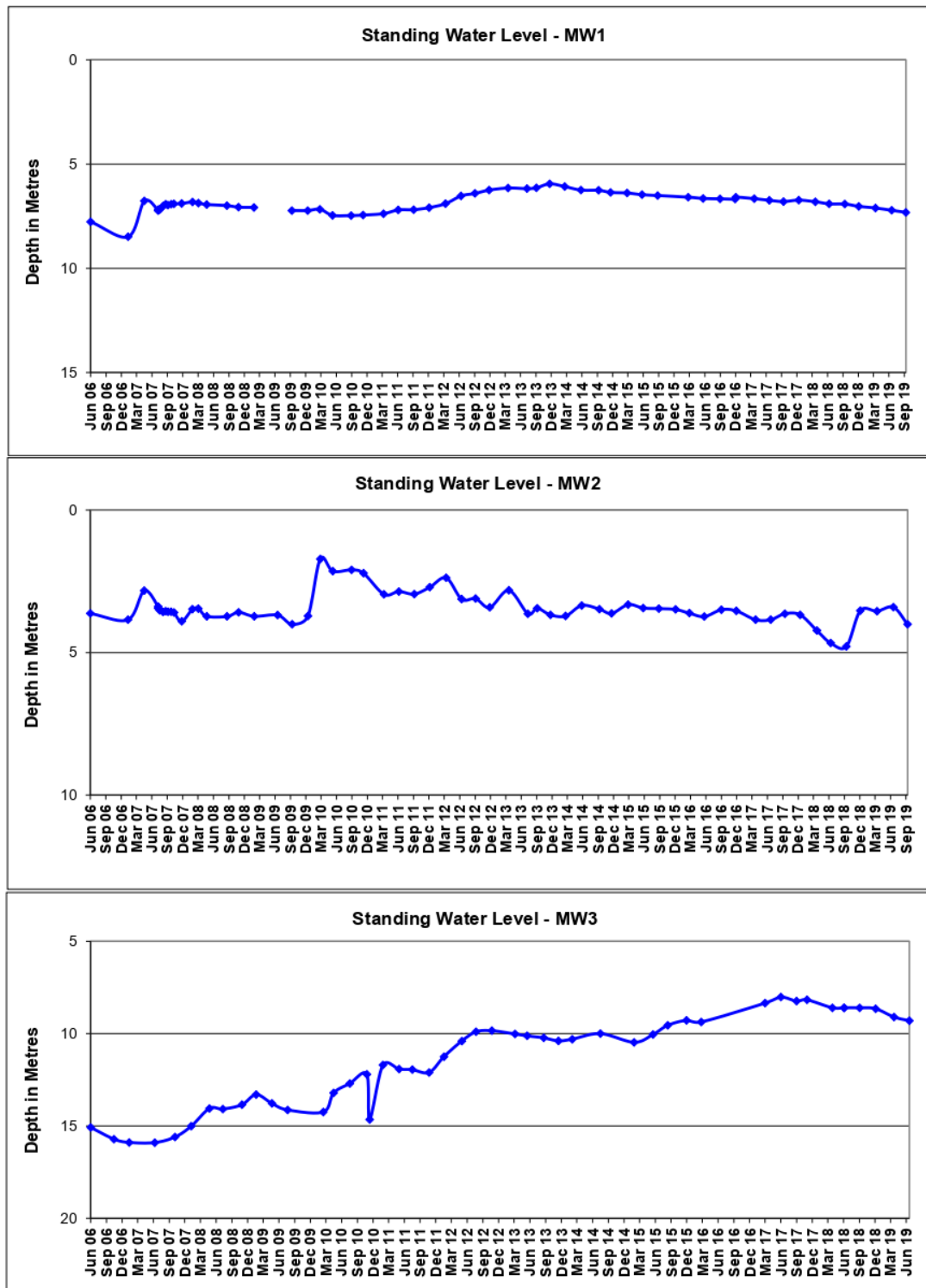
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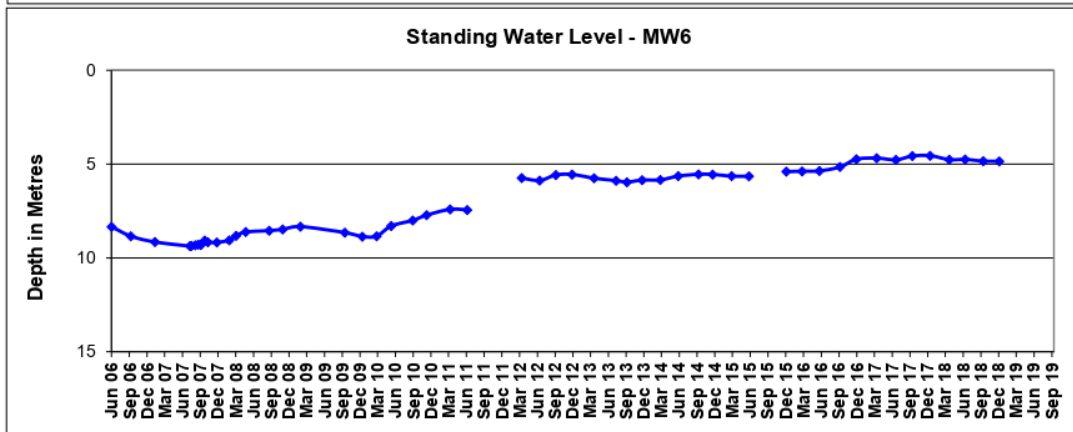
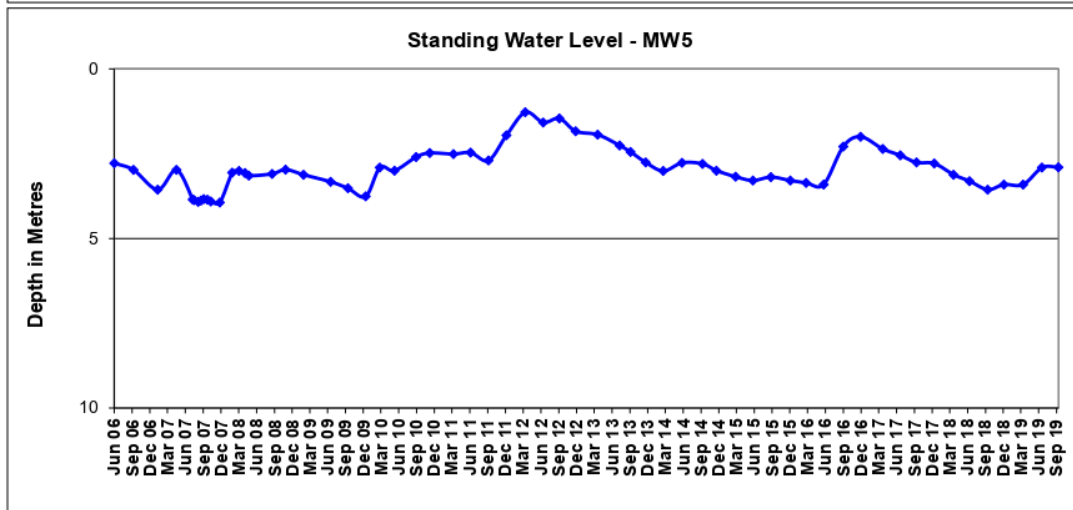
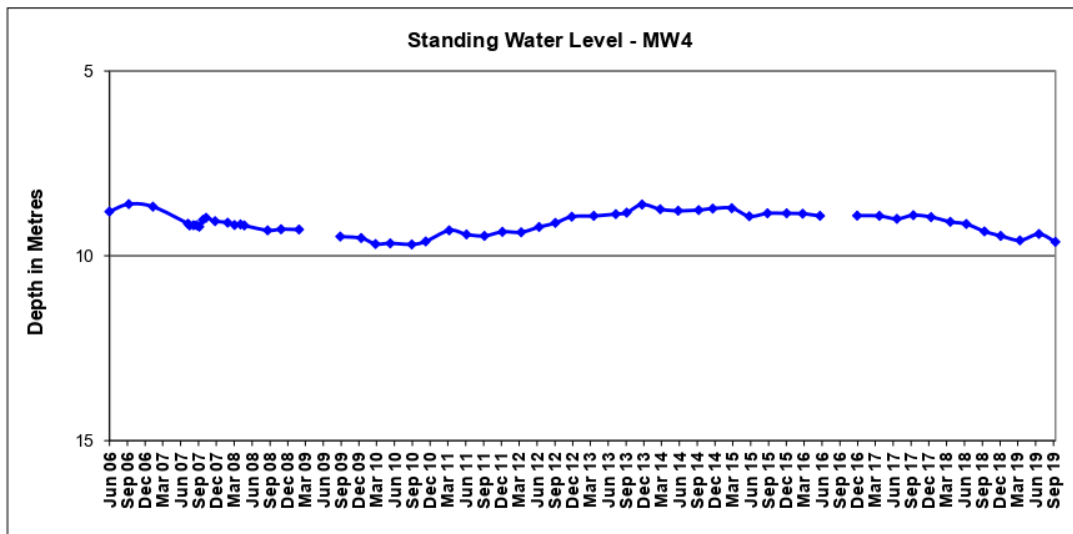




Appendix C

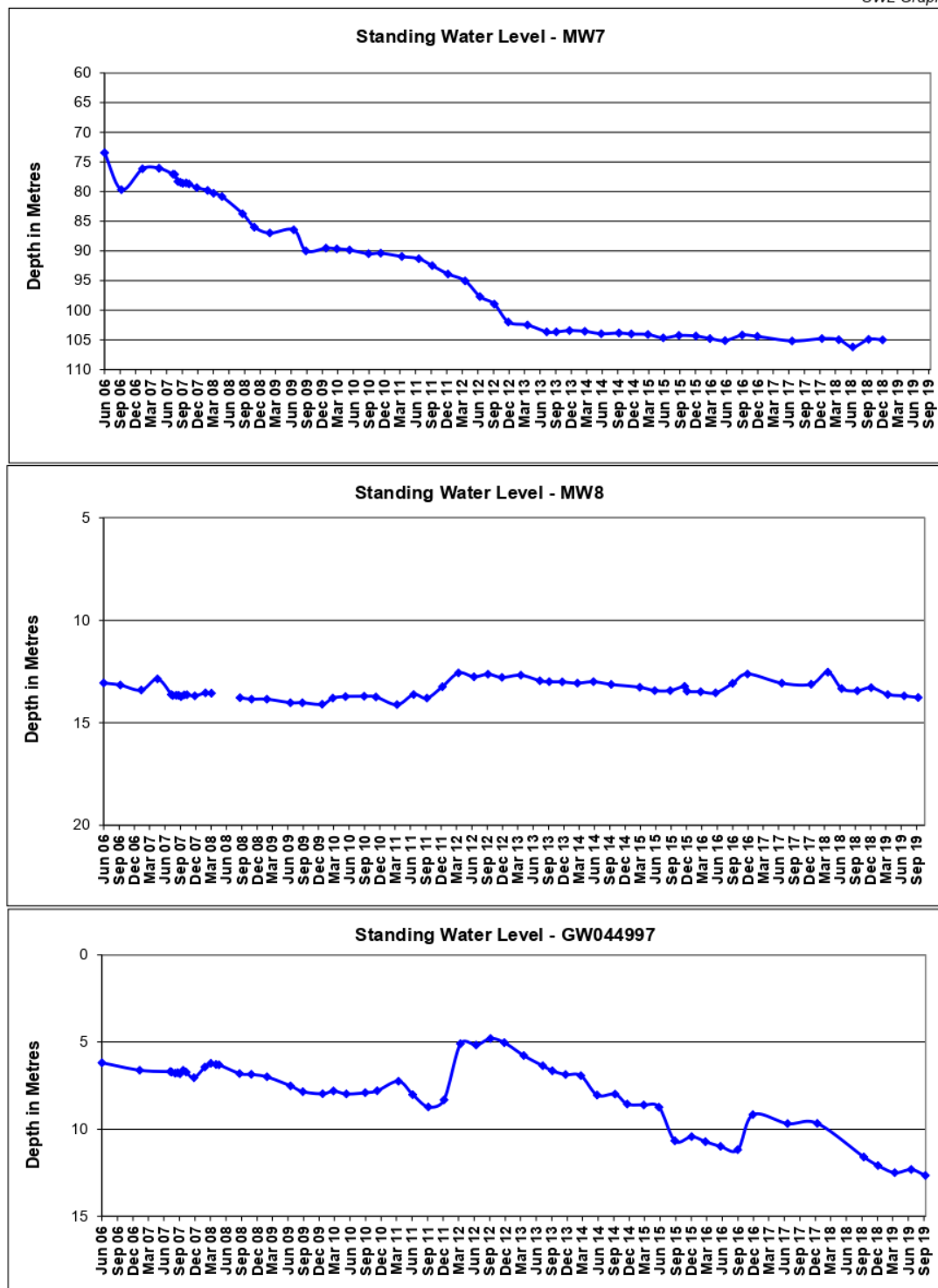
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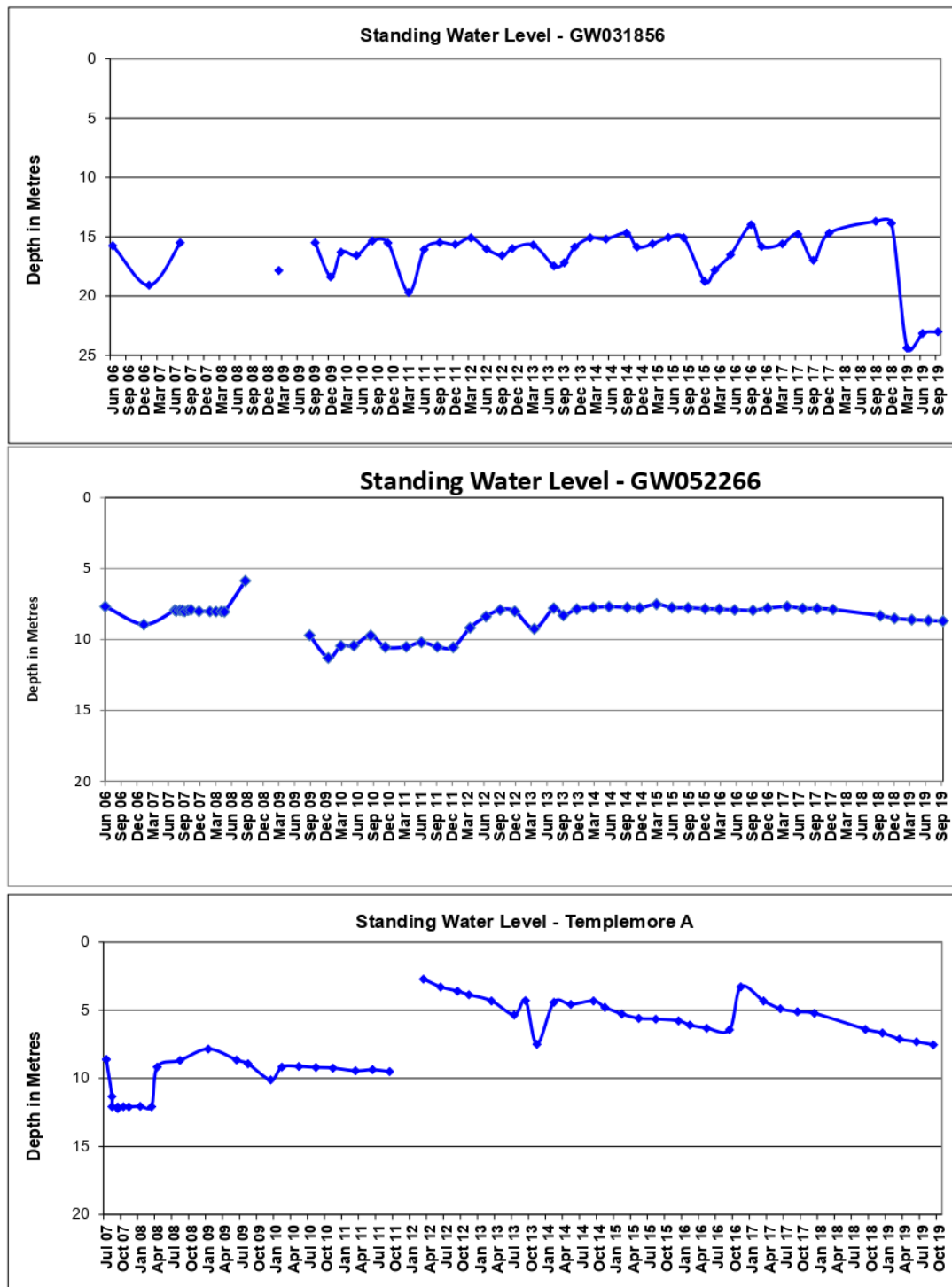
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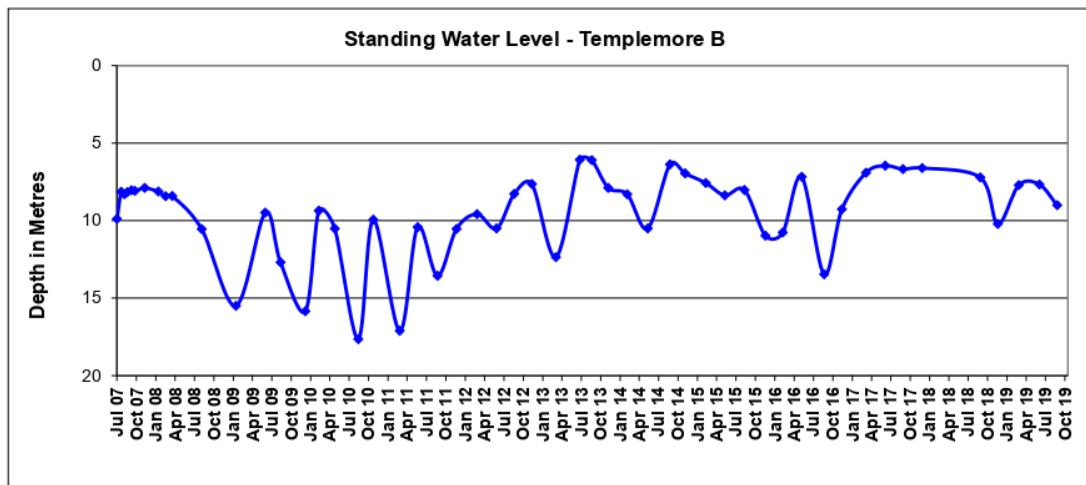
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TARRAWONGA COAL PTY LTD
SWL Graphs



TARRAWONGA COAL PTY LTD
SWL Graphs



2018 – 2019

www.narrabri.nsw.gov.au



Annual Report





About this Annual Report

Narrabri Shire Council has prepared this Annual Report in accordance with the requirements and guidelines of the NSW Local Government Act 1993. This report provides an account of Narrabri Shire Council's performance in the 2018/19 financial year against the Community Strategic Plan (the framework within which we deliver the everyday services, programs and projects for our community) and our annual budget. It is designed to inform residents, businesses, employees and stakeholders on our performance and our future direction, it will also be presented to the Minister of Local Government.

This document includes the following in accordance with statutory requirements:

- Report of Operations: this includes highlights of the year, details about Narrabri Shire Council's governance, management and operations, and a report on our performance against the Community Strategic Plan and the Budget in 2018/19 financial year;
- Financial Statements; and
- Performance Statement.

Council has been granted an extension for the lodgement of its 2018/2019 Financial Statements which form part of the Annual Report. This Annual Report has been prepared using unaudited financial figures and therefore any financial data included in Council's Annual Report may be amended upon receipt of Council's audited Financial Statements. The Annual Report will be updated as soon as practicable.

Electronic copies are available on our website and hard copies are available on request from Narrabri Shire Council's Administration Building. We welcome your feedback on this document. Details on how to contact us can be found on the back cover.

Acknowledgement of Country

Narrabri Shire Council acknowledges and pays respect to the Kamilaroi people and their Elders, both past and present, as Traditional custodians of the land which Narrabri Shire Council operations are conducted. The Narrabri Shire has a rich history of culture and Council is stepping toward endeavours to unite the Community in preserving the unique heritage and celebrating our community diversities. Council recognises the valuable contribution to the Narrabri Shire made by Aboriginal and Torres Strait Islander peoples and looks forward to a future of mutual respect and harmony.



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Front cover image: In 2018, Narrabri Shire Council was announced winner of the 2018 AR Bluett Memorial Award at a ceremony in Albury; recognised as being the most progressive council in the state. The award frequently described as "the greatest accolade a council can achieve" and "the pinnacle of local government achievement". A very proud Mayor and General Manager received the award on behalf of Council.



It is with great pleasure that I introduce the Narrabri Shire Annual Report for 2018 - 2019. In doing so, I acknowledge the Kamilaroi people and thank the Elders both past, present and emerging for their custodianship of this land.

I am honoured to continue within my role as Mayor for the coming 12 months, which will conclude at the end of this current term of Council in September 2020, where I will have held this position for the duration of the full term. My Deputy for the next 12 months is Cr Cameron Staines, as appointed at the September 2018 Ordinary Council Meeting. My fellow Councillors have worked extremely hard in the past twelve months, to make some significant decisions that will assure Narrabri Shire has a positive and prosperous future ahead.

The last year has seen our Shire endure 'once-in-a-lifetime' severe drought conditions, however, these decisions made by Council should ensure our communities are increasingly empowered to become more resilient, independent and robust, to not rely on one specific industry, but rather be diverse in our approach to resource sharing, growth and progress.

Narrabri Shire has several State Significant Projects that are within their respective planning stages, and Council are keen to follow up and assist the development of these projects, where required, to ascertain their benefit to the communities that they will be situated within.

Northern NSW Inland Port (N2IP)

The launch of the N2IP prospectus by the Hon John Barilaro MP was great timing for the Shire, as this will also tie-in with the construction of the Inland Rail project that will be nearby to this development.

To date, Council have conducted the Strategic Business Case, a Feasibility Study and Prospectus Launch in 2019, and will continue to develop this project, to allow benefits for local producers to freight their products within the state/interstate and to ports for exporting, which will also create a safer road network with a reduction in freight - being by rail, rather than by road.





Grant Funded Infrastructure and Community Projects

Many infrastructure and community projects that were commenced, and some completed, in the past year were grant funded. Council has been fortunate to receive State Government funding through the **Stronger Country Communities Programme**, to include the following projects:

- Narrabri Creek Shared Pathway (cycle and walking pathway of 1.4 km long and 2.5m wide for residents and tourists);
- Dangar Park Playground – Wee Waa;
- Baan Baa Community Playground;
- Gwabegar Playground and Community Space, just to name a few.

The **Drought Communities Fund** was a specific funding programme by the Federal Government – which assisted Council with the supply of four Bulk Water Dispensing Units (Gwabegar, Pilliga, Bellata and Baan Baa) and the development of the Wee Waa Green Space.

Other significant grants that Council has received during the year include funding to commence the Culgoora Road sealing project, replacement of Horsearm Creek and Spring Creek timber bridges, and confirmation of funds for the Tarriaro Bridge replacement, which will commence in the 2019/2020 financial year.

Narrabri Water Augmentation Project

The Narrabri Water Augmentation project is also nearing completion within the 2018/2019 year, incorporating state-of-the-art design features that assist in water quality within the Narrabri township, demonstrating Council making further efficiencies whilst delivering high quality service to the Narrabri Shire community.

At this time I would like to take this opportunity to thank the Councillors, General Manager and our dedicated and committed staff for their efforts in achieving many great things during the 2018-2019 period. I also acknowledge the outstanding contribution of our community groups and volunteers for their continued commitment to our community.

– Cathy Redding, Mayor



The year will be most notably remembered for Council's decision to significantly invest in the future of the Shire with the continued planning, purchase and commencement of design for the Northern NSW Inland Port (N2IP). Council has invested significantly in strategic land purchases to see a bright and prosperous Shire into the future.



Pictured above: Councillor's and staff inspect the identified site for Northern NSW Inland Port (N2IP) on Culgoora Road, Narrabri.

To ensure Council stays ahead of the game with regard to Inland Rail, Council has participated in numerous Inland Rail associated events; Council continues to participate on the Inland Rail Community Consultative Committee (CCC), attended the Annual Inland Rail Conference in Toowoomba as well as participating in many other Inland Rail events. The Toowoomba Conference was a highlight as Council was invited to present; from this presentation interest in the Northern NSW Inland Port has skyrocketed.

Vickery Mine and Narrabri Gas Project

Council took research and evidence-based approaches to the Vickery Mine and Narrabri Gas Project submissions that were prepared throughout the year. The submissions have been thorough and supported by the Shire community.

TechnologyOne Information System

We have rounded out our first year utilising the TechnologyOne information system; the organisation continues to adapt to using TechnologyOne as its key central data repository and leveraging its functionality to better serve the community. Council will continue to embed this product and build on this foundation moving towards in-field mobile solutions and data accessibility. Congratulations to all Council staff involved in the implementation and ongoing embedding of this product into Council's daily operations.



Asset Management

With regards to asset management, road assessment data has now been collated and available to Council to make informed decisions around road funding and management of the very large Shire road network.

AR Bluett Memorial Award

The penultimate moment in 2018/2019 was Council receiving the 2018 AR Bluett Memorial Award and being recognised as the *"most progressive NSW council"*. This Award is the pinnacle of Local Government achievement. As General Manager I am extremely proud of the organisation that I lead on the Community's behalf to deliver quality services and make real impacts on the lives of our residents each and every day (*Presentation of the AR Bluett Memorial Award plaque, pictured below*).

In closing, Narrabri Shire has a number of approved and under assessment State Significant Projects that could see in excess of \$6 billion dollars invested into the Narrabri Shire and bring thousands of jobs during construction; we have commenced planning to ensure the Shire capitalises on this investment but also that the liveability and social fabric of Narrabri Shire is retained.

- Stewart Todd, General Manager





Narrabri Shire is a Local Government Area that covers in excess of 13,000 square kilometres in North West New South Wales and is home to over 13,000 residents. Located halfway between Sydney and Brisbane, Narrabri Shire is an exciting and diverse region of NSW and is known as *"Australia's Sportiest Shire"*.

Narrabri Shire Local Government Area (LGA) sits within the State Government seat of Barwon where Mr Roy Butler is the current sitting member, and the Federal Government seat of Parkes where Mr Mark Coulton MP is the current sitting member.





Narrabri Shire Council is managed by its General Manager and the Directors of three divisions, Corporate Services, Development and Economic Growth, and Infrastructure Delivery.

During 2018/2019 Council's organisational restructure has seen the creation of a new section called "Community and Customer Relations". The Community and Customer Relations section, amongst other staff, consists of a team of Customer Service Agents who provide exceptional front-line customer service and administrative support.



Corporate *values*



Integrity

Ensuring transparency and honesty in all our activities.



Leadership

Providing guidance and direction to our community and our people.



Customer Focus

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



Accountability

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



Respect

Treating everyone with courtesy, dignity and fairness.



Excellence

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

Strategic direction

OUR VISION

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



Theme 1: OUR SOCIETY

Strategic Direction 1: Safe, Inclusive and Connected Community

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



Theme 2: OUR ENVIRONMENT

Strategic Direction 2: Environmentally Sustainable and Productive Shire

Maintaining a healthy balance between our natural and built environments.



Theme 3: OUR ECONOMY

Strategic Direction 3: Progressive and Diverse Economy

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



Theme 4: OUR CIVIC LEADERSHIP

Strategic Direction 4: Collaborative and Proactive Leadership

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



The Narrabri Shire Council adopted its **Community Strategic Plan** from July 1, 2017 following substantial community consultation. The Community Strategic Plan provides a ten-year vision for Council to follow as directed by the Shire Community. The Community Strategic Plan is revised every four years according to Council's Community Engagement Strategy, and always looks ten years ahead. The following suite of strategic documents were also adopted along with the Community Strategic Plan:

- **Resourcing Strategy:** identifies the resources available to Council to meet its objectives, including a Long Term Financial Plan to identify the financial resources; a Workforce Plan to identify the number of appropriately skilled employees; and an Asset Management Strategy to determine the level of service required for infrastructure, and assets required to meet community needs. The Resourcing Strategy spans four years from 2017 – 2021.
- **Delivery Program:** identifies the objectives that Council will meet over four years, from 2017 – 2021.
- **Operational Plan:** highlights the objectives and actions to be implemented over the 2018–2019 financial year as a result of the Delivery Program, and enables Council to report annually on its performance.

This Annual Report marks the final report of measures included in the 2017 – 2021 suite of Integrated Planning and Reporting documents.

Strategic Directions and Objectives

The Community Strategic Plan highlights the future direction of Council by developing a reputation for itself as a vibrant community, offering all the advantages of a regional lifestyle along with a wide range of activities to enjoy. We will make the most of the diversity of our economy, returning to the community the benefits of a busy agricultural sector and growing resources sector. In turn this will strengthen the ability of our Shire to offer a full range of services, including health, education and retail. This will make the area an even more attractive place to live and work.

In line with this vision and after applying particular focus on the opportunities for growth while acknowledging the barriers, the following strategic directions and objectives have been established for the Narrabri Shire:

Strategic Direction 1: Safe, Inclusive and Connected Community

Objective 1.1: Community health, safety and support services will adequately meet changing community needs

Objective 1.2: Our vibrant country lifestyle will be enhanced through embracing our recreational and cultural diversity

Objective 1.3: Our communities will be provided with facilities and services to increase social connectivity and accessibility

Objective 1.4: A diverse range of quality learning options will be available to improve knowledge and skills within the community

Strategic Direction 2: Environmentally Sustainable and Productive Shire

Objective 2.1: We will maintain our open spaces, natural environment and heritage for future generations

Objective 2.2: We will protect our environment through sustainable planning and well-resourced emergency services

Objective 2.3: Our natural resource consumption will be reduced and waste well managed

Objective 2.4: The impacts of extractive industries on the environment will be minimised

Strategic Direction 3: Progressive and Diverse Economy

Objective 3.1: We will stimulate business and tourism by maximising our assets and attracting regional events

Objective 3.2: We will become a manufacturing and logistics hub for the northern inland region

Objective 3.3: Value adding and industry innovation will drive employment

Objective 3.4: Adequate housing options will be available to meet demands across the Shire

Strategic Direction 4: Collaborative and Proactive Leadership

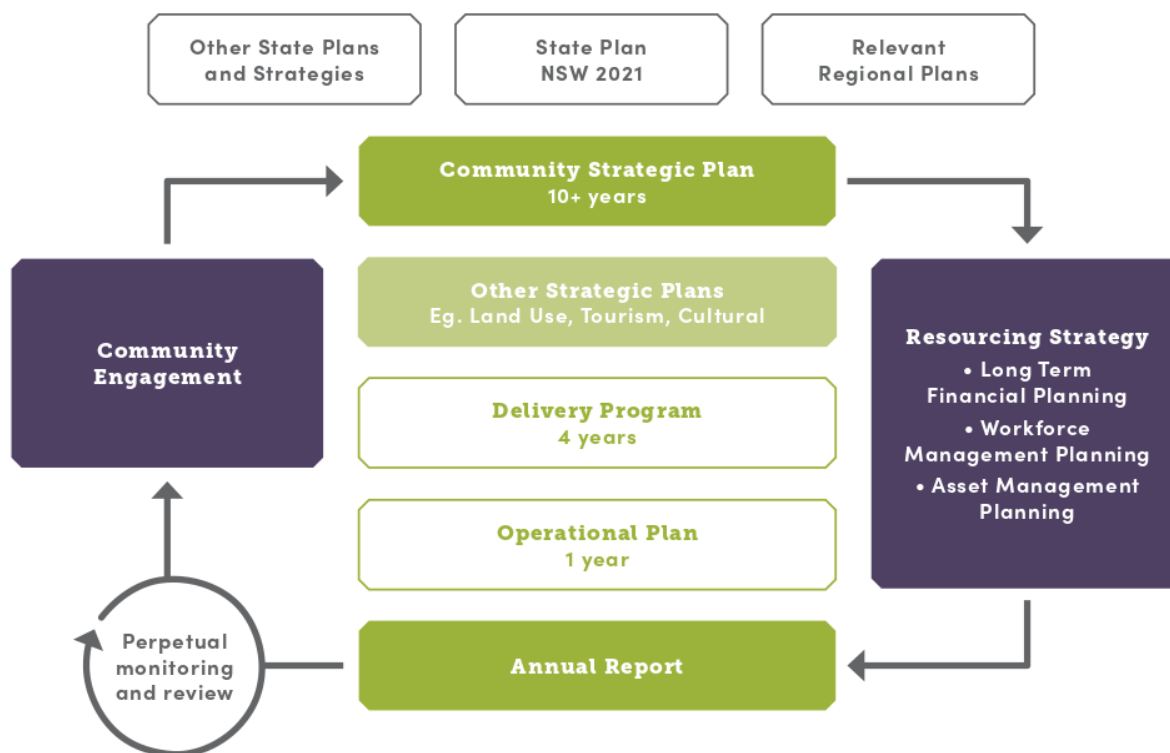
Objective 4.1: We will proactively engage and partner with the community and government to achieve our strategic goals

Objective 4.2: Decision making will ensure Council remains financially sustainable

Objective 4.3: Infrastructure and service delivery will provide public value for the community

Objective 4.4: Our strategic goals will be achieved through transparent and accountable planning and reporting

The strategic objectives are aimed at the broader Shire community. The strategies under each objective specifically relate to the role Council plays with the common objective.

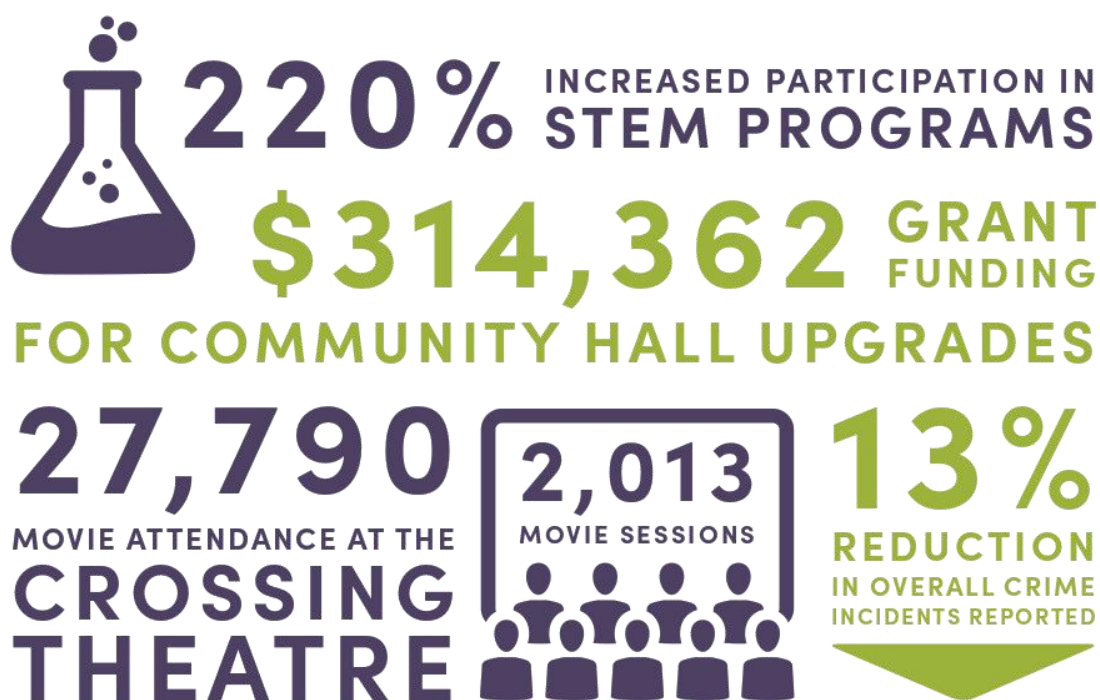
Integrated Planning and Reporting Framework



OUR SOCIETY

Strategic Direction 1: Safe Inclusive and Connected Community

Our society believes strongly in the Council's vision statement of an entire Shire community. Everyone has a contribution to make and everyone deserves to share in investments made by Council. Continuing efforts are needed to engage our young people and to involve the indigenous members of our community. The following presents highlights for the year for our theme 'Our Society'.



OUR ENVIRONMENT

Strategic Direction 2: Environmentally Sustainable and Productive Shire

The community is mindful that the whole of the living environment needs to be considered to ensure that a quality living environment for the entire Shire community is achievable for the future. Everyone can contribute whether living and working in towns or villages or in rural areas. The following presents highlights for the year for our theme 'Our Environment'.

\$152,000 GRANT FUNDING FOR BULK WATER SUPPLY UNITS  **849** PROPERTIES INSPECTED FOR NOXIOUS WEEDS

99 DEVELOPMENT APPLICATIONS

 **14,342** HEAD OF STOCK SOLD AT THE NARRABRI SALEYARDS

570 TONNES RECYCLING  **\$129,000** GRANT FUNDING FOR COLLECTED KERBSIDE WEE WAA GREEN SPACE

\$127,680 GRANT FUNDING FOR WEED AND PEST MANAGEMENT

OUR ECONOMY

Strategic Direction 3: Progressive and Diverse Economy

The people of Narrabri Shire are very proud of the region in which they work and live. The community has a strong desire to see its Shire prosper. They want the Shire to be attractive as a destination for people to live, run businesses and visit. The following presents highlights for the year for our theme 'Our Economy'.



OUR CIVIC LEADERSHIP

Strategic Direction 4: Collaborative and Proactive Leadership

Our community recognises that Council does not have complete control over every aspect of the Shire. Sometimes we need contributions from State and Federal governments and agencies in order to make changes. However, the community does look to Council for strong leadership, clear communication, efficient support of development and a preparedness to meet commitments. The following presents highlights for the year for our theme 'Our Civic Leadership'.





Strategic Management and Governance

Action(s)	Target	Status	Progress	%
4.1.3.2 Create meaningful relationships with State and Federal bodies and other industry in consultation with an appropriate Joint Organisation to take best advantage of grant funding opportunities for regionally significant projects.	Jun 30, 2019	Achieved	Council is currently working with the New England JO to develop a regional strategy. Council is working closely with both Federal and State Government departments as well as ARTC on maximising the benefits and opportunities from Inland Rail. Council is leading a JO working group on property management and Crown Land legislation changes. The JO is currently seeking suitable consultants to assist in the development of a regional roads strategy.	100%
4.1.3.4 Participate in Regional and State Forums (For example JO, LGNSW, Country Mayors).	Jun 30, 2019	Achieved	Council actively participating in the New England Joint Organisation. Council is participating in LGNSW events as well as attending Country Mayors. Council is an active member of the Resources Advisory Forum.	100%
4.2.2.2 Expanded services are only implemented after a business case demonstrates long term viability.	Jun 30, 2019	Achieved	No proposals considered YTD.	100%
4.3.2.1 Three (3) Council services are reviewed annually.	Jun 30, 2019	Not Achieved	Council determined to place the Service Review Program on hold until after the implementation of TechnologyOne is complete. The reasoning behind this is due to many improvements being implemented with the introduction of TechnologyOne - reviews post TechnologyOne implementation will have more value than continuing the program through the implementation phase.	80%
4.3.2.2 Inter-council cooperation opportunities are explored as they arise.	Jun 30, 2019	Achieved	Council is leading a Property Management Group across the New England JO; re: Crown Land Act changes and the requirement for Plans of Management. Council is continuing to explore opportunities to establish a shared service for internal audit provision.	100%
4.3.2.3 Where available, Council services are compared against private industry benchmarks.	Jun 30, 2019	Achieved	Council has received the 2017/2018 FY Local Government Performance Excellence Program report.	100%
4.4.2.7 Review internal, external and Section 355 Committees to ensure they are relevant, effective and efficient in making decisions.	Jun 30, 2019	Achieved	Council reviewed internal, external and Section 355 Committees at the September 2018 Ordinary Council Meeting and appointed relevant representatives.	100%

4.4.2.9 Maintain and implement a Councillor professional development program.	Jun 30, 2019	Achieved	Dates being finalised for financial course.	100%
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Workforce Management

Action(s)	Target	Status	Progress	%
1.1.4.1 Investigate and develop pathways to engage, train and retain young people in the workforce.	Jun 30, 2019	Achieved	This action is accomplished by focusing and providing on opportunities for the youth of Narrabri Shire to participate in Council endorsed programs such as traineeships and apprenticeships.	100%
1.3.4.11 - DIAP Council to encourage and support people with a disability to apply for positions at Council.	Jun 30, 2019	Achieved	Partnerships with local employment agencies and a streamlined recruitment process managed through Council's online employment engagement system provides a basis for support to assist individuals with disabilities to apply for vacant positions at Narrabri Shire.	100%
1.3.4.13 - DIAP Reduce barriers for volunteers to participate in Council programs.	Jun 30, 2019	Achieved	A formalised process is implemented to provide an avenue for individuals to seek volunteering opportunities at Council.	100%
1.3.4.14 - DIAP Liaise with employment agencies to develop a process for providing support to applicants for Council positions.	Jun 30, 2019	Achieved	Local employment agencies, in conjunction with Council, have defined procedures and support mechanisms that facilitate pathways for potential applicants to seek employment with Council.	100%
1.3.4.5 - DIAP Incorporate an understanding of the needs of people with a disability into the staff induction process.	Jun 30, 2019	Not Achieved	Due to resourcing constraints within the workforce management business unit and the intended review of the staff on-boarding process, this action is deferred until 2019/20.	20%
2.1.1.3 Ensure Council staff are provided with basic training to identify potential aboriginal heritage items.	Jun 30, 2019	Not Achieved	Due to resourcing constraints within the workforce management business unit and the intended review of the staff on-boarding process, this action is deferred until 2019/20.	20%

4.1.4.1 Continue to support and enable volunteer engagement within Council activities.	Jun 30, 2019	Achieved	A formalised process is implemented to provide an avenue for individuals to seek volunteering opportunities at Council.	100%
4.2.3.7 Establish a dedicated wellness portal for staff.	Jun 30, 2019	Achieved	In partnership with Benestar, Council has implemented a dedicated wellness portal for staff.	100%
4.2.3.8 Develop Ageing Workforce Transitions Pathway Protocol.	Jun 30, 2019	Not Achieved	Due to resourcing constraints within the workforce management business unit, this action is deferred until 2019/20.	50%
4.3.3.7 Conduct employee engagement survey.	Jun 30, 2019	Not Achieved	Due to resourcing constraints within the workforce management business unit, this action is deferred until 2019/20.	0%
4.3.3.8 Review Smoke-free Workplace Policy to include information and assistance on how to quit smoking.	Jun 30, 2019	Not Achieved	Due to resourcing constraints within the workforce management business unit, this action is deferred until 2019/20.	20%
4.3.3.9 Explore options for rewarding and recognising employees' contributions.	Jun 30, 2019	Achieved	A new reward mechanism, 'A little bird told me' is now in effect at Council with a number of staff provided with a thankyou card and voucher for a job well done.	100%
4.4.2.12 Review Workforce Plan annually.	Jun 30, 2019	Achieved	A 'desktop' review of the Workforce plan was undertaken. A further review will occur in 2019/20.	100%
4.4.2.4 Develop and implement change management framework.	Jun 30, 2019	Not Achieved	Due to resourcing constraints within the workforce management business unit, this action is deferred until 2019/20.	20%
4.4.2.5 Introduce systems for better information capture relating to the workforce.	Jun 30, 2019	Achieved	With the introduction of TechOne and Council's new safety system, Vault, staff information is readily available to provide key stakeholders with up-to-date and relevant data to assist with workforce management activities.	100%
4.4.2.8 Link strategic outcomes to performance objectives of management positions.	Jun 30, 2019	Achieved	Performance objectives are defined and monitored by Council's General Manager.	100%

Community and Customer Relations

Action(s)	Target	Status	Progress	%
4.1.1.2 Implement new Customer Service Procedures.	Jun 30, 2019	Not Achieved	Customer Service Charter has been adopted by the department. Procedures are being developed and revised as required. These processes and procedures will continue to evolve. New processes have been developed since the implementation of Council's new Customer Relationship Management (CRM) system. The CRM system is live however, the CRM system requires further functionalities to be built to ensure Council gains organisational customer service efficiencies.	80%
4.1.2.1 Produce relevant "factsheets" on major Council projects and initiatives in a timely manner.	Jun 30, 2019	Not Achieved	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.	80%
4.1.4.3 Carry out Civic ceremonies and functions to celebrate and acknowledge achievements of the community.	Jun 30, 2019	Achieved	Ongoing Activities such as Naidoc Week, Volunteers Week, National Tree Planting Day, Local Government Week, International Women's Day, Australia Day and Reconciliation Week successfully carried out.	100%
4.3.3.1 Incorporate communication and consultation requirements into project management processes.	Jun 30, 2019	Not Achieved	Putting together processes outlying consultation.	75%
4.4.2.15 Ensure that delegations for Council officers are reviewed and updated.	Jun 30, 2019	Achieved	Reviews completed biannually.	100%

Financial Services

Action(s)	Target	Status	Progress	%
4.2.3.4 Continuously review the effectiveness and functionality of the Corporate Financial System to identify opportunities for higher utilisation.	Jun 30, 2019	Achieved	Remains an ongoing activity. Technology One is improving the functionality of Financial system.	100%
4.2.3.5 Review procurement process to reflect best practice.	Jun 30, 2019	Achieved	Remains an ongoing activity.	100%
4.4.1.3 Consider the need for a Special Rate Variation (SRV) application to IPART in accordance with prescribed timeframes if required.	Jun 30, 2019	Achieved	Special Rate Variation not required. Funds restricted to fund backlog programs.	100%
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.	Jun 30, 2019	Not Achieved	Yet to commence. Council has lobbied in previous years with no resolution from the Government.	0%
4.4.2.1 Annually review Council's Rating Structure to ensure equity and fairness in rating distribution.	Jun 30, 2019	Achieved	Forms part of Council's budget process for next financial year.	100%
4.4.2.10 Review Long-Term Financial Plan annually.	Jun 30, 2019	Achieved	Is part of the quarterly budget review process and annual budget setting.	100%
4.4.2.11 Review Asset Management Strategy and Policy annually.	Jun 30, 2019	Achieved	Council's Asset Management Committee is meeting regularly to advance asset management strategy.	100%
4.4.2.14 Review and monitor Council's financial risk profile across the organisation.	Jun 30, 2019	Achieved	Remains an ongoing activity.	100%

4.4.3.1 Provide more plain english financial reporting through increased use of Council's online platforms.	Jun 30, 2019	Achieved	Remains an ongoing activity.	100%
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Information Services

Action(s)	Target	Status	Progress	%
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 and others as required.	Jun 30, 2019	Achieved	Successfully completed installing CCTV in Wee Waa CBD, Narrabri Library, Narrabri Depot, Administration Building, No1 Oval and Skate Park. Other sites such as Airport, Visitors Information Centre and Aquatic Centre will be investigated in 2019/20.	100%
1.1.2.4 Consult with community and businesses to identify areas where CCTV and improved street lighting is required to target crime.	Jun 30, 2019	Achieved	Discussions were held with the Crime Prevention Committee. Capital funds have been adopted in Operational Plan for 2018/19 for installation of Closed Circuit Television cameras and equipment for Narrabri CBD. Council has been successful under the Community Safety Fund 2018 in seeking funds for project. Project will span two years to be completed in 2019/20. Investigation completed.	100%
1.3.2.4 Investigate opportunities to provide Council services more effectively through use of technology.	Jun 30, 2019	Achieved	Software purchased to enhance Outlook delivery of events into 'Councillor Calendar'. SMS messaging used for urgent consultation with Councillors. An ongoing routine of investigating opportunities throughout the year.	100%
4.3.3.2 Ensure Council is utilising up to date software and hardware in alignment with best practice standards.	Jun 30, 2019	Achieved	Operating Systems and all standard applications (eg: MS Office) are up to date at present. An ongoing routine of upgrades are scheduled throughout the year.	100%

Property and Assets

Action(s)	Target	Status	Progress	%
1.1.2.13 Conduct annual condition inspections for all land and buildings to maintain public safety.	Jun 30, 2019	Achieved	Condition based assessments have been carried out for all Council's buildings	100%
1.1.3.3 Explore options for developing a "Civic Precinct" in the vicinity of the old Boggabri Bowling Club site.	Jun 30, 2019	Not Achieved	Prior to consider the options for this precinct, it is necessary for Council to acquire the ownership of the land in fee simple. An application is being submitted to Crown Lands Office to transfer the ownership of the land to Council. No progress will be made until Crown approves this application. This project will be ongoing in 2019/20	15%
1.1.4.8 Facilitate the creation of the Country University Centre Campus to meet the requirements of the governing body.	Jun 30, 2019	Achieved	CUC signed lease and took over the site since November 2018. Council staff have assisted the renovation to the building, and the centre has opened to students.	100%
2.3.1.2 Investigate opportunities to increase energy efficiencies at Council facilities.	Jun 30, 2019	Achieved	Investigated and identified opportunities for increased energy efficiencies at Council's major sites through an energy performance contract process.	100%
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.	Jun 30, 2019	Achieved	Completed high level audit of energy bills and consumption for Council's major sites. Council at its meeting in June 2019 approved the Energy Savings Action Plan.	100%
3.1.4.6 Review Airport Master Plan (Including Terminal Precinct and Concept Plan).	Jun 30, 2019	Achieved	The revised Airport Master Plan has been endorsed by the Airport Advisory Committee.	100%
3.1.4.7 Investigate industrial land in the airport precinct in consideration of wider availability of industrial land across the Shire.	Jun 30, 2019	Achieved	The current zoning of land at the airport precinct permits industrial land use relating to airport activities.	100%

4.2.3.6 Monitor and update community accessible GIS interface for Council's Capital Works Program.	Jun 30, 2019	Achieved	Community accessible GIS interface for Council's Capital Works Program is regularly monitored and updated.	100%
4.3.1.2 Investigate update and renewal requirements (including assets) for Caravan Parks throughout the Narrabri Shire.	Jun 30, 2019	Achieved	Improvements of the Narrabri Caravan Park in accordance with the lease terms and conditions are being carried out by the Caravan Park Operator (Southern Cross Parks Group). The redevelopment of Boggabri Caravan Park has been re-tendered with two submissions for the Building Structure package and four submissions for the Civic Works package. The representative of the Boggabri Business and Community Progress Associated has been advised of Council's resolution to focus improvement of the Boggabri Caravan Park within the existing footprint.	100%
4.4.2.13 Develop an overarching Council Business Continuity Plan.	Jun 30, 2019	Not Achieved	Preliminary discussions are underway with key stakeholders. Registered interest with JLT and State Mutual to undertake their service offerings in respect of Business Continuity Plan training, scenario-based exercise and business impact analysis. This project will be completed in 2019/2020.	20%

The Crossing Theatre

Action(s)	Target	Status	Progress	%
1.2.2.1 Explore opportunities for the provision of arts and cultural events in all towns and villages.	Jun 30, 2019	Achieved	Outdoor Cinema Screen was launched in April with a free screening. Planning for future community events underway.	100%
1.2.2.2 Facilitate cultural shows at The Crossing Theatre.	Jun 30, 2019	Achieved	Ongoing Process. Civic Art collection now on permanent display in Exhibition Room.	100%
1.2.2.3 Encourage and support the Narrabri Eisteddfod.	Jun 30, 2019	Achieved	All assistance being given to organisers to make show a success.	100%
3.1.1.1 Review the brand and market position of The Crossing Theatre.	Jun 30, 2019	Achieved	Ongoing Process. Marketing workshop held with staff in June to plan out future strategies.	100%

3.1.1.2 Identify external funding opportunities to assist with the provision of events through The Crossing Theatre.	Jun 30, 2019	Achieved	Opportunities for seed funding for events being sought through various cultural funds. Arts North West assistance provided in this area.	100%
3.1.1.3 Identify opportunities for corporate, association, not for profit and government organisations to host regional and rural conferencing in Narrabri Shire.	Jun 30, 2019	Not Achieved	All prospectus and collateral being reviewed, in conjunction with Community Relations Manager, and Tourism Manager. To be completed in 2019/20.	80%
3.1.1.4 Develop and maintain relationships with national and international touring promoters.	Jun 30, 2019	Achieved	Ongoing Process. Staff maintained an open dialogue throughout the year. The lack of disposable income due to drought is affecting touring shows in regional areas.	100%
3.1.1.5 Investigate the feasibility to continue with child and youth school holiday programs.	Jun 30, 2019	Achieved	Study undertaken and completed in 2017/18. Programs are now part of normal business.	100%
4.2.1.5 Investigate opportunities in line with Council Policy to offer more economical use of The Crossing Theatre facilities.	Jun 30, 2019	Achieved	Theatre Staff have investigated charges for Cinema entry, to include carers of disabled and elderly patrons. ADFAS and Narrabri Eisteddfod provided assistance to hire The Crossing Theatre more economically for these groups.	100%

Libraries

Action(s)	Target	Status	Progress	%
1.1.1.1 Develop educational and recreational programs in all branch Libraries at least on a quarterly basis.	Jun 30, 2019	Achieved	Narrabri Library has held or hosted 533 programs, events or provision of space for tutors, meetings and other community groups, with 1,991 adults and 4,852 children, totalling 6,843 attending. Wee Waa Library has held or hosted 104 programs, events or provision of space for tutors, meetings and other community groups, with 354 adults and 482 children, totalling 836, attending. Boggabri Library has held or hosted 16 programs, events or provision of space for tutors, meetings and other community groups, with 94 adults and 177 children, totalling 276, attending.	100%

1.1.1.2 Investigate the feasibility of outreach services across the Narrabri Shire, including home library services to housebound and aged care facility residents.	Jun 30, 2019	Achieved	Narrabri Library Manager attended the Outreach Symposium in Coffs Harbour, November 2018. A Senior Assist Book Delivery Program was launched in Seniors Week 2019. A DVD delivery service has been initiated at the Frank Whiddon Aged Care Facility.	100%
1.1.1.5 Seek additional funding for and provide library educational and recreational programs to meet changing community needs.	Jun 30, 2019	Achieved	Narrabri Library received a Highly Commended Certificate in the Innovation Awards hosted by the NSW Public Libraries Association. There was no funding attached to this certificate. A Telstra Kids grant application was successful. Investigation into additional funding continues.	100%
1.3.2.5 Explore social media platforms to increase online presence and Library usage.	Jun 30, 2019	Achieved	A Narrabri Shire Libraries Facebook Page was launched on February 14, coinciding with Library Lovers' Day.	100%
1.3.4.1 Investigate opportunities to provide easily accessible customer service centres for residents in Wee Waa and Boggabri.	Jun 30, 2019	Achieved	All infrastructure in place for receipting of payments at Narrabri Shire Libraries. Customer information also available to the community through libraries.	100%
1.3.4.9 – DIAP Improve library services to support an autism-friendly environment, home library services, IT training and provision of special collections.	Jun 30, 2019	Achieved	A STEM (Science, Technology, Engineering and Mathematics) collection will be developed with the Telstra Kids Grant. The autism collection can now be promoted via the Narrabri Libraries Facebook Page.	100%
1.4.4.2 Provide Science, Technology, Engineering and Mathematics (STEM) based programming in partnership with scientific leaders in the community.	Jun 30, 2019	Achieved	Technology based workshops were held in all school holidays in conjunction with CNRL makerspace staff. Preparations for the Narrabri Shire STEM investigation Awards have begun.	100%

Airport

Action(s)	Target	Status	Progress	%
3.1.4.2 Encourage community use of, and support the retention of, existing Narrabri – Brisbane RPT flight arrangement.	Jun 30, 2019	Achieved	Council continues promoting the use of the airport in the Narrabri Shire Community Radio Program and Narrabri Visitor Guide.	100%
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.	Jun 30, 2019	Achieved	Ongoing lobbying through the Australian Airports Association. A watching brief is being maintained to ensure an appropriate security response is available, and to inform whether the passenger terminal is equipped to handle any changes to legislation.	100%
3.1.4.5 Actively seek new revenue streams to support Airport operations.	Jun 30, 2019	Achieved	The lease for the Air Monitoring Unit has been renewed. Separate leases for the clubhouse and hangar are being negotiated with Namoi Aero Club. Further new streams being investigated in future years in association with adopted Airport Master Plan.	100%

Development Services (Building Control, Strategy Planning and Development)

Action(s)	Target	Status	Progress	%
1.2.1.3 Engage with business owners to ensure shop fronts are well maintained.	Jun 30, 2019	Achieved	Drought funding program resulted in the upgrade of 24 shop fronts in Narrabri, 6 in Boggabri and 5 in Wee Waa.	100%
2.1.1.2 Complete an Aboriginal Heritage Study to identify sites for inclusion in the Narrabri LEP.	Jun 30, 2019	Not Achieved	Inception meeting held with consultant. Consultation with ABTSI community to occur June–August 2019.	10%
2.1.2.2 Narrabri LEP 2012 is reviewed to ensure open space and environmental zones are current.	Jun 30, 2019	Not Achieved	2020 Action. To be replaced with "Undertake comprehensive review of the LEP 2012."	0%

2.1.4.8 Support animal owners through educational materials to maintain animal behaviour that is consistent with the expectations of the community.	Jun 30, 2019	Achieved	Completed 20 to 31 May 2019. 129 premises attended and provided with education material.	100%
2.1.4.9 Seek funding to support microchipping, desexing and responsible companion animal program campaigns.	Jun 30, 2019	Achieved	Grant opportunities were monitored throughout the year.	100%
2.2.3.3 Request regulatory authorities to present annually to Council on their activity.	Jun 30, 2019	Achieved	To be replaced with "Request state regulatory authorities present annually to Council". State agencies requested to present in June . No response yet received.	100%
2.2.4.1 Amend development application and submission templates to require written assessment against the principles of ecologically sustainable development (ESD) and the precautionary principle.	Jun 30, 2019	Achieved	To be replaced with "Regionally and state significant developments are assessed and reviewed against the principles of ecologically sustainable development and the precautionary principle". Vickery submission included ESD and precautionary approach.	100%
2.4.2.1 All submissions on extractive industry state significant developments will request no final void as a condition of consent.	Jun 30, 2019	Achieved	Vickery Extension Project submission requested no final void.	100%
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.	Jun 30, 2019	Achieved	Vickery Extension Project submission requested mining plan.	100%

2.4.4.2 Participate in public exhibition processes for major state significant developments to protect the community interests.	Jun 30, 2019	Achieved	Planning staff have attended SEARs meeting for Narromine to Narrabri Inland Rail Project with ARTC and DPE and pre-EIS and EIS meetings with Whitehaven regarding Vickery Extension Project. Planning staff presented to the Independent Planning Commission Hearing for Vickery Project in December 2018. Staff attended Public Hearing in Boggabri on 4 February 2019. Staff had input into SEARS for Narrabri Underground Mine Extension and provided additional submission on the Santos RTS in May 2019.	100%
2.4.4.3 Lobby the NSW Government for monitoring actions to be performed by the regulators at the proponents cost.	Jun 30, 2019	Achieved	Included in State Significant Development submissions for Vickery Mine and Narrabri Gas Project.	100%
3.1.3.1 Develop and implement a main street reinvigoration program to run alongside CBD upgrade and beautification developments.	Jun 30, 2019	Achieved	2020 Action. To be replaced with "Develop a Local Strategic Planning Statement (LSPS) and Local Growth Management Strategy for Narrabri Shire". Issues paper for LSPS completed.	100%
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.	Jun 30, 2019	Achieved	Supply currently meets needs.	100%
3.4.3.1 Review LEP and DCP requirements impacting on supply of affordable housing and amend to encourage developers into downsized housing options.	Jun 30, 2019	Not Achieved	2020 Action. To be replaced with "(1)Develop Employment Lands Delivery Plan Narrabri Shire. (2) Develop Housing Strategy for Narrabri Shire."	0%
3.4.4.1 Carryout biennial inspections of urban areas to identify properties requiring repair or demolition.	Jun 30, 2019	Achieved	Orders were issued on a number of properties requiring repair or demolition.	100%
3.4.4.2 Implement an orders program to require action to repair or demolish derelict buildings.	Jun 30, 2019	Achieved	Orders were issued on a number of properties requiring repair or demolition.	100%

Environmental, Health and Compliance

Action(s)	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.	Jun 30, 2019	Achieved	Council has attended the following: <ul style="list-style-type: none"> • Weed compliance workshop and best practice guide reviews • North West Weed Officer meetings • NWRWC meetings • Hudson Pear infestation field trip • Landcare meetings • Harrisia Cactus Taskforce Meeting • Alligator Weed Taskforce Meetings • Parthenium Taskforce Meetings Council has worked with Merrimborough Landcare Group, identifying the issue of Mother of Millions and African Boxthorn in the Keelimore Ck area. Council has been working with the Merrimborough Landcare Group, Castlereigh Macquarie County Council Weed Officers, NWLLS Biosecurity Officer Staff, AWC staff, Heritage Seeds Staff, National Parks Staff, Forestry Staff to apply for federal funding for drought affected areas. Council worked with CentreCare and Chemqual organising Chemical Certificate III training for residents of the Shire.	100%
2.1.4.10 Increase community awareness of their responsibility to manage weeds and inform them about the new changes in legislation, in particular the introduction of the New Biosecurity Act 2015	Jun 30, 2019	Achieved	Council was an exhibitor at Ag-quip. Council answered residents questions regarding their obligations under the Biosecurity Act and helped residents to identify suitable methods to control weeds. Council was part of this year's Schools Science event. Residents have also received information during the property inspections. Council has written eight (8) Facebook posts/media releases regarding controlling Biosecurity Matter, including a campaign on giving away Tiger Pear cochineal insects. Councils Biosecurity Officers were on Prime news promoting Biological control with cochineal insects. Council co-hosted two (2) Chemical Certificate III course for property owners and unemployed people in Wee Waa and Narrabri; 33 participants including property owners and students from Wee Waa High attended.	100%
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.	Jun 30, 2019	Achieved	Council continues spraying for Common Pear, Tiger Pear, Rope Pear, Green Cestrum, Mother of Millions, African Boxthorn and Mimosa. New infestations of Boxing glove Cactus have been found in the Gwabegar and Pilliga area and have been controlled. New infestations of Harrisia Cactus have been found and controlled. Re-inspections of Harrisia sites found new germinations, these have been sprayed.	100%

2.1.4.2 Prepare and implement management plans for individual Priority Weeds.	Jun 30, 2019	Achieved	Council helped in the development of a five-year Regional Strategic Weed Management Plan to focus on managing weed biosecurity. The plans are based on the best available local knowledge, research and technology and a rigorous assessment of the biosecurity risks posed by weeds. Twenty-two (22) Weed Management plans were developed by Council staff.	100%
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.	Jun 30, 2019	Achieved	Council is mapping weed infestations using the new weeds software. This is Council's ongoing task as infestation changes every year. Council also targets different areas of the Shire every year. Council have mapped new incursions of Harrisia Cactus, discovering four (4) new infested sites. New infestations of Rope Pear, Tiger Pear, Green Cestrum, African Lovegrass and Mother of Millions have been found. Council is using an updated version of Roam Weeds to map the infestations. Mapping for this financial year is completed. Council will continue searching for new weeds infestations in 2019/2020.	100%
2.1.4.4 Promote best weed management practices to landholders, including a range of control techniques for integrated weed management.	Jun 30, 2019	Achieved	Council promotes weeds management practices during inspections. This year Council conducted 849 inspections. North West Regional Strategic Weed Management Plan 2017-2022 booklets and NSW Weed Control Handbooks are handed out during inspections. Council has written 14 Facebook posts/media releases regarding controlling Biosecurity Matter, including a campaign on giving away Tiger Pear cochineal and free trees to replace weeds. Council promotes weeds management practices during inspections. Council have also helped landholders to identify multiple weeds and have advised them the best control method.	100%
2.1.4.5 Work with other vegetation managers and land management agencies to ensure weed management programs are included in vegetation management programs.	Jun 30, 2019	Achieved	Council has been awarded the following grants: <ul style="list-style-type: none"> \$6,320 from Crown Reserves Improvement Fund for control of Green Cestrum in Maules Ck crown reserves. \$5,415 from Crown Reserves for Trindall's Reserve for the control of African Boxthorn and Mimosa – work commenced. \$3,500 from NWLLS to help control Biosecurity Matter on Trindall's Reserve – work commenced. \$127,680.57 Community Hubs grant for drought affected – Federal Funding. 	100%

2.1.4.6 Promote vegetation rehabilitation as a key part of weed management.	Jun 30, 2019	Achieved	Council promotes vegetation re-habitation through the campaign: "Kill a weed and plant a native tree." Council has attended one (1) market giving away trees. Council also participated in a Scouts meeting to encourage and help children plant native trees for their hall and talk about getting rid of Biosecurity Matter. Council has developed promotional gear with bucket hats "See it, Weed it" and have packets of Callistamens to give away to school children. The community Hubs grant includes provide property owners with native grass for planting.	100%
2.1.4.7 Complete a companion animals audit in urban areas to ensure micro chipping and registration.	Jun 30, 2019	Achieved	Completed 20 to 31 May 2019. 129 premises attended in Hinds St, Park Cres and Purcell Drive area. 80 animals microchipped. 55 animals registered or issued with notices to register. 8 surrenders. 30 call backs for Rangers to attend premises where residents were not home during audit.	100%
2.2.2.1 Encourage the formation of active landcare groups throughout the Shire and involve groups in Council rehabilitation programs.	Jun 30, 2019	Achieved	Council has been in meetings with the Pilliga Landcare group. Council attended to a Garden club meeting and has shown support to engage local groups in environmental initiative. Council contacted members of the public to promote the formation of Landcare groups in the Shire. A tree planting activity is programmed for July 2019. Tree planting Day scheduled for the 27th July through the National Tree Day. Council is liaising with Landcare Coordinators regarding establishing a Landcare group.	100%
2.2.2.2 Assist landcare groups to identify projects and access funding to achieve rehabilitation of sites.	Jun 30, 2019	Achieved	Council is liaising with Merrimborough Landcare Group regarding Mother of Millions problem in their area. Council in conjunction with the Merrimborough Landcare Group were successful in obtaining grant funding for pest animal and weed control in the Pilliga area. Council is liaising with Merrimborough Landcare Group regarding Mother of Millions and African Boxthorn problem in their area. Council worked with Wee Waa Aboriginal Land Council cleaning up illegal dumping around the Namoi river. Council will continue to support landcare groups in 2019/2020.	100%
2.2.2.5 Develop and implement strategies to achieve coordinated establishment of biodiversity corridors.	Jun 30, 2019	Not Achieved	Council attended to the new Biodiversity Act training session.	10%
2.2.2.6 Seek funding to protect and rehabilitate land owned by Council.	Jun 30, 2019	Achieved	Council conducted studies to assess rehabilitation cost in areas previously used as landfill facilities. Council will apply for funding during 2019-2020 financial year.	100%

2.2.3.1 Review extractive industries environmental compliance reports and plans annually.	Jun 30, 2019	Achieved	Council has reviewed extractive industries compliance reports	100%
2.3.1.4 Investigate opportunities to access the Climate Change fund from the Office of Environment and Heritage.	Jun 30, 2019	Achieved	Council has opportunities to apply for funding through the Office of Environment and Heritage. Funding is available for: <ul style="list-style-type: none"> Delivering energy savings and reducing emissions; delivering reliable, clean and affordable energy; increasing resilience to a changing climate. 	100%
2.3.2.6 Support local industries on implementing a waste minimisation program that involves the use of more efficient manufacturing processes, better and recycled materials to reduce the production of waste.	Jun 30, 2019	Achieved	Council is evaluating to request a waste management plan for new developments. The plan must address how the business is committed to recycling. Council is working with the NSW EPA in improving waste segregation in the mining sector. Council has liaised with Cleanaway and Namoi Waste to promote waste segregation and therefore achieve better waste diversion.	100%
2.3.2.7 Actively promote the 'Community Recycling Centre'.	Jun 30, 2019	Achieved	A Community Recycling Centre (CRC) Flyer is being distributed among the Shire residents. The CRC is promoted among the residents that visit the Shire waste. CRC has also been promoted using a TV advertisement.	100%
2.3.2.9 Seek funding for installation of gross pollutant traps on stormwater discharge to the Narrabri Creek.	Jun 30, 2019	Not Achieved	Yet to commence.	0%
2.4.1.1 Lobby for installation of an independent regional dust monitoring system.	Jun 30, 2019	Achieved	A regional air monitoring station has been installed. Council is seeking the installation of more stations in the Shire. This has been discussed during the Namoi Region Air Quality Advisory Committee. However, at the moment there is no funding available for the installation of another monitoring station in the Shire.	100%
2.4.1.2 Work cooperatively with mining companies and environmental groups to monitor impacts of dust.	Jun 30, 2019	Achieved	Council is an active member of the Namoi Region Air Quality Advisory Committee (NRAQAC). Council promotes the use of the Air quality alert among the Shire residents. Council have attended to the NRAQAC meeting for this financial year. Air quality results have been advertised on Facebook.	100%

2.4.3.2 Engage with lead regulator of major projects to ensure the community is informed of their actions to regulate water extractions.	Jun 30, 2019	Achieved	Council has invited Water NSW to present to Council during a Council meeting. However, Council was unsuccessful with this request. Council has extended the invitation to The Natural Resources Access Regulator (NRAR) which is an independent regulator established under the Natural Resources Access Regulator Act 2017. Council has engaged with Water NSW. Now, the Narrabri Creek is included in the Blue Green Algae Report for the Barwon Region. The Namoi Murray-Darling Basin Authority attend the Council briefing quarterly to update Council on water issues.	100%
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Solid Waste Management

Action(s)	Target	Status	Progress	%
2.3.2.1 Provide waste education programs to the community with a focus on avoiding waste generation and improving their behaviour towards reusing and recycling.	Jun 30, 2019	Achieved	Two (2) workshops focusing on waste minimisation have been offered to the community. Cleanaway performed waste minimisation programs at Narrabri West Public School, Nurruby LDC, Preschool Wee Waa, and Kogil St Preschool. Council developed a commercial which was advertised on regional television and at the local theatre. One (1) Garage sale was held at Cameron Park last October. Two (2) litter prevention stalls were set up at the Crossing theatre during Australian day celebrations. Council also engaged Coogee Cottage, Thai Home and Monterey Cafe in the litter campaign. The scouts worked with Council to coordinate a cleanup day. Council have also participated in the Garden Clubs meeting. Information about waste minimisation and recycling was given during the meeting. More activities are programmed for the youth week. Council will continue promoting avoiding waste generation on Facebook.	100%
2.3.2.10 Investigate potential for installation of recycling bins in public places.	Jun 30, 2019	Achieved	Recycling bins have been installed at Collins Park	100%
2.3.2.2 Seek funding to improve the current waste infrastructure to allow an increase in separation at source and recycling rates for households, business and industry.	Jun 30, 2019	Achieved	Council is working on the environmental improvement grant and litter grant awarded to Council early this year by the Environment Protection Authority. Final reports have been submitted.	100%

2.3.2.3 Analyse the viability of providing recycling facilities in public spaces in the Shire.	Jun 30, 2019	Achieved	Recycling bins have been installed at Collins park precinct.	100%
2.3.2.4 Seek opportunities for resource recovery from the main waste types produced in the Shire, such as e-waste, construction and demolition waste, and scrap metal.	Jun 30, 2019	Achieved	Recovery of tyres, scrap metal and e-waste have been completed for this financial year.	100%
2.3.2.8 Conduct educational programs for community members on the effects on kerb side collection contamination.	Jun 30, 2019	Achieved	Council is implementing the Bin Contamination Policy. Cleanaway promoted reduction of waste contamination at the December Gypsy Willow markets. Letters have been sent to residents that continue contaminating their recycling bins. Council published a new paper article about the effects of kerbside contamination. Council has been working with Challenge Narrabri on identifying the main kerbside contaminants. Using this information, Council designs monthly educational facebook medias post. Council is also working with the NIRW to develop a regional education campaign.	100%

Economic Development

Action(s)	Target	Status	Progress	%
1.1.2.11 Display appropriate crime prevention signage in CBD's and other hot spot locations in Narrabri Shire.	Jun 30, 2019	Achieved	Sign designs and wording were finalised and ordered. Signs have been installed in and around the CBD's of Boggabri, Narrabri and Wee Waa as well as at the TAFE carpark, Narrabri Library, The Crossing Theatre and Visitor Information Centre.	100%
1.1.2.16 Develop a new Crime Prevention Strategy for the Narrabri Shire.	Jun 30, 2019	Achieved	MANEX reviewed the draft document in early June 2019 prior to being sent to the Narrabri Shire Crime Prevention Committee for endorsement. The Narrabri Shire Crime Prevention Committee reviewed the draft document in their June Crime Prevention Committee meeting. The Committee recommended that Council endorse the document for public exhibition for a period of 28 days. A report will go to the August 2019 Council Meeting for endorsement.	100%

1.1.2.17 Collaborate with service providers to source relevant drug education programmes to inform residents about drug use and associated health issues.	Jun 30, 2019	Achieved	Drug and Alcohol education formed part of Youth Week activities held in April 2019. This was a combined interagency expo to inform high school students within the Shire about a range of information including drug and alcohol resources. Council is a member of the Narrabri Youth Interagency and Narrabri Interagency. Both community groups work on drug and alcohol related issues. Council is collaborating with Youth Interagency to assist with a colour run event to be held in October 2019 during mental health awareness month. Stalls which include drug education are being considered as part of this event.	100%
1.1.2.6 Promotion campaign from Council to the community that will raise awareness that if you misbehave you will be identified and charged i.e. promotion through media releases where CCTV has aided successful prosecution for offenders.	Jun 30, 2019	Not Achieved	Recommend to defer until 2020 for action after the installation of the CCTV network.	0%
1.1.3.4 Report biennially to Council on current child and aged care supply and demand statistics.	Jun 30, 2019	Achieved	The combined child care places in Narrabri Shire as advised by the industry is 307 with a waiting list of 106. Therefore the percentage of those that are waiting for available places is 34.52%. The combined aged care places in Narrabri Shire as advised by the industry is 143 with a waiting list of 9. Therefore the percentage of those that are waiting for available places is 6.29%.	100%
1.1.3.6 Lobby Government and industry to increase child and aged care supply when shortfalls are identified.	Jun 30, 2019	Achieved	In June 2019, letters were sent to six child care providers to advocate the benefits of establishing facilities in Narrabri Shire and to determine if they would consider opening a child care facility in Narrabri.	100%
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.	Jun 30, 2019	Achieved	Desktop research has commenced in relation to the development of a Youth Employment Strategy. Council has developed contacts at Best Employment and Joblink Plus through the Youth Interagency who will provide input into this Strategy. Council currently provide 4 traineeships including 3x Water Services Trainees and 1x Apprentice Mechanic.	100%
1.1.4.4 Lobby to increase access to skills training within Narrabri Shire.	Jun 30, 2019	Achieved	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. The Economic Development Section has been working to coordinate and promote a Money Minded Training Course that will provide financial management training for Community Services organisations within Narrabri Shire.	100%

1.1.4.6 Investigate the establishment of a Narrabri Shire Youth Council in collaboration with the community.	Jun 30, 2019	Achieved	Council has drafted documentation to develop two Youth Councils. One each at Narrabri and Wee Waa High Schools. The Youth Council program was launched as part of Youth Week in April. Applications have been received from Wee Waa High School students. The first Youth Council meetings are planned to take place within the third quarter of 2019.	100%
1.2.4.6 Build and maintain relationships with Aboriginal and Torres Strait Islander Peoples through facilitating a range of local, state and national activities.	Jun 30, 2019	Achieved	Council successfully held a Reconciliation Week event on 28 May 2019 at Council's Administration Building. It was well attended by community members, schools and Councillors. Reconciliation Week Flag Raising Ceremony and Morning Tea was held in consultation with various community members and education providers including Kogil Street Preschool and the Narrabri High School. This event was well received and included positive publicity including the front page of The Courier. Council works with the Narrabri Local Aboriginal Lands Council to undertake coordinated NAIDOC Week events across the Shire. Representatives from Wee Waa Local Aboriginal Lands Council, Office of Environment and Heritage and schools attend meetings. A Flag Raising / Morning Tea event is planned for NAIDOC Week on 9 July 2019.	100%
1.3.1.5 Encourage adequate and ongoing provision of community transport services.	Jun 30, 2019	Achieved	Council regularly liaise with Wee Waa Community Care Service to provide transport services to events and activities. Council provided a letter of support to accompany Wee Waa Community Care Service application for transport assistance for NAIDOC Week. Council approached Wee Waa Community Care Service to assist with transport for a Wellbeing Seminar being run by Elders Rights at The Crossing Theatre in June 2019.	100%
1.3.1.6 Promote to the community Brisbane and Sydney as viable medical locations to access health professionals.	Jun 30, 2019	Not Achieved	Recommend removal of action. Promotion of relocation to Narrabri Shire.	0%
1.3.4.15 - DIAP Council to promote employment of people with a disability within local businesses throughout the Shire.	Jun 30, 2019	Achieved	At the Access and Inclusion Committee meeting held in June 2019, projects to be undertaken in the 2019/20 financial year were discussed. The Committee adopted the Access at a Glance project which will assist Council in promoting employment of people with a disability within the Shire.	100%
1.3.4.16 - DIAP Explore options to improve the maintenance and circulation of the Community Directory.	Jun 30, 2019	Achieved	The Community Directory has been updated with new listings. The Directory content will continue to be updated and rebranded. Looking at creating interactive Directory that can be updated by community groups as required when a new Council website is developed.	100%

1.3.4.19 - DIAP Develop a Plain English/Easy Read version of the DIAP.	Jun 30, 2019	Achieved	The Access and Inclusion Advisory Committee Meeting held in June 2019 endorsed the Easy Read version of the Disability Inclusion Action Plan.	100%
1.3.4.2 - DIAP Facilitate the creation of an Access and Inclusion Committee, incorporating Councillor and community representation.	Jun 30, 2019	Achieved	First Access and Inclusion meeting was held in March 2019 with Council and community representatives. The next meeting took place on 12 June 2019 with future meetings to be undertaken on a quarterly basis.	100%
1.3.4.20 - DIAP Support interagency meetings to improve communications and develop mutually beneficial outcomes.	Jun 30, 2019	Achieved	Council representatives attend and participate in the monthly Narrabri Shire Interagency and Youth Interagency Meetings. There is a wide variety of service provider participation which enables Council to maintain working relationships and networks with influential community groups and government organisations.	100%
1.3.4.21 - DIAP Establish Boggabri, Narrabri and Wee Waa as Dementia Friendly Towns.	Jun 30, 2019	Achieved	Council attends the monthly Narrabri Dementia Friendly Community meetings. The Dementia Friendly Community Committee is working to establish Dementia Friendly towns across the Shire. The Committee has representatives from HNE-Health, Council and Shire wide community groups. Council facilitated a meeting with HealthWISE and Human Resource Manager, Visitors Information Centre, Library, Council Facilities and Customer Service Agents with a view to front line staff completing online Dementia awareness training. Human Resources have agreed to scan certificates onto personnel files for staff who become dementia friends. A number of The Crossing Theatre staff have completed the training and wearing their Dementia Friendly badges at work. They are still working to establish a Dementia Cafe. Council assisted and participated at the Dementia Friendly soup / training day in June 2019.	100%
1.3.4.3 - DIAP Provide incentives and support for inclusive and socially connecting activities through revision of the Community Grants Fund Policy and application process.	Jun 30, 2019	Achieved	Current policy reviewed with updated draft policy submitted to June MANEX meeting. A request was made to broaden the scope of the policy to include the Donation Council Plant Hire Policy.	100%
1.3.4.4 - DIAP Promote an understanding of inclusion within the business community through distribution of information and support for educational programs.	Jun 30, 2019	Achieved	The first meeting of the Access and Inclusion Committee was held in March 2019 with the second meeting held in June 2019. Council staff have identified a collaborative project called 'Access at a Glance' run through the not for profit Pathfinders organisation. The project undertakes individual assessments of businesses to determine accessibility by all members of the community.	100%

1.4.1.5 Engage with local schools to support and lobby for the provision of quality learning outcomes.	Jun 30, 2019	Achieved	Council regularly engages with schools of the Shire to ascertain their needs and provide support where needed. The Lillian Hulbert Memorial Scholarship Program is arranged annually by Council. Council organised three youth week events which were carried out in Narrabri, Boggabri and Wee Waa. Council is currently working with high schools in the Shire, in relation to the creation of Youth Council's. Council worked with Narrabri High School to coordinate a group of dancers and bush tucker for Reconciliation Week held in May. Council provided information to Primary and Secondary Schools in relation to the Container Exhibition located behind the Visitor Information Centre.	100%
1.4.2.3 Lobby for the expansion of existing educational offerings in Narrabri Shire.	Jun 30, 2019	Achieved	Council sent a letter of support to Father James at St Francis Xavier's Catholic School, to show support for a Catholic High School. Country Universities Centre staffing, along with building renovations for Country Universities Centre office, are underway. Letter sent to TAFE NSW in relation to proposed TAFE expansion in Wee Waa.	100%
1.4.3.2 Coordinate a working group of agriculture and extractive industry representatives to assist in identifying local industry training requirements.	Jun 30, 2019	Not Achieved	Recommend deferral due to resources being allocated to priority projects being Inland Rail and Logistics and Industrial Hub.	0%
3.2.1.1 Promote Narrabri Shire as being geographically and logistically positioned to accommodate a regional intermodal site.	Jun 30, 2019	Achieved	Successfully arranged and ran an Inland Rail Stakeholder Round Table incorporating Council's Industrial and Logistics Hub proposal. Speakers included the Deputy Prime Minister, Minister for Trade, Tourism and Investment, government departments, ARTC and local business. Meetings held with various NSW government representatives to achieve Special Activation Precinct status for the Hub. Ongoing advice provided to private enterprise about Council's proposed Industrial and Logistics Hub.	100%
3.2.1.3 Hold discussions with national logistics companies regarding benefits of operation within Narrabri Shire.	Jun 30, 2019	Achieved	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.	100%

3.2.1.4 Lobby State & Commonwealth Governments for infrastructure development funding to establish an intermodal facility.	Jun 30, 2019	Achieved	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.	100%
3.2.2.4 Partner with industry and Government to facilitate development of a suitable intermodal facility.	Jun 30, 2019	Achieved	Initial partnership was to receive funding through the Murray Darling Basin Regional Economic Programme to undertake a Business Case and Master Plan of the Narrabri Shire Logistics and Industrial 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.	100%
3.3.1.1 Attract new investment to Narrabri Shire by providing individual businesses with the required resources to make an informed commercial decision to invest in the Narrabri Shire.	Jun 30, 2019	Achieved	Dealing with a number of organisations in various stages of potentially developing and operating a range of business in Narrabri Shire.	100%
3.3.1.3 Provide assistance and support to existing businesses that are looking to expand or diversify.	Jun 30, 2019	Achieved	Providing assistance and direction to existing businesses looking to expand their operations within Narrabri Shire, inclusive of offering advice, acting as an intermediary, arranging pre development application meetings, and responding to any query that may arise in the establishment of their operations.	100%
3.3.1.5 Undertake the production of an Industry Diversification Strategy.	Jun 30, 2019	Not Achieved	Defer to 2019/20 pending completion of the Logistics and Industrial Hub Business Case and Master Plan. Explore partnership opportunity with the Department of Premier and Cabinet via an Investment Attraction Strategy.	0%
3.3.2.1 Conduct annual business development seminar.	Jun 30, 2019	Achieved	Successfully organised and ran a regionally significant Inland Rail Stakeholder Round Table on 6 September 2018. Current work underway organising all aspects of a regional Small Business Summit in July 2019.	100%

3.3.2.2 In conjunction with State and Commonwealth Governments promote and facilitate business networking events.	Jun 30, 2019	Achieved	Council in conjunction with a Commonwealth Government department successfully organised and facilitated the Inland Rail Stakeholder Round Table with invitations going to local and regional business owners. 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. All aspects of work being undertaken with the NSW Small Business Commission to ensure a successful regional Summit is held in Narrabri in July 2019.	100%
3.3.3.1 Engage with local business and industry representatives to provide Council and commercial assistance for growth and expansionary requirements.	Jun 30, 2019	Achieved	Ongoing discussions with a cross section of local businesses looking to diversify or expand existing operations. Council Officers met with representatives of Department of Premier and Cabinet, NSW Regional Investment Prospectus and Regional Growth Funds to review services these representatives can provide to businesses looking to invest in Regional NSW.	100%
3.3.3.3 Ascertain and approach potential ancillary businesses able to thrive in Narrabri Shire.	Jun 30, 2019	Achieved	Ongoing discussions with a range of businesses looking to expand or develop within Narrabri Shire.	100%
3.3.4.1 Encourage the establishment of a commercial solar power industry.	Jun 30, 2019	Achieved	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.	100%
3.3.4.2 Identify potential industries that would achieve a competitive advantage through establishing operations in the Narrabri Shire.	Jun 30, 2019	Achieved	Ongoing discussions held and information provided to a range of organisations looking to develop in Narrabri Shire.	100%
3.4.1.3 Market and transact developed Shannon Estate blocks and englobo site.	Jun 30, 2019	Not Achieved	Draft Expression of Interest – Sale of Land document written and maps created prior to advertising.	60%
3.4.2.4 Lobby and liaise with the NSW Government and the Department of Housing to ensure public housing availability corresponds with local requirements.	Jun 30, 2019	Achieved	Initial contact made with Homes North with the invitation to meet when they are next in Narrabri.	100%

3.4.3.2 Identify and approach key lifestyle village developers to establish facilities in Narrabri Shire.	Jun 30, 2019	Achieved	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.	100%
4.1.1.1 Provide resources and support to community groups to facilitate projects and events.	Jun 30, 2019	Achieved	Council has facilitated regular meetings at the Narrabri Lands Council to collaborate a coordinated approach for Reconciliation Day and NAIDOC week events in 2019. These meetings are attended by Wee Waa Lands Council, Community Transport, Narrabri and District Community Aid Service as well as Office of Environment & Heritage and schools. Youth Week events were organised in conjunction with the Youth Interagency group. Council is working with the group to deliver additional youth friendly events, including a Colour Run to be coordinated as part of mental health week in October.	100%
4.1.3.5 Reinforce and grow existing government department relationships to leverage associations to improve and support the local community.	Jun 30, 2019	Achieved	Council continues to communicate with a number of Government departments. In 2019 some of these have included the Australia Day Council, the NSW Seniors Festival, Department of Premier and Cabinet, Service NSW, Centrelink, Joblink Plus, BEST Employment, TAFE NSW, Australian National Maritime Museum and Reconciliation Australia. Liaison with government departments occurs through Interagency meetings as well as through coordinated events or activities and general correspondence about programs or initiatives.	100%
4.1.3.6 Council will further develop its sister city relationship with the Haishu District Government of Ningbo, China.	Jun 30, 2019	Not Achieved	Recommend this action for removal.	0%
4.1.4.2 Annual volunteer celebration held.	Jun 30, 2019	Achieved	A successful awards ceremony / lunch was held on 24 May 2019. It was well supported by Councillors, General Manager and six of the eight nominees attended.	100%
4.2.1.8 Research and apply for funding opportunities for identified Council and community ventures in partnership with key stakeholders and project managers.	Jun 30, 2019	Achieved	All 36 Community Grant applications received have been reviewed and a report sent to the July 2019 Council Meeting. Final reports are being processed for Drought Communities Programme funding. A broad range of community sectors benefitted from the projects undertaken. The most visible projects were the CBD's of Boggabri, Narrabri and Wee Waa that combined had 35 facades painted. An example of infrastructure projects that received funding in the 2018/2019 financial year are Horsearm Creek Bridge, Spring Creek Bridge, Tarriaro Bridge and the Narrabri West Precinct. Combined, these projects received approximately \$6.1 million in grants funds.	100%

Parks and Open Spaces

Action(s)	Target	Status	Progress	%
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.	Jun 30, 2019	Not Achieved	On the completion of the tourist hub precinct plan this will then be added to the Narrabri shared cycle path and the Narrabri creek bollard and parking plan to create a Master plan for the Narrabri creek area from which a plan of management can be developed.	50%
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.	Jun 30, 2019	Achieved	Public space design principles are being considered in all community facilities new projects including the Tourist precinct and Wee Waa CBD master plans.	100%
1.1.2.2 Review lighting at key sport facilities in Boggabri, Narrabri and Wee Waa in line with recommendations from the Narrabri Shire Sport and Recreation Plan.	Jun 30, 2019	Achieved	The sport and recreation plan identified two potential upgrades to lighting currently Council is installing new lighting of a competition standard to Hogan Oval.	100%
1.2.1.2 Investigate, design and implement renovation/improvements to Wee Waa CBD.	Jun 30, 2019	Not Achieved	A plan of works and associated budgets was developed and adopted by Council. The works included new chairs, new bins, replacement of the chain bollards with screens, removal of pavers in centre median and increased the size of garden beds, additional tree planting, pruning of Jacaranda trees as required and extension of the pathways at end of the Street. Implementation to be completed in 2019/2020.	50%
1.2.3.2 Review access and develop support infrastructure to the waterways in the three major towns.	Jun 30, 2019	Achieved	Access upgrades will be increased with the construction of the Narrabri shared walk and cycle path and with the development of a master plan for this area, additional elements along the waterway will be included for future projects. Wee Waa lagoon ramp access point has been tidied and additional seating provided, a potential site near Boggabri has been identified for future development.	100%
1.3.2.3 Explore opportunities to further enhance the use of proximity technologies to keep the community informed on community facilities and services.	Jun 30, 2019	Achieved	Narrabri shire cemeteries have been included into the I proximity project to assist visitor's identification of location and contact details for enquiries about interments the same technology can be applied to new or existing Council playgrounds and Parks.	100%

1.3.3.2 Commence planning to ensure all towns and villages have a quality park facility.	Jun 30, 2019	Achieved	Narrabri Open Space Sport and Recreation Plan identified a number of upgrades. Council has included in the capital works plan sites at Baan Baa, Gwabegar, Pilliga and Dangar Park Wee Waa to receive upgrades to their public parks.	100%
1.3.4.10 - DIAP Support community organisations and sporting clubs to remove barriers and increase participation of people with a disability.	Jun 30, 2019	Achieved	Council contacted sporting clubs for recommendations in the area of inclusion, there was no respondents to this correspondence Council will continue to include accessibility to sporting facilities in future projects and upgrades.	100%
1.3.4.23 Investigate the development of a precinct plan for the Bellata town to facilitate a primitive camping area playground and toilet between the Golf Club and the School.	Jun 30, 2019	Achieved	Initial community engagement completed and draft master plan has been developed for primitive camping ground. Draft master plan has been discussed with selected community groups and Councillors at the May Councillor Briefing. Master plan to be revised following which time the master plan will be advertised to the public.	100%
1.3.4.7 - DIAP Ensure inclusion and accessibility requirements are examined when improving children's playgrounds.	Jun 30, 2019	Achieved	Inclusion access has been included where possible to the Capital works upgrades for playgrounds this year.	100%
2.1.2.1 Implement the Narrabri Lake Plan of Management to improve the natural values of water body, surrounding parkland and recreational use.	Jun 30, 2019	Achieved	Council works program for the lake included removal of excess vegetation to the entry points of the lake from Obrien's Creek, new gates were installed and the water stop points were repaired in the Narrabri lake weir wall. The Plan of Management has been utilised to implement and maintain Narrabri lake.	100%
2.1.3.19 Seek funding to contribute to the cost of construction of a shared walk and cycle path along the banks of the Narrabri Creek.	Jun 30, 2019	Achieved	Funding has been sourced for all three stages of the Narrabri shared walk cycle path.	100%
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.	Jun 30, 2019	Achieved	Council has begun to use social media platform to announce commencement of capital works projects and will begin to advertise upgrades to recreational parks.	100%

3.1.2.13 Investigate the creation of a tourism and entertainment hub between the Visitor Information Centre and The Crossing Theatre.	Jun 30, 2019	Achieved	Council has agreed to the Concept plan for the site a more detailed design and costing will be undertaken in the next financial year.	100%
3.1.3.2 Increase the number of bicycle parking facilities in and around the core CBD precinct as per PAMP.	Jun 30, 2019	Achieved	Bicycle parking facilities are available at Council sites and are located at major retailers on Maitland street located in each parking area.	100%
3.1.3.7 Add 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.	Jun 30, 2019	Not Achieved	Designs and quotation for works have been completed, but Council has not allocated a budget for this project, grant funding was not successful to date but will be applied for when the next suitable funding pathway is released.	20%
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.	Jun 30, 2019	Achieved	Roundabouts and surrounds have had additional plantings the planting plans will be finalised after renovations to the sub structure and drainage of each roundabout. This work has been identified in the 2019/20 Council Capital works plan.	100%

Swimming Pool

Action(s)	Target	Status	Progress	%
4.3.3.10 Investigate structural concept plans for Swimming Pools in the Shire following the GHD study.	Jun 30, 2019	Not Achieved	Pools sub structure pipes have been visually inspected and this data will be now available for structural investigation by external contractors.	20%

Tourism

Action(s)	Target	Status	Progress	%
1.3.4.18 - DIAP Provide accurate, timely and comprehensive accessibility information about events within the Shire.	Jun 30, 2019	Achieved	Council continues to assist and support community events by providing accessible information and assistance with promotion and marketing.	100%
2.1.1.4 Increase community awareness of important aboriginal sites by facilitating the installation of plaques which contain important background and historical information.	Jun 30, 2019	Achieved	Council is developing historical storyboards which will identify important Kamilaroi sites and historical information.	100%
2.3.2.11 Event organisers are required to provide recycling facilities at all events with a patronage greater than 100.	Jun 30, 2019	Achieved	Event organisers are encouraged and provided with information in relation to the use of recycle bins at community events.	100%
3.1.2.1 Investigate the provision of quality, high impact gateway entry signs, combined with ongoing improvements in the landscaping presentation of the entry corridors to major towns.	Jun 30, 2019	Achieved	Council has contracted graphic designers to develop concept designs for high impact gateway entry and town signs. Narrabri Shire town concepts and signage will be completed in 2019/2020. Narrabri Shire gateway concepts and signage will be completed in 2020/2021.	100%
3.1.2.10 Continue to enhance and expand Narrabri Shire's online and digital presence.	Jun 30, 2019	Achieved	Council has developed a social and digital media strategy with specific actions to increase online and digital presence within the marketplace. The strategy is currently under review to be completed in 2019.	100%
3.1.2.2 Investigate the improvement of the Rose Street/ Main Street/Kamilaroi Highway intersection to encourage travellers into Rose Street creating a visual stimulus that attracts attention. Possible improvements could include landscaped 'blisters', centre-line tree planting, and/or public art, couples with changes in the directional signage.	Jun 30, 2019	Not Achieved	Council has developed a Wee Waa Main Street plan, for the future development and beautification, of the precinct and design concepts for the Rose Street/Main Street and the Kamilaroi Highway intersection. The Wee Waa Main Street concepts will be completed in the 2019/2020 financial year.	75%

3.1.2.4 Establish a network of trails designed for special interest, activity based markets.	Jun 30, 2019	Achieved	Council continues to develop various trials for the Narrabri Shire and the Kamilaroi Highway.	100%
3.1.2.6 Facilitate improvement in road access to develop the Deriah Aboriginal Area and explore options for tours and activities.	Jun 30, 2019	Achieved	Council is working in conjunction with National Parks and Wildlife Services on improvements to the Deriah road access and investigating ongoing trials. Council was successful in receiving grant funding for Carinya Road.	100%
3.1.2.7 Progressively build consumer data bases to be used for direct marketing and promotion.	Jun 30, 2019	Achieved	Tourism databases are being developed for future marketing and promotion of the Narrabri Shire and Kamilaroi Highway.	100%
3.1.2.8 Introduce local history story boards incorporating proximity technology to the three main towns.	Jun 30, 2019	Not Achieved	Local historical storyboards which will include iProximity links are being developed for the towns and villages of the Narrabri Shire. The project will be completed with the installation of the beacons in the 2019 – 2020 financial year.	80%
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.	Jun 30, 2019	Achieved	Council is working with the Think Tank Group and local retailers to develop a calendar of events for the main street based on the four seasons.	100%
4.2.3.1 Develop and maintain a consistent brand across all Council business units and service areas.	Jun 30, 2019	Achieved	A new brand and logo has been developed for Council and the destination. Destination branding includes Explore Narrabri Region Tourism Guide, banners, signage, television advertisements, and the rebranding of our website.	100%
4.3.3.3 Develop a Narrabri Shire Signage Plan as a uniform strategy and style guide for Shire signage to provide consistent branding for the shire as well as clear directional, information, naming and interpretive signage for town and village entrances, parks, reserves, tourism destinations, public amenities, key destinations and important community facilities.	Jun 30, 2019	Not Achieved	Council has developed a basic signage strategy within the Council Brand Strategy. A more comprehensive signage strategy for the Narrabri Shire will be developed once the designs for Gateway and Town Signage has been approved and adopted by Council.	50%

Design and Investigation Services

Action(s)	Target	Status	Progress	%
1.1.2.15 Implement safe road designs to address identified black spots within the shire network.	Jun 30, 2019	Achieved	Black spots have been reviewed and several intersections have been submitted to Roads & Maritime Services for independent review. Funding submissions will continue into 2019/20.	100%
1.1.2.3 Support and liaise with community groups and local residents regarding traffic and alcohol free-zoning requirements.	Jun 30, 2019	Achieved	Alcohol Free Zones have been renewed and adopted by Council (Minute 207/2017). Signage has been updated. Support of traffic related matters with community groups continue in 2019/20.	100%
1.3.4.6 – DIAP All capital works projects will incorporate upgrades that are consistent with inclusion and accessibility requirements.	Jun 30, 2019	Achieved	All Engineering designs consider accessibility requirements. Design considerations have been included within the Disability Inclusion Action Plan (DIAP).	100%
2.1.3.10 Work with the local community to develop a Bicycle User Group and support its development. The group could be responsible for holding regular group rides, organise and promote Ride to Work days and similar promotions, and advocacy.	Jun 30, 2019	Achieved	Public survey to assist with determining bicycle usage within the local area has been completed. Funding opportunities for bike events have been circulated to relevant community groups (e.g. NSW Bike Week 22-30 September 2018).	100%
2.1.3.11 Participate in National Ride/Walk to Work and Ride/Walk to School days. Promote these events to the community and encourage involvement by holding competitions and BBQ breakfast events.	Jun 30, 2019	Achieved	Provided funding opportunities to local cycling groups and provided Council assistance with cycling events (e.g. Killarney Bike Ride, NSW Bike Week).	100%
2.1.3.13 Continue to support cycle events in the Shire (e.g Santos North West Cycle Tour) and encourage others to be held. Combine events with activities to encourage visitors to stay longer and go on other bike rides in the Shire.	Jun 30, 2019	Achieved	Ongoing. Events are promoted when dates are known/confirmed, and will continue into 2019/20.	100%

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).	Jun 30, 2019	Achieved	Safe routes for Seniors program to be developed as part of the ongoing Disability Inclusion Action Plan (DIAP) discussions and will form part of the DIAP Committee action plan in 2019/20.	100%
2.1.3.15 In association with schools, audit key routes to school and improve the facilities along these routes.	Jun 30, 2019	Achieved	Public survey to determine priority roads that are regularly used by cyclists has been completed and information has been provided to local schools. Priority pedestrian and cycling routes have been identified and included to the Design Departments 2018/19 project list to improve road safety and awareness. Projects will be designed and constructed with future Capital Works Programs.	100%
2.1.3.16 Encourage schools to audit their bicycle parking to make sure it is secure, visible and sheltered from the elements.	Jun 30, 2019	Achieved	Support information has been provided to local schools. Information included funding options, contacts for both Council and Roads & Maritime Services, and opportunities to develop future educational programs.	100%
2.1.3.17 Work with local schools to encourage more children to walk or cycle to school.	Jun 30, 2019	Achieved	Support information has been provided to local schools. Information included funding options, contacts for both Council and Roads & Maritime Services, and opportunities to develop future educational programs.	100%
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.	Jun 30, 2019	Achieved	Adopted PAMP (Minute 551/2014) prioritise walk and cycle projects. These projects are considered in proposed grant funding applications. Current PAMP to be reviewed once 5-year Capital Works Program is finalised (30 June 2020).	100%
2.1.3.3 Investigate and implement solution under the Dangar Street Bridge across Narrabri Creek near Cameron Park which enables pedestrians and cyclist to traverse under the bridge safely and conveniently.	Jun 30, 2019	Achieved	Investigation and design completed, with grant funding currently being sort for implementation of project in 2019/20. Project has been included to Roads Services Capital Works Program.	100%

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.	Jun 30, 2019	Achieved	Audit of local (sealed) roads has been conducted to determine key cycling routes and proposed upgrades for line marking and signage to be implemented in 2019/20.	100%
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.	Jun 30, 2019	Achieved	Proposed signage street furniture is considered with each project and discussed with the Community Facilities Department. Several projects are currently in development and will include support facilities as required.	100%
2.1.3.6 Ensure appropriate regulatory and guidance signage is provided on all existing and proposed walk and cycle facilities.	Jun 30, 2019	Achieved	Audit of signage along walk and cycle facilities is ongoing as part of routine maintenance and improvement projects and will continue into 2019/20.	100%
2.1.3.7 Develop local information brochures and website information on safe walk and cycle practices, to be made available at community information locations in the Shire (e.g. public libraries) and at tourist information kiosks. Incorporate education material on road rules, rules and etiquettes on sharing pathways and sharing the road. This should include existing infrastructure maps and suggestions for health and tourist walks/rides, links to community groups holding rides, etc.	Jun 30, 2019	Achieved	Public survey to determine priority roads that are regularly used by cyclists has been completed and information has been provided to local schools (e.g. https://www.safetytown.com.au).	100%
2.1.3.8 Work with NSW Police to increase helmet wearing by cyclists in the Shire, as well as enforcing parking on footpaths.	Jun 30, 2019	Achieved	Public survey to determine priority roads that are regularly used by cyclists has been completed and information has been provided to local schools. Priority pedestrian and cycling routes have been identified and included to the Design Departments 2018/19 project list to improve road safety and awareness. Projects will be designed and constructed with future Capital Works Programs.	100%

2.1.3.9 Investigate bicycle education programs that can be implemented in the Shire. For example, the Nationally accredited AustCycle program is often delivered in association with community groups. The program should be held annually at local schools as well as one targeting adult cyclists.	Jun 30, 2019	Achieved	Support information has been provided to local schools. Information included funding options, contacts for both Council and Roads & Maritime Services, and opportunities to develop future educational programs.	100%
3.1.3.4 Permit two way entry/exit to Tourist Information and The Crossing Theatre car park.	Jun 30, 2019	Achieved	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 upgrade works which are scheduled to commence once funding has been obtained.	100%
3.2.3.1 Consult with relevant stakeholders on opportunities to increase efficiencies on freight movements to, through and from the Narrabri Shire.	Jun 30, 2019	Achieved	Ongoing. Regular discussions held with heavy vehicle industry and freight users.	100%
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.	Jun 30, 2019	Achieved	Ongoing. New routes assessed when requested via National Heavy Vehicle Regulator and heavy vehicle route map updated when new routes are approved.	100%
4.3.3.11 Newell Highway Walk Cycle Path Project - Business Case / Grant Ready.	Jun 30, 2019	Achieved	Completed.	100%
4.4.4.1 Conduct data collection and analysis to inform key stakeholders on areas related to infrastructure delivery i.e. traffic, roads, water.	Jun 30, 2019	Achieved	Ongoing. Asset data collection is continuing on a regular basis, and will continue into 2019/20 which will form part of Councils Levels of Service document.	100%

Transport

Action(s)	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.	Jun 30, 2019	Achieved	Is dependent on discussion with community about levels of service and Councils budgets and capability to deliver the works program.	100%
2.3.1.5 Investigate opportunities to replace street lighting in low traffic areas to LED.	Jun 30, 2019	Achieved	Initial investigations and opportunities were completed following a meeting with Essential Energy to discuss issues. NSC is awaiting the outcome of a number of pilot projects before initiating any opportunities or works.	100%
2.4.4.1 Council's gravel pits are operated and maintained in an environmentally compliant manner.	Jun 30, 2019	Achieved	The current systems are considered compliant although additional work is being undertaken to improve the current planning documents and management systems. This has included creation of Principal Hazard Management Plans and stronger overall planning of quarry works.	100%
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.	Jun 30, 2019	Not Achieved	Assessment of the stormwater is being conducted. Once this is completed and overarching asset plan will be done. RMS have also given council a project to install pedestrian refuges on Tibbereena Street. Roundabout projects to be completed prior to Doyle Street. Project goes over multiple terms, 30% of overall project complete.	30%
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.	Jun 30, 2019	Achieved	Adaption of agreed strategies is yet to commence. A formal strategic planning document will be completed following consultation with the community about road network priorities.	100%
3.2.2.2 Seek funding to develop the road network in support of regionally significant future projects such as the Inland Rail.	Jun 30, 2019	Achieved	A formal strategic planning document will be completed following consultation with the community about road condition and levels of service. Funding for known priority projects is applied for when suitable funding opportunities arise. Work is continuing on Culgoora Rd to provide a significant freight link between Wee Waa and Inland Rail.	100%

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.	Jun 30, 2019	Achieved	Maintenance Contract has been run in accordance with the expectations of RMS, regular meetings have been held between stakeholders to monitor progress with no significant issues to report. Relationships with RMS remain strong	100%
4.2.1.2 Maintain road infrastructure systematically to meet Council's Fit for the Future obligations.	Jun 30, 2019	Achieved	Improvements in the delivery of Councils work program and more strategic planning of rehabilitation and resheet works has ensured that the road network continues to be maintained in accordance with its Fit for the Future obligations.	100%
4.2.1.3 Continually review the condition of the road network to reassess the amount of backlog and lifecycle costing required.	Jun 30, 2019	Achieved	Road condition and traffic count data continue to inform our road usage and inform our strategic asset replacement program. Improvements in this data will ultimately lead to better information and more efficient delivery of works. This also includes community consultation which will be undertaken in the coming months.	100%
4.2.1.4 Review Council's operational road network requirements to provide efficiency gains.	Jun 30, 2019	Achieved	Road condition and traffic count data continue to inform our road usage and inform our strategic asset replacement program. Improvements in this data will ultimately lead to better information and more efficient delivery of works.	100%
4.3.3.12 Trucking Yards Lane (SR28) Internal Link Project - Business Case / Grant Ready.	Jun 30, 2019	Achieved	Sufficient work has been completed to allow a funding application to be submitted once a suitable fund is available. This includes a concept design and site assessment, with consultation undertaken with Namoi Cotton.	100%
4.3.3.13 Culgoora Road (SR30) Remainder of Project - Business Case / Grant Ready.	Jun 30, 2019	Achieved	A grant submission under the REDs and FURS funding model has been completed and is awaiting a funding announcement.	100%
4.3.3.5 Explore opportunities with private suppliers/ contractors to partner in civil infrastructure projects and maintenance.	Jun 30, 2019	Achieved	3 extensions and 8 new panel contracts have been issued to local Contractors. Council is currently investigating opportunities for additional contract work during rain events to minimise water carting requirements. Our relationships with contractors remains strong as they compile a vital part of our roads workforce.	100%
4.3.3.6 Become a tier 1 qualified/accredited contractor for Road Construction.	Jun 30, 2019	Not Achieved	Gap analysis has been completed of Councils current management systems. Next step is to commence a tender process, finding a suitable consultant to implement new management systems. Project goes over multiple terms, 30% of overall project complete.	30%

4.4.1.1 Determine a satisfactory level of service for the transport network that is acceptable by the community within budgetary constraints.	Jun 30, 2019	Not Achieved	The Road Condition assessment has now been completed with a list of works currently being prepared for Councils consideration. Expressions of interest for interested community members is expected to be progressed in the coming months. Internal documents are nearing completion. Yet to be discussed with the community.	75%
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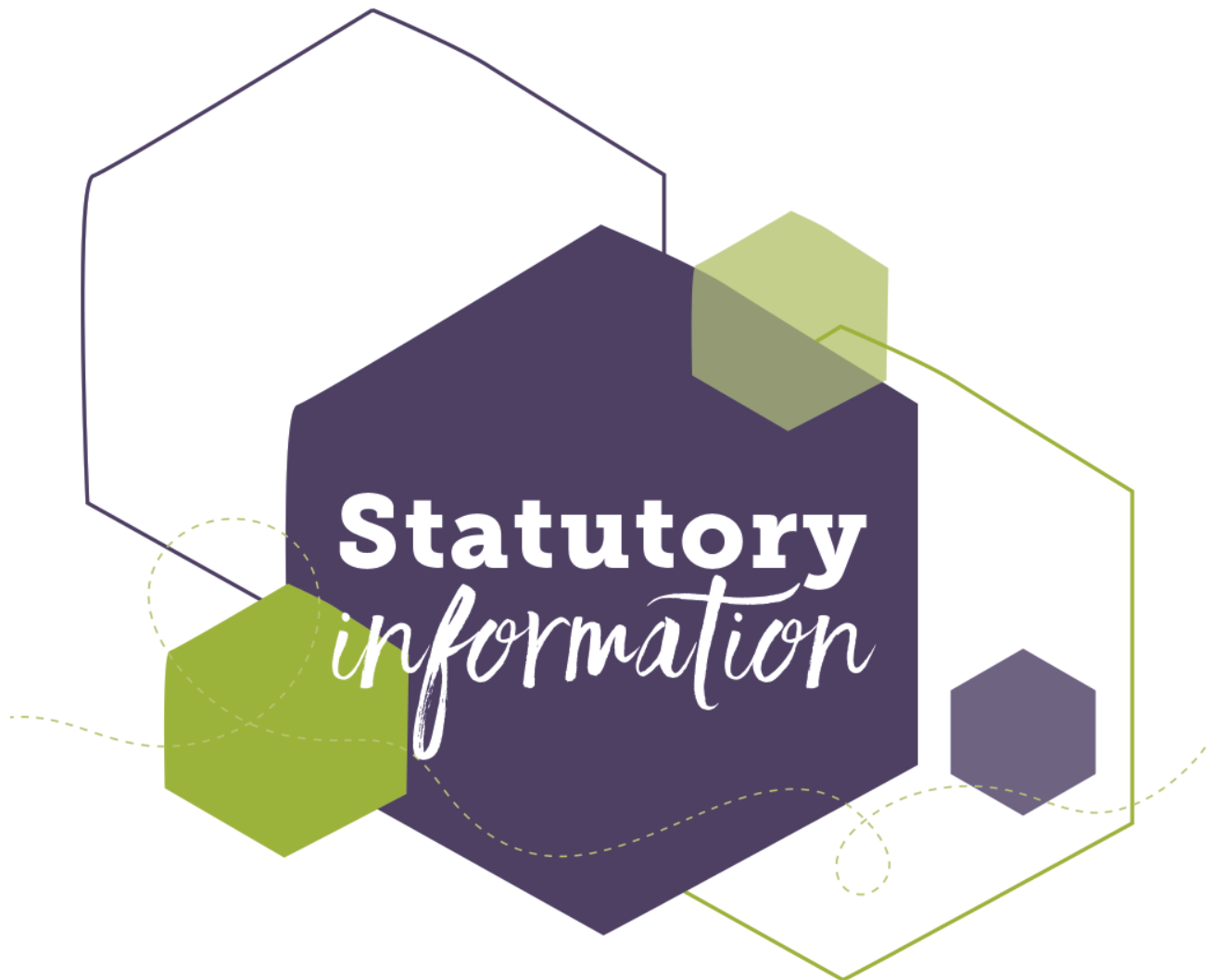
Fleet Services

Action(s)	Target	Status	Progress	%
2.2.1.1 Actively partner with the Rural Fire Service to ensure plant and equipment are appropriate.	Jun 30, 2019	Achieved	Ongoing, Narrabri Shire Council is in regular contact with the Narrabri branch of the RFS to ensure plant and equipment are appropriate.	100%
2.2.1.2 Actively partner with the State Emergency Services to ensure plant and equipment are appropriate.	Jun 30, 2019	Achieved	Ongoing, Council met with SES and other emergency management groups four times throughout the reporting period (quarterly Local Emergency Management Committee meetings).	100%
2.2.1.4 Facilitate and support the Local Emergency Management Committee.	Jun 30, 2019	Achieved	Ongoing, four Local Emergency Management Committee meetings were held for the reporting period.	100%
2.3.1.1 Examine avenues to increase the proportion of ethanol blended fuel consumption by Council.	Jun 30, 2019	Not Achieved	Not achieved. Working toward increase in electrical componentry.	0%
4.4.4.2 Develop, review and prioritise relevant fleet replacement programs.	Jun 30, 2019	Achieved	A process has been developed for prioritising Fleet Replacements. The process is underway for prioritising renewals for 19-20 Fleet budget.	100%
4.4.4.3 Consult with key stakeholders on plant and vehicle replacement requirements to ensure fit for purpose and greatest return for Council.	Jun 30, 2019	Achieved	During 18-19 stakeholders were engaged in specification development and operational assessments. Engagement was by approved specifications and operator assessments when evaluating tenders and quotations. The Fleet Protocol addressing stakeholder consultation/engagement is in progress with the draft document under consultation. Stakeholder consultation is a requirement within the new draft protocol.	100%

Water Services

Action(s)	Target	Status	Progress	%
1.4.1.2 Facilitate and support the continued operation of the Federation Farm share farming agreement.	Jun 30, 2019	Achieved	Quarterly meetings have been attended. Hunter H2O have been engaged to review existing soil and groundwater data from 2008 to 2018 in line with Council's EPA licence.	100%
2.3.3.1 Provide accurate bulk metering and customer metering to minimise water loss.	Jun 30, 2019	Achieved	Ongoing activity, meters calibrated and replaced as required.	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.	Jun 30, 2019	Achieved	Monitoring will be carried out through the recording of waste and sediment prevented from entering water ways. This will be facilitated through installation of gross pollutant traps in storm water pipes and channels prior to the discharge point. Studies have commenced to determine the adequacy of the existing stormwater system, prior to developing a plan for installation of gross pollutant traps.	100%
2.3.3.5 Investigate expansion of Water supply in Gwabegar; specifically but not limited to Silo Road, Wombo Road and Baradine Creek Road.	Jun 30, 2019	Achieved	Preliminary investigations have been made into the system expansion requirements. New water dispensing unit is being installed to cater for additional water demand from nearby customers.	100%
2.3.3.6 Investigate and communicate water quality improvement and pricing for Town and Village Water supplies.	Jun 30, 2019	Not Achieved	Water Augmentation project at Narrabri is expected to improve water quality. Pricing is being reviewed.	75%
2.3.3.7 Engage with the Community on the subject of a treated water supply.	Jun 30, 2019	Not Achieved	Work continued the Integrated Water Management Plan with the development of an issues paper for consideration by the community however the document was not able to be finalised in the current reporting period. Details have been provided to the community through "Your Council" and the Operational Plan Highlights in the local Newspaper throughout the year. Consultation with the community on water quality, dual water supply and wastewater services is expected in the 2019-20 financial year.	75%

2.4.3.1 Monitor water quality performance and identify trends.	Jun 30, 2019	Achieved	Ongoing activity, water Quality across the shire and throughout the year has met all NSW Health and Australian Drinking Water Guidelines.	100%
4.2.1.6 Maintain membership of the Namoi Water Alliance and active involvement to maximise fiscal and operational benefits for water and sewerage supply funds.	Jun 30, 2019	Achieved	Narrabri Shire actively participates in Joint Organisation and Water Alliance Group meetings as required.	100%
4.3.1.3 Ensure accuracy of linear water and waste water assets in the asset information system.	Jun 30, 2019	Achieved	Ongoing, assets reviewed as field operational work records detail actual assets and locations. Long term asset renewal program is being developed.	100%
4.3.2.5 Service review completed into Infrastructure Delivery Water & Sewer Services.	Jun 30, 2019	Not Achieved	The review is pending new requirements of upgraded plant and planning and monitoring tools.	0%



Audited Financial Reports

Council has been granted an extension for the lodgement of its 2018-19 Financial Statements which form part of the Annual Report. This Annual Report has been prepared using unaudited financial figures and therefore any financial data included in Council's Annual Report may be amended upon receipt of Council's audited Financial Statements. The Annual Report will be updated as soon as practicable.

Legal Proceedings

Summary of the state of each legal proceeding and the result reported under clause 217 (a3) of the Local Government (General) Regulation 2005 and section 428 (4) (b) of the Local Government Act 1993.

Legal Matter	Cost (\$)	State of Progress and Result as at June 30, 2019
Debt Collection Costs	\$83,296.00	Recoverable
Total:	\$83,296.00	

Overseas Visits

Details of overseas visits by Councillors, senior staff or other persons representing Council reported under clause 217 (1) (a3) of the Local Government (General) Regulation 2005.

No overseas visits were made by Councillors, council staff or other persons representing Council during 2018/2019 financial year.

Public Interest Disclosure Act 1994 and Regulation

Declaration of Public Interest Disclosures received by Council during the 2018/2019 year reported under section 31 of the Public Interest Disclosures Act 1994 and clause 4 of the Regulation.

In the 2018/2019 financial year Council received no applications for Public Interest Disclosure.

Narrabri Shire Council adopted and implemented an Internal Reporting – Public Interest Disclosure Policy and Procedure in 17 December, 2013.

Section 67 Resolutions

Summary of resolutions made under Section 67 of the Local Government Act 1993 concerning work carried out on private land:

During the 2018/2019 financial year no private works were undertaken requiring a resolution under section 67 of the Local Government Act 1993.

Councillors Expenditure and Provision of Councillor Facilities

Total amount of money expended during that year on the provision of Councillor Facilities and the payment of Councillor Expenses.

For the 2018/2019 financial year, Council expended a total of \$229,271.38.

Description	Amount
Provision of dedicated office equipment for Councillors	\$0
Telephone calls made by Councillors	\$0
Attendance of Councillors at conferences and seminars	\$22,123.34
The provision of induction training and professional development for mayors and other councillors	\$0
Training of Councillors and provision of skills development	\$538.00
Interstate visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	\$6,398.39
Overseas visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	\$0
Expenses of any spouse, partner or other person who accompanied a Councillor	\$0
Expenses involved in the provision of care for a child or an immediate family member of a Councillor	\$0
Total:	\$29,059.73

Other Councillor Expenses	Amount
Reimbursement of travel and other costs to attend meetings	\$25,357.14
Meals/Refreshments at Council meetings and functions	\$3,021.26
Councillor insurance allocation	\$40,293.25
Association memberships	\$681.82
Mayoral Fees	\$25,880.00
Councillors Fees	\$105,660.00
Total:	\$200,211.65

Council's Policy on the provision of facilities for use by Councillors and the payment of Councillors expenses can be found on Council's Website www.narrabri.nsw.gov.au

Senior Staff Employed

Details of Senior Staff in employment during 2018/2019.

General Manager	Stewart Todd
Director Corporate Services	Lindsay Mason
Director Infrastructure Delivery	Darren Raeck
Director Development & Economic Growth	Tony Meppem (to February 2019)

Senior Staff Remuneration

Statement of the total remuneration packages of the General Manager and Senior Staff under clause 217 (1) of the Local Government Regulation, 2005.

General Manager	Amount
Salary Components	\$190,415.00
Bonus, performance	\$12,579.00
Superannuation	\$20,531.00
Non Cash Benefits	\$39,341.00
Fringe Benefits	\$9,217.00
Statement Of Total Remuneration:	\$272,083.00

Senior Staff	Amount
Salary Components	\$455,424.00
Bonus, performance	\$8,580.00
Superannuation	\$61,904.00
Non Cash Benefits	\$93,947.00
Fringe Benefits	\$34,857.00
Statement Of Total Remuneration:	\$654,712.00

Contracts Awarded

Details of Contracts awarded for amounts greater than \$150,000 under clause 217(1) of the Local Government (General) Regulation 2005.

The following table lists all contracts awarded by Council with a total value of \$150,000 or more during the 2018/2019 financial year. The amounts payable below are either the approved GST inclusive contract amounts for construction contracts, plus any approved variations, or the total amounts paid during the 2018/2019 financial year for Rates Only Supply Contracts.

Name of Contractor	Date	Goods or Services Provided	Amount Payable (inc GST)
FB Contracting Pty Ltd	28/08/18	2017-18/14 Narrabri Water Augmentation - Civil Works	\$12,441,694.47
G & K Anderson Pty Ltd, WEE WAA; Hartlow Pty Ltd, NARRABRI; Johnstone Concrete & Landscape Supplies, NARRABRI; Moree Landscape Supplies Pty Ltd, MOREE; Narrabri Gravel Haulage Pty Ltd, NARRABRI; Phillip Reynolds Pty Ltd, WEE WAA; RP & LM Malcolm Pty Ltd, WEE WAA; Schwager & Sons Pty Ltd, WEE WAA; SR & LM Girard Pty Ltd; Stuart McGowan Earthmoving Pty Ltd, NARRABRI; Trubass Pty Ltd, WEE WAA; Willtak Pty Ltd	26/06/18	2018-19/03 Tipping Truck Hire	\$1,271,092.51
Darleish Pty Ltd; Earth Plant Hire Pty Ltd; Grace Rural Pty Ltd t/as Grace Civil; Phillip Reynolds Pty Ltd; Ramec Pty Ltd; Rubie Bros Pty Ltd; SR & LM Girard Pty Ltd; Weel Australia Pty Ltd; Willtak Pty Ltd; Woodlands Pastoral Contracting	26/06/18	2018-19/04 Watercart Hire	\$967,616.06
Morrison Rock Drilling Services; Precision Drill and Blast Pty Ltd; Premier Drill and Blast	30/10/19	2018-19/05 Quarry Blasting. Schedule of rates.	Schedule of Rates
BMR Quarries Pty Ltd; Calvani Crushing Pty Ltd; GCE Contractors; Narrabri Quarries Pty Ltd; Willtak Pty Ltd	30/10/19	2018-19/06 Gravel Crushing	\$262,938.50

BMR Quarries Pty Ltd; Boral Asphalt; Borthwick Pengilly Asphalts Pty Ltd; Civil Independence Industries Pty Ltd; Fulton Hogan Industries; Ian Rich Asphalt	30/10/19	2018-19/07 Supply and Lay Asphaltic Concrete. Schedule of rates.	Schedule of Rates
Accurate Asphalt & Road Repairs Pty Ltd; BMR Quarries Pty Ltd; Downer EDI Works Pty Ltd; Earth Plant Hire PTY Limited; * Hiway Stabilizers Pty Ltd; SR & LM Girard Pty Ltd; Stabilco Pty Ltd; THE Mining Pty Ltd *	26/06/18	2018-19/08 Insitu Stabilisation	\$84,636.88
Arcadis Australia Pacific Pty Ltd	30/10/19	2018-19/09 Logistics and Industrial Hub Masterplan	\$273,328.00
Vietrillion Pty Ltd ATF Mount Charlotte Trust	26/02/19	2018-19/10 Airport and Waste Depot Fence Replacements	\$504,753.15
Chiverton Estate Pty Ltd t/as Thompsons Irrifab	26/02/19	2018-19/11 Doctors Creek Sewer Rising Main	\$611,256.82
JLE Concreting Pty Ltd	29/04/19	2018-19/15 Cooma Road Shared Path	\$568,882.92
Max Orman Toyota	29/04/19	2018-19/17 Purchase of 8 4WD Vehicles	\$479,189.04
LAM & AJW Family Investments t/as Global Utility Constructions	28/05/19	2018-19/18 Narrabri Creek Shared Path	\$952,435.44
Enwon (Australia) Pty Limited	24/05/19	2018-19/19 Kerb & Gutter Replacements	\$1,148,335.68

Written Off Rates and Charges

Amount of Rates and Charges Written off during the 2018/2019 financial year under clause 132 of the Local Government (General) Regulation 2005.

Rates and Charges Written off in 2018/2019	Amount
Residential Rates	\$33,127.00
Farmland Rates	\$0.00
Business Rates	\$0.00
Special Rates	\$0.00
Water Services Charges (including Pensioners)	\$35,836.00
Sewer Services Charges (including Pensioners)	\$22,963.00
Waste Management Charges (including Pensioners)	\$23,407.00
Total:	\$115,333.00

Condition of Public Works

This Public Works report includes a statement of the current condition of the asset, an estimate of the amount of money required to bring the asset up to a satisfactory standard, an estimate of the annual expense of maintaining the asset at that standard and Council's program of maintenance for the 2018/2019 financial year.

Information currently under audit

Section 356 Contributions

Total amount contributed or otherwise granted under section 356 (financially assist others) of the Local Government Act, 1993, reported under clause 217(1) (a5) of the Local Government (General) Regulation 2005.

During 2018/2019, Narrabri Shire Council made the following Contributions and Donations in accordance with its Contributions and Donations Policy.

Donations of Rates and Service Charges		
Donation of Rates	\$	21,062
Donation of Water Services	\$	11,353
Donation of Sewer Services	\$	15,149
Donation of Waste Management Services	\$	1,950
Contributions to Events		
Australia Day	\$	5,913
Volunteers Week	\$	432
ANZAC Day	\$	4,405
International Women's Day	\$	1,849
NAIDOC Week	\$	1,176
Lillian Hulbert	\$	314
Mardi Gras	\$	1,311
Remembrance Day	\$	1,814
Seniors Festival	\$	4,641
Youth Week	\$	1,138
General Contributions		
Citizenship Ceremony	\$	320
Regional Arts Development Program	\$	8,500
Pensioner Rebate Scheme		
Narrabri Shire Council Component	\$	139,464
Narrabri Shire Grant Schemes		
Community Grants	\$	52,449
Total Donations & Contributions	\$	273,240

Not included in the above figures are donations, contributions and concessions granted to community groups, including Concession Rates of Hire for The Crossing Theatre, Non-Ratable Property Classifications and Hire of Council Plant and Equipment.

Statement of External Bodies That Exercised Functions Delegated by Council

The following external organisations were section 355 Committees of Narrabri Shire Council for all part of the 2018/2019 financial year and were delegated to exercise functions on behalf of Council as outlined below stated under clause 217 (1) (a6) of the Local Government (General) Regulation 2005:

Committee	Delegated Functions	Council Delegate 2018/2019
Gwabegar Community Hall Committee	<p>Take care, control and management of the Gwabegar Community Hall.</p> <p>Collect any charges and fees fixed by Council for the use of the facilities, to raise funds for the purpose and objectives of the Committee and to expend those funds together with such funds as the Council may from time to time vote to the Committee.</p> <p>To make the facility available to and safe for all members of the public consistent with the purpose for which the facility was originally constructed. Any restriction to this availability is to be approved by Council.</p> <p>To meet any charges which may be made from time to time for electricity, water and any other services charges in respect to the operation of the facility.</p> <p>To maintain the facility to the satisfaction of the General Manager:</p> <ul style="list-style-type: none"> • Structural alterations and permanent installations require relevant Council building and planning approval prior to commencement. • Council approval is to be obtained for major maintenance, improvements or extensions to the facility prior to the issuing of the contract for the commencement of such work. Such works are to be to the satisfaction of the General Manager. <p>To permit authorised Council officers to enter the premises at any reasonable hour for the purpose of carrying out work or inspections at times of emergency when entry is necessary, and to supply Council with a set of keys for this purpose.</p> <p>Arrange the repair and maintenance of the facility and grounds, either by voluntary labour or otherwise.</p>	Cr Booby

Statement of All Corporations, Partnerships, Trusts, Joint Ventures, Syndicates or Other Bodies in Which Council Participated

Statement outlined below stated under clause 217 (1) (a8) of the Local Government (General) Regulation 2005:

Committee/Organisation	Function	2018/2019 Delegates
Central Northern Libraries Committee	The Narrabri Shire Libraries are linked to the Central Northern Regional Library. The Central Northern Regional Library is based in Tamworth and services the communities across Central Northern New South Wales.	Delegate: Cr Redding Alternate: Cr Booby
Namoi Water	To ensure the best management of water for the Namoi region.	Delegate: Cr McMahon Alternate: Cr Loder
North West Regional Weeds Committee (NWRWC)	To promote a regional approach to management of noxious and other environmental weeds by liaising with all Local and State Government organisations and other bodies involved in land management throughout the New England North West region.	Delegate: Staff Appointment
Narrabri Bush Fire Management Committee	To collaborate resources within the Shire to ensure Council supports the RFS during fire seasons.	Delegates: Cr Staines Alternate: Cr McMahon
Narrabri Hospital Advisory Committee	To work with the medical industry to provide the best service to Narrabri.	Delegate: Cr Loder Alternate: Cr Booby
Wee Waa Hospital Advisory Committee	To work with the medical industry to provide the best service to Wee Waa.	Delegates: Cr Booby Alternate: Cr McMahon
New England Joint Organisation	To pursue the traditional objectives of a regional organisation of Councils including resource, information and intellectual property sharing, group project strategic initiatives and political representations to State and Federal Governments on issues impacting Local Government in this region.	Delegate: Cr Redding Alternate: General Manager
Australian Rural Road Group Inc.	To actively work towards the redevelopment of rural road networks.	Delegate: Cr Redding Alternate: Cr Kneale
Namoi-Peel Customer Service Committee	To share resources and knowledge throughout the Shires.	Director Infrastructure Delivery.
Boggabri Coal Community Consultation Committee	To ensure that Council is aware of Boggabri Coal Developments and can assist as a representative.	Delegate: Cr Kneale Alternate: Cr Finlay
Tarrawonga Coal Mine Community Consultative Committee	To ensure that Council is aware of Tarrawonga Coal Developments and can assist as a representative.	Delegate: Cr Staines Alternates: Cr McMahon
Narrabri Coal Mine Consultative Committee	To ensure that Council is aware of Narrabri Coal Developments and can assist as a representative.	Delegate: Cr Staines Alternates: Cr Campey
Narrabri Gas Project Consultative Committee	To ensure that Council is aware of Santos operations and can assist as a representative.	Delegates: Cr Loder Cr Campbell Alternate: Cr Kneale

Myall Creek Memorial Committee	To engage with the Myall Creek Memorial Committee	Delegate: Cr Redding Alternate: Cr Staines Cr McMahon
Joint Regional Planning Panel (JRPP)	To process and approve regional developments.	Delegates: Cr Kneale Alternate: Cr Staines Cr Campey
Maules Creek Coal Community Consultative Committee	To ensure that Council is aware of Maules Creek Coal developments and can assist as a representative.	Delegate: Cr Kneale Alternate: Cr Finlay
Vickery Coal Mine Community Consultative Committee	To ensure that Council is aware of Vickery Coal Mine developments and can assist as a representative.	Delegate: Cr Staines Alternate: Cr Finlay
Western Slopes Pipeline Community Consultative Committee	To ensure that Council is aware of Western Slopes Pipeline developments and can assist as a representative.	Delegate: Cr Kneale Alternate: Cr Booby

Statement of All Corporations, Partnerships, Trusts, Joint Ventures, Syndicates or Other Bodies in which Council Held a Controlling Interest

Statement outlined below stated under clause 217 (1) (a7) of the Local Government (General) Regulation 2005:

Nil for the 2018/2019 financial year.

Bush Fire Hazard Reduction Report

Bush fire hazard reduction within Narrabri Shire is carried out in conjunction with the NSW Rural Fire Service. During the 2018/2019 Financial Year, the following activities occurred in relation to bush fire hazard reduction:

- Two hundred and fifty one (251) fire permits were issued to local landholders in the Narrabri Shire.
- Three (3) hazard reduction burns were conducted by brigades throughout the Shire, resulting in over fifty five (55) hectares of private property, Council and Crown Land being hazard reduced.
- Council's existing slashing program was enhanced by RFS funding to allow strategic slashing in fire prone areas across the shire.
- Rural Fire Brigades conducted ten (10) Community Education events, including Shows, Presentations, Parades and other like events.
- Brigades responded to one hundred and ninety three (193) incidents this financial year with one (1) fire becoming large enough to request outside assistance as Section 44 emergencies were declared.

Human Resources

Statement of activities to implement the Equal Employment Opportunity Management plan under clause 217 (1) (a9) of the Local Government (General) Regulation 2005:

Workforce Plan

In June 2017 Narrabri Shire Council adopted its Workforce Plan as part of the Resourcing Strategy for the Integrated Planning and Reporting. The Plan aims to provide Narrabri Shire Council with a high performing workforce who can deliver services and programs efficiently and effectively to the community.

Equal Opportunity Employment

In line with our Equal Employment Opportunity (EEO) Policy and Management Plan the Human Resources section actively promoted EEO through a variety of activities including:

- Ensuring protocols and procedures align to EEO principles and legislation
- Communicating EEO information to new employees as part of the orientation process
- Ensuring our recruitment process promotes Council as an EEO employer
- Ensuring Council provides all employees with equal access to opportunities for training and development
- Reinforcing EEO principles through position descriptions, performance appraisals and training
- Ensuring grievance procedures and policies align to EEO legislation

Carer's Recognition Act 2010

Statement outlined below as Councils reporting requirements under section 8(2) of the Carer's Recognition Act 2010:

Not Applicable to Narrabri Shire Council.

Disability Inclusion Act 2014

Council's implementation of the Disability Inclusion Action Plan under section 13(1) of the Disability Inclusion Act 2014:

In 2017/18 Council adopted its first Disability Inclusion Action Plan (DIAP) 2017-2021. The implementation of each action from the 2018/2019 Operational Plan has been identified as "DIAP" and highlighted in blue under the Principle Activities section of this report.

One of the highest priority actions identified within the DIAP was 1.1 - Facilitate the creation of an Access and Inclusion Committee, incorporating Councillor and community representation. After calling for Expressions of Interest, Council appointed the Community representatives for the committee in November 2018. In March 2019, Council held its first Access and Inclusion Advisory Committee meeting. Once established, the Committee, in conjunction with Council's Community Development Officer, drafted an 'Easy Read / Plain English' version of the Disability Inclusion and Access Plan 2017-2021 to be launched in 2019/20. The Advisory Committee meetings occur quarterly and momentum and interest is growing.

A Council representative attends and participates in the Narrabri Interagency monthly meeting. As there is a variety of service provider participation this enables Council to maintain working relationships and networks with important community groups and government organisations. Together they participate and assist with local events as well as identifying gaps for services in the area.

Council's Community Development Officer attends the monthly Narrabri Dementia Friendly Community Steering Committee meetings. The committee is working to establish Dementia Friendly towns across the Shire. Council is committed to having all front-line staff complete online Dementia Awareness training to assist when dealing with customers who may be affected. Council in conjunction with the committee is working to establish a 'dementia friendly café' at one of Council's facilities.

The Access and Inclusion Advisory committee has identified a collaborative project called 'Access at a Glance' that undertakes individual assessments of businesses to determine accessibility for all members of the community. It is Council's intention, with agreement from businesses, to carry out the assessments in 2019/2020.

Council, along with the Access and Inclusion Advisory Committee, continue to work together to implement the actions in the 2017-2021 Disability Inclusion Action Plan.

Companion Animals

Statement outlined below as Councils reporting requirements under clause 217(1)(f) of the Local Government (General) Regulation 2005 and Guidelines on the Exercise of Functions under the Companion Animals Act:

Statement of activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation.

Council employs two (2) permanent full time Rangers. Council lodged its 2018/2019 Survey of Council Seizure of Cats and Dogs report in August 2019. Narrabri Shire had 15 reports of dog attacks for the 2018/2019 financial year. These attacks were notified to the NSW Office of Local Government.

Council during the 2018/2019 financial year impounded 199 dogs in its existing impound facility located at the saleyards in Narrabri. Of these animals approximately 28% were returned to their owners, 18% were rehoused with new owners or rescue organisations, we had a 3% loss with animals stolen from council facilities and remaining animals euthanized by the local veterinary service. Financially during the 2018/2019 financial year Council spent a total of \$22,654.49 on companion animal activities. These are broken down as follows:

Expenses	Amount
Salaries	\$22,237.14
Contractors Expense	\$5,567.87
Operational Expenditure (incl. vets and consumables)	\$8,096.48
Total:	\$35,901.49

Revenue received as a result of the pound activities was broken up as follows:

Income	Amount
Impounding Fees	\$7,637.00
Sundry Income	\$5,610.00
Total:	\$13,247.00

Known problem areas continue to be targeted, as high numbers of complete unregistered roaming animals have been the source of numerous complaints. As most animals impounded were classified as "hunting/pigging" type dogs, opportunities for rehousing are limited. Unfortunately, due to the ease of replacement, the number of owners claiming animals and paying the associated impounding/registration/microchipping costs is low.

Proactive activities to promote companion animal responsibility awareness and education resulted in Council conducting an audit during June 2019, which targeted areas of known high companion animal ownership. Council as a response provided a cost free microchipping day for owners of unregistered dogs and cats, resulting in 110 new companion animal registration.

Council also offered a free microchipping day to all Narrabri Shire Council residents for dogs and cats to promote responsible pet ownership. The microchipping day resulted in a total of 70 dogs and cats being microchipped throughout the morning and was targeted at members of the community to enable and encourage voluntary compliance.

Narrabri West (Area 1): The area between Ugoa Street and Belar Street/Cooma Road Corner, bounded by Cooma Oval and the Narrabri Showgrounds.



The leash free areas in Boggabri are as follows;

Wee Waa East (Area 1): Encompasses Jubilee Oval, Junior League Field and the Cricket Oval. This area is not to be utilised when sporting events are in progress.

Wee Waa West (Area 2): David Grover Park.

Wee Waa North (Area 3): Laidlaw St between Boston St and Finches Lane.



In all other areas of the Shire, dogs are to be kept on leads when in a public place.

There are certain areas that dogs are prohibited at all times.

These include:

1. Schools;
2. Children play areas;
3. Public swimming pools;
4. Areas where food is served or prepared; or
5. Where signs indicate that dogs are prohibited.

Government Information (Public Access) Act 2009

Statement outlined below as Councils reporting requirements under section 125(1) of Government Information (Public Access) Act 2009 and clause 7 of the Government Information (Public Access) Regulation:

The Government Information (Public Access) Act 2009 gives individuals the right to; obtain access to information held as records by State Government Agencies, a Government Minister, local government and other public bodies, request amendments to records of a personal nature that are inaccurate, and appeal against a decision not to grant access to information or to amend personal records. Under this Act, Council is required to report on all Government Information (Public Access) Act 2009 Access Applications.

Details of the number of Government Information (Public Access) Act 2009 Access Applications received, their outcomes and processing times provided in the following tables.

During the reporting period, our agency received a total of 5 formal access applications (including withdrawn applications but not invalid applications). During the reporting period, our agency refused a total of 0 access applications either wholly or in part because the information requested was information referred to in Schedule 1 to the GIPA Act.

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0

Members of the public (other)	2	0	3	0	0	0	0	0
Total	2	0	3	0	0	0	0	0

**More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.*

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	1	0	0	0	0	0
Access applications (other than personal information applications)	1	0	2	0	0	0	0	0
Access applications that are partly personal information applications and partly other	1	0	0	0	0	0	0	0

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

**More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.*

Table E:
Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

Number of occasions when application not successful	
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	1
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

Number of applications	
Decided within the statutory timeframe (20 days plus any extensions)	4
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	0
Total:	5

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total:	0	0	0

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Swimming Pool Compliance

Statement outlined below as Councils reporting requirements under section 22F(2) of the Swimming Pools Act 1992 and clause 23 of the Swimming Pools Regulation 2018 (SP Reg):

Council conducted no inspections of swimming pools located at tourist and visitor accommodation facilities.

There were no inspections conducted of premises with more than two (2) dwellings.

Thirty-two (32) inspections resulted in the issuance of a Certificate of Compliance under section 22D of the Act.

Seven (7) inspections resulted in the issuance of a Certificate of Non-Compliance under clause 21 of the Regulation.

Statement of Environment Upgrade Agreements

Statement outlined below stated under section 54P of the Local Government Act 1993:

Nil environmental upgrade agreements in place in 2018/2019 financial year.

Environmental Planning and Assessment Act 1979

Statement outlined below as Councils reporting requirements under section 7.5(5) of the Environmental Planning and Assessment Act 1979:

Narrabri Shire Council had five (5) Planning Agreements in place during the 2018/2019 financial year.

The following particulars of compliance were put in place during the year:

	Effective	Purpose	VPA Amount	Bal at 30/6/19	Comments
Narrabri Coal	2010/2011	Narrabri Community Infrastructure		\$31,045	Fully committed to funding Narrabri CBD CCTV upgrade
Boggabri Coal (interim contributions prior to VPA)	25/1/2012	Community Infrastructure	\$150,000 every 3 months until formal VPA enacted	\$1,049,567	\$35,000 committed to funding Narrabri CBD CCTV upgrade. \$60,000 committed to funding Baan Baa Hall playground & shade
Boggabri Coal	1/3/2013	Upgrade Boggabri Caravan Park and Swimming Pool	\$1,600,000	\$1,722,639	Fully committed to Boggabri Caravan Park upgrade
		Community Contribution to Boggabri HACC Centre	\$200,000	Nil	Payment directly to Boggabri HACC (June 2013)
Boggabri Coal	1/3/2013	Replace bridge over Namoi River and associated works on Harparary Rd	\$4,300,000	\$2,742,834	Replacement of Harparary Bridge completed. Additional grant funding complimented the project.
		Contribution to Narrabri Aquatic Centre	\$2,500,000	Nil	Loan repayment (Aquatic Centre – 2018/19). Portion previously used for the early payout of the Crossing Theatre loan.

Whitehaven Coal (Maules Creek)	2/5/2014	Upgrade Infrastructure & Roads including Therribri Road & Tarriaro Bridge	\$6,000,000	\$2,382,306	\$764,200 committed to partly fund Tarriaro Bridge replacement. \$2,480,000 previously spent on Therribri Road. Portion previously used to assist funding the Baan Baa Water Scheme (\$1,634,000).
		Upgrade Narrabri Airport	\$5,000,000	Nil	Fully spent at Airport
		Boggabri town & surrounds	\$800,000	\$757,792	Previous commitments were funded from grants.
		Maules Creek community	\$275,000	\$296,849	Community priorities have been established
		CBD Upgrades within Narrabri Shire	\$1,250,000	\$291,734	Earmarked for Wee Waa CBA upgrade
Whitehaven Coal (Tarrawonga Expansion)	15/12/2016	Construction and seal roads around Tarrawonga Mine.	\$1,400,000	\$1,478,496	

NB. Interest accrues on unspent balance each year.



Information Services

Capital Work Description	Budget Adopted	YTD	Completed %	Progress
Corporate Information System (remainder of project)	872,899	969,442	99%	Project to be completed in August 2019.
IT - Upgrade SAN Storage (deferred from 2017/18)	50,000	35,621	100%	Project Completed.
IT - Replace Access Control System at Admin Office, Depot & Airport	75,000	50,052	100%	Project Completed.
IT - Upgrade Narrabri CBD CCTV System	55,000	90,950	50%	First stage of this project has been completed. Cameras have been installed in two locations. Total project value \$205,000, 50% funded by grant from NSW Government. Project to be completed in 2019/20, once roundabout works in Maitland Street have been completed.
IT - Replace Servers	100,000	69,214	100%	Project Completed.
IT - Equipment for Customer Service Refit	20,000	19,275	100%	Project Completed.
IT - Smart City Strategy	46,172	44,325	100%	Project Completed.
Total:	1,219,071	1,278,878		

Property and Assets

Capital Work Description	Budget Adopted	YTD	Completed %	Progress
Property – Buildings Environmental Sustainability Project	150,000	1,224	25%	Completed an analysis of energy bills and consumption for major sites. Assessed and declined a conventional consultancy quote. Invited EOIs for an energy performance contract that capitalises on the expertise of energy efficiency contractors to provide reversed brief to Council. Reported outcomes of the EOIs process to Council and provided an Energy Savings Action Plan. Project to continue in 2019/20.
Property – Keys and Key Management System	15,000	15,248	100%	Project Completed.
Property – Administration Building Refurbishment	143,897	143,897	100%	Project Completed.
Property – Staff Housing Improvements	15,000	-	15%	Specifications are being developed. Unable to get quotes from cabinet makers to improve the kitchen at Regent St property. Project to continue in 2019/2020.
Property – Boggabri Courthouse Internal Structure	20,000	-	15%	Scope of works have been respecified. Quotes are being obtained. Works are expected to commence in August 2019.
Caravan Park – Boggabri Upgrade	100,000	28,487	20%	Tendered the reduced scope. Received a single tender which substantially exceeds the budget. The matter was reported to Council in December 2018. Council resolved to focus on the improvement of the existing footprint of the Boggabri Caravan Park. Two separate packages (Building Structures and Civil Works) have been re-tendered with positive responses. The balance of the budget should be carried over to 2019/20.
Caravan Park – Narrabri Internal Road Improvement	27,680	27,680	100%	Project Completed.
Property – Francis Street Subdivision	1,748	1,748	100%	Project Completed.
Property – Doctors Creek House – Barwan St- Demolition	36,377	36,377	100%	Project Completed.
Total:	509,702	254,660		

Information Services

Capital Work Description	Budget Adopted	YTD	Completed %	Progress
TCT - Re-carpet Venue	46,000	41,455	100%	Project Completed.
TCT - Painting of Interior	44,893	44,893	100%	Project Completed.
TCT - Band Room Refurbishment (incl Storage)	50,000	245	10%	Quotes are being obtained. Works expected to commence before the end of May 2019. Minimum expenditure expected this financial year. Funding should be carried over 2019/20.
TCT - Upgrade Lighting (LED lights)	15,000	10,348	100%	Project Completed
TCT - Outdoor Projector & Screen	13,218	13,218	100%	Project Completed.
TCT New Dishwasher	-	4,115	100%	Project Completed.
Total:	169,111	114,273		

Information Services

Capital Work Description	Budget Adopted	YTD	Completed %	Progress
Libraries - Narrabri Security Cameras	20,000	17,018	100%	Project Completed.
Libraries - Boggabri Shelving & Furniture	47,965	47,464	100%	Project Completed.
Libraries - Narrabri Replace Carpet	20,000	26,433	100%	Project Completed.
Libraries - Narrabri Replace Blinds	10,000	6,697	100%	Project Completed.
Libraries - Narrabri Repair & Paint Interior	25,000	23,540	100%	Project Completed.
Total:	122,965	121,151		

Solid Waste Management

Capital Work Description	Budget Adopted	YTD	Completed %	Progress
Waste - Narrabri Landfill - Construction of a New Cell - Design	30,000	13,053	30%	Design to be completed during 2019/2020.
Waste - Narrabri Landfill - Leachate Pond Renewal	30,000	-	100%	Project Completed.
Waste - Narrabri Landfill - Community Recycling Centre Extension	-	-	0%	Postponed due to other landfill priorities.
Waste - Transfer Stations - Access Road Upgrades for all Transfer Stations	-	-	0%	Postponed.
Waste - Narrabri Landfill - Catchment Fence Waste Disposal	170,000	249,183	100%	Project Completed.
Waste - Narrabri Landfill - CCTV Camera	40,000	-	100%	Completed. Invoice have not been paid because IT have not ensured that all the cameras work yet.
Waste - Transfer Stations - Redesign Edgeroi & Bellata	100,000	-	0%	Postponed.
Waste - Narrabri Landfill - Asbestos Gun	50,000	49,000	100%	Project Completed.
Waste - Narrabri Landfill - Temporary Transfer Station	10,000	-	100%	Project Completed.
Waste - Transfer Stations Fencing Upgrades - Bellata, Wee Waa, Pilliga & Gwabegar	-	-	0%	Project not to progress.
Waste - Transfer Stations - Renew Fence Edgeroi & Bellata	-	-	0%	Project not to progress.
Waste - Narrabri Landfill - Cardboard Compactor Baler	-	-	0%	Project not to progress.
Waste - Narrabri Landfill - Fence DrumMuster Compound	-	-	0%	Project not to progress.
Total:	430,000	311,236		

Cemeteries

Capital Work Description	Budget Adopted	YTD	Completed %	Progress
Cemeteries - Narrabri Old Cemetery - establish new section	50,000	2,451	40%	Council infrastructure staff have marked out site with works to commence in August 2019.
Cemeteries - Narrabri Lawn - Renew Internal Roads & Carpark	25,642	28,784	20%	This project will need to be revoted into next financial year capital works budget.
Cemeteries - Narrabri Lawn - New Sections	12,000	14,406	100%	Project Completed.
Cemeteries - Narrabri Old - Replace Fence	4,950	6,400	100%	Project Completed.
Total:	92,592	52,041		

Swimming Pools

Capital Work Description	Budget Adopted	YTD	Completed %	Progress
Pools - Boggabri Pool - Pool Cleaner Vacuum System	10,900	10,900	100%	Project Completed.
Pools - Boggabri Pool - Tables & Chairs for BBQ Area	3,669	4,838	100%	Project Completed.
Pools - Narrabri Aquatic Centre - Outdoor Tables & Chairs for Canteen Area	10,000	9,529	100%	Project Completed.
Pools - Narrabri Aquatic Centre - Louvres & Extraction Fans for Indoor Pool Room	28,000	27,240	100%	Project Completed.
Pools - Wee Waa Pool - Pool Cleaner Vacuum System	13,163	9,994	100%	Project Completed.
Pools - Wee Waa Pool - Tables & Chairs for BBQ Area	3,669	4,169	100%	Project Completed.
Pools - Wee Waa Pool - Upgrade WHS & Compliance Items	33,864	34,502	100%	Project Completed.
Pools - Boggabri Pool - Upgrade WHS & Compliance Items	23,462	20,469	100%	Project Completed.
Total:	126,727	121,641		

Parks and Open Spaces

Capital Work Description	Budget Adopted	YTD	Completed %	Progress
Narrabri - Crossing Theatre Parkland - New Portable Power Boards for Events	10,000	-	100%	Power points have been previously installed and no additional power access is required.
Narrabri - Precinct Plan for Tourist Centre Area	20,000	14,921	100%	Project Completed.
Narrabri West - Recreational Precinct	12,988	4,909	100%	Project Completed.
Narrabri Lake - Renew Sealed Pathway	50,000	16,788	50%	Works will continue over the next few months this budget will need to be re voted into next financial years budget.
Narrabri Creek - Walk / Cycle Pathway	497	2,572	50%	Construction has commenced on stage one of the pathway.
Boggabri - Jubilee Oval - replace goal posts	-	-	100%	Completed this project is part of the Jubilee oval grant project.
Boggabri - Jubilee Oval - replace/add bollards to training field	13,486	13,745	100%	Project Completed.
Narrabri - Cooma Oval - playground area additional seating	2,594	2,594	100%	Project Completed.
Narrabri - Cooma Oval - playground area equipment replacement	-	-	20%	Equipment to be installed in August to coincide with the Dangar park Playground equipment at Wee Waa. This project to be re voted to next year Capital works budget.
Narrabri - Cooma Oval - playground area fence & gate	6,916	6,916	100%	Project Completed.
Narrabri - Cooma Oval - playground area soft fall replacement	8,721	8,721	100%	Project Completed.
Narrabri - Cooma Oval - pump (irrigation) site replace security fence & gate	5,000	3,500	100%	Project Completed.
Narrabri - Cooma Oval - renew cricket nets	-	-	10%	This project to be revoted to coincide with the Cooma oval net replacement grant.

Narrabri - Cooma Oval - replace car park perimeter fence (eastern side)	8,500	6,866	100%	Project Completed.
Narrabri - Cooma Oval - replace car park perimeter fence (western side)	15,000	6,539	100%	Project Completed.
Narrabri - Cooma Oval - replacement program for synthetic wickets (2/yr for 3yrs)	8,500	-	50%	Contractor to install synthetic turf when the new training nets are constructed in August.
Narrabri - Cooma Oval - widen access area to Ugoa Street carpark	2,389	2,389	100%	Project Completed.
Pilliga - Tennis Courts - removal of tennis court lighting	-	-	10%	This project will be deferred to the relocation of the Pilliga playground is confirmed. This budget to be revoted in next financial years capital works budget.
Narrabri - Hogan & Leitch Oval Lighting Replacement	255,381	256,070	100%	Project Completed.
Narrabri - Gately Field - Insurance Works	38,510	38,510	100%	Project Completed.
Baan Baa - Hall - new playground & shade	60,000	38,570	100%	Project Completed.
Bellata - Bellata Oval - replace wire fence (deferred from 2017/18)	8,000	6,000	75%	A draft plan is being revised to go on public display.
Boggabri - Anzac Park - move stones & fence to park	8,000	-	25%	Correspondence with local indigenous groups has commenced to negotiate the moving of the stones. This project is recommended to be revoted to next financial year's budget.
Boggabri - Middle Park - install additional picnic table & shelter	14,000	12,520	100%	Project Completed.
Boggabri - Vickery Park - replace soft fall	7,000	6,364	100%	Project Completed.
Gwabegar - Anzac Park - install shade shelter	25,000	24,192	100%	Project Completed.
Gwabegar - Anzac Park - renew playground equipment	140	754	50%	Playground suppliers will install equipment in August this budget to be revoted to next financial years capital works budget.

Narrabri – Collins Park – bollard fence to restrict vehicle access to riverbank area	32,000	45,276	100%	Project Completed.
Narrabri – Collins Park – four new seating structures for the riverbank area	8,052	8,052	100%	Project Completed.
Narrabri – Collins Park – replace two shade shelter picnic sets	9,621	9,621	100%	Project Completed.
Narrabri – Pirate Playground – additional shelter & BBQ area	45,000	26,008	100%	Project Completed.
Narrabri – Pirate Playground – shade shelter over playground	30,000	37,011	100%	Project Completed.
Pilliga – Anzac Park – install new playground equipment	-	-	15%	This project to be revoted into next financial years capital works budget.
Pilliga – Anzac Park – install shade shelter	-	-	10%	This project to be revoted into next financial years capital works budget.
Pilliga – Bore Baths – replace picnic table	8,383	8,383	100%	Project Completed.
Pilliga – Rural Transaction Centre – replace picnic shelter	-	-	5%	This project will be deferred to playground works have been awarded. This project to be revoted into next financial years capital works budget.
Wee Waa – Dangar Park – construct shelters	45,000	45,008	100%	Project Completed.
Wee Waa – Dangar Park – install basketball half court & rebound wall	50,000	41,244	100%	Project Completed.
Wee Waa – Dangar Park – install new outdoor gym equipment	112	4,981	50%	Gym equipment is on order to be installed in August this project to be revoted into next financial years capital works budget.
Wee Waa – Dangar Park – install pathway to link entry to facilities	15,000	16,703	100%	Project Completed.
Wee Waa – Dangar Park – install shade sail to playground	35,000	-	90%	Contractor has installed frames and poles shade sail to be span in August.
Wee Waa – Dangar Park – renew cricket nets	6,609	7,725	100%	Project Completed.

Wee Waa - Dangar Park - replace fencing	14,000	15,771	100%	Project Completed.
Wee Waa - Dangar Park - replace playground equipment	-	-	50%	Play ground equipment is on order to be installed in August this project to be revoted into next financial years capital works budget.
Wee Waa - Ludowici Park - install BBQ into sheltered area	7,834	7,834	100%	Project Completed.
Wee Waa - Ludowici Park - install pathway to link new shelter to playground	23,204	23,204	100%	Project Completed.
Wee Waa - Ludowici Park - install shade shelter	32,746	32,746	100%	Project Completed.
Wee Waa - Ludowici Park - replace swing set	6,586	6,586	100%	Project Completed.
Wee Waa - Dangar Park - Fencing to George St	12,000	4,853	100%	Project Completed.
Wee Waa - Ludowici Park - Renew Irrigation	28,873	28,873	100%	Project Completed.
Pilliga - Main Street - replace street bins	3,100	3,637	100%	Project Completed.
Wee Waa - Cook Oval - structural works to amenities building	5,000	-	10%	Structural engineer to visit site and quote on repairs. Difficulties experienced in getting engineers to the site. This project to be revoted to next financial years Capital works budget.
Pilliga - Rural Transaction Centre - replace amenities	-	-	10%	Currently this project is being investigated to see if the toilet block could be relocated to a more suitable site. This project to be revoted into next years capital works budget.
Narrabri - Collins Park Toilet Refurbishment	36,000	27,849	100%	Project Completed.
Baan Baa - Tables & Chairs	10,000	8,100	100%	Project Completed.
Baan Baa - Fence	12,000	-	100%	Project Completed.
Baan Baa - Pathway	8,000	3,495	100%	Project Completed.

Gwabegar - Anzac Park - pathway	8,000	-	100%	Project Completed.
Gwabegar - Anzac Park - irrigation system	30,000	-	20%	Irrigation system to be installed August this works is recommended to be revoted to next financial year.
Wee Waa CBD Upgrade (VPA)	60,000	24,627	20%	Seating and Bins to be installed and tree works to be completed by September this project is recommended to be revoted into next financial year's budget.
Wee Waa CBD Green Space - Drought Communities Fund	117,272	31,208	25%	Pergola to be installed in July and concrete early August this project is recommended to be revoted into next financial year's budget.
Narrabri - Collins Park Irrigation Connection to Town Water	50,000	35,863	100%	Project Completed.
Narrabri Creek - Walk / Cycle Pathway	-	-	0%	Yet to Commence.
Total:	1,330,014	978,098		

Tourism

Capital Work Description	Budget Adopted	YTD	Completed %	Progress
iProximity Information Billboards	-	-	100%	Iproximity billboard completed.
Total:	-	-		

Saleyards

Capital Work Description	Budget Adopted	YTD	Completed %	Progress
Saleyards - Upgrade Drainage Systems from Saleyards and Truck Wash	62,816	30,918	100%	Project Completed.
Saleyards - Yards painting and repairs (half deferred from 2017/18)	10,000	2,630	0%	Project incomplete 18/19. Budget allocation transferred to 19/20.
Saleyards - Water Recycling Project	23,684	23,684	100%	Project Completed.
Saleyards - Lighting Upgrade	30,248	21,371	100%	Project Completed.
Total:	126,748	78,603		

Fleet Management

Capital Work Description	Budget Adopted	YTD	Completed %	Progress
Fleet Acquisition - Heavy Plant	1,071,993	940,942	57%	Three (3) Rollers RFQ Closed. Evaluations underway.
Fleet Acquisition - Trucks	747,719	339,138	58%	Three (3) Trucks RFQ Closed, one (1) remaining open. Three (3) On order with ETA November 2019 (on order has been included in Projected expenditure).
Fleet Acquisition - Minor (Miscellaneous)	145,532	78,743	90%	Balance expensed under Trailers (pumps on trailer).
Fleet Acquisition - Light Vehicles	796,030	795,521	100%	Project Completed.
Fleet Acquisition - Trailers	90,306	47,658	0%	Two (2) Fire Trailers on order, Message Board Trailers delivered.
Fleet Acquisition - Vegetation Control Plant	264,043	86,600	71%	One (1) Mower on order.
Total:	3,115,623	2,288,602		

Transport

Capital Work Description	Budget Adopted	YTD	Completed %	Progress
Roads Capex – Grain Valley Road	800,000	207,557	100%	Project Completed.
Roads Capex – Reseals	1,248,076	953	0%	Work not yet commenced 18/19. Budget allocation transferred to 19/20.
Roads Capex – Reseals (possible grant contribution)	500,000	-	0%	Not available.
Roads Capex – Gravel Resheeting	250,000	-	0%	Budget split between projects below
Roads Capex – Sealed Roads Rehabilitation	310,000	1,422	0%	Not yet commenced. Minor costs associated with project development. Rehabilitation work required K&G Program to be completed.
Roads Capex – Culgoora Road Upgrade	1,000,000	2,120,019	25%	Stage two complete (4km now sealed). Commencing Stage three. \$3.5M forecast for 19/20 FY.
Roads Capex – Avon/Fraser Street (deferred from 2017/18)	150,000	-	0%	This project forms part of the West Precinct plan which requires the \$150,000 to be utilised as part of any future funding application. Project to be commenced and completed in 19/20FY.
Roads Capex – Bullawa Creek Bridge Replacement	879,007	862,834	100%	All construction complete. Finalising funding reports in January. \$474k expenditure in previous FY. Total project cost \$1,340k.
Roads Capex – Eulah Creek 2 Bridge Replacement	14,443	83,538	100%	All construction complete. Finalising funding reports in January. \$707k expenditure in previous FY. Total project cost \$721k.
Roads Capex – Tarriaro Bridge	30,000	898	5%	Currently out to tender. Due to award in October 2019.

Roads Capex – Boston Street Bridge – Concept & Geotechnical works	30,000	1,410	5%	Project development commenced. Budget allocation transferred.
Roads Capex – Bullawa Cr Bridge Eulah Creek Rd – Concept, Geotechnical	30,000	2,480	5%	Project development commenced.
Roads Capex – Spring Cr Bridge Bald Hill Rd – Concept, Geotechnical	30,000	40,899	5%	Project development complete. Tender documents nearing completion. Funding secured through Bridge Renewal Program Round 4.
Roads Capex – Tullamullen Cr Bridge Old Nbri Rd – Concept, Geotechnical	30,000	4,728	5%	Project development commenced.
Roads Capex – Barney Creek Bridge Replacement	350,000	298,197	100%	Construction complete. Report for funding body remains to be closed out.
Roads Capex – Boggabri Lynn Street Extension & Cul de Sac	50,000	1,034	10%	Minor costs associated with planning are complete. Physical work yet to commence.
Roads Capex – Boggabri Oakham Street	117,925	158,080	100%	Complete. Budget to be updated in current review. Additional scope added to the project meeting community expectations (extension of seal around Dalby Street). Rain delay of 1 week also encountered during construction.
Roads Capex – Narrabri James Street Rehabilitation	53,000	-	0%	Not yet commenced. Requires K&G works.
Roads Capex – Narrabri Lane (Barwon-Balonne Streets) Resheeting 1385030	4,509	-	0%	Project Not yet commenced 18/19. Budget allocation transferred to 19/20.
Roads Capex – Narrabri Lane (Barwon-Balonne Streets) Resheeting 1385050, 60	9,178	-	0%	Project Not yet commenced 18/19. Budget allocation transferred to 19/20.
Roads Capex – Narrabri Lane (Nandewar-Reid Streets) Resheeting 1395020	4,507	-	0%	Project Not yet commenced 18/19. Budget allocation transferred to 19/20.
Roads Capex – Wee Waa Gabo-Empire-Maitland Streets Rehabilitation	137,298	-	0%	Project delayed due to K&G Program.

Roads Capex – Boggabri Lane (Wee Waa) Resheeting 3110010	4,339	-	0%	Project Not yet commenced 18/19. Budget allocation transferred to 19/20.
Roads Capex – Boggabri Lane (Wee Waa) Resheeting 3110060	4,235	272	0%	Project Not yet commenced 18/19. Budget allocation transferred to 19/20.
Roads Capex – Boggabri Lane (Merton) Resheeting 3115050	4,237	-	0%	Project Not yet commenced 18/19. Budget allocation transferred to 19/20.
Roads Capex – Boggabri Lane (Lynn) Resheeting 3125010	4,345	-	0%	Project Not yet commenced 18/19. Budget allocation transferred to 19/20.
Roads Capex – Narrabri Fitzroy Street Rehabilitation	102,504	-	0%	Project delayed due to K&G Program.
Roads Capex – Narrabri CBD Upgrade	120,706	39,912	5%	Pram ramp installation for disabled parking complete.
Footpath Capex – Footpath Replacement	40,000	-	0%	Not yet commenced.
Footpath Capex – PAMP Cooma Road Shared Pathway	700,000	339,194	70%	Tender awarded to JLE Concreting. Construction underway.
Footpath Capex – Narrabri Doyle Street	23,600	-	0%	Project Not yet commenced 18/19. Budget allocation transferred to 19/20.
K&G Capex – Narrabri 2018/19 Replacement Program	150,000	8,533	2%	Awarded to Enwon Construction. Not yet commenced.
K&G Capex – Wee Waa 2018/19 Replacement Program	326,940	1,153	0%	Awarded to Enwon Construction.
Stormwater Capex – Relining of Stormwater Shultz – Narrabri	60,000	-	100%	Project Completed.
Roads Capex – Wee Waa CBD Upgrade	10,000	11,301	60%	Aroborist report completed.
Roads Capex – SR028 Binalong Rd Resheeting 6028010-050	100,000	306,557	100%	Project Completed. Roads to Recovery Funded
Roads Capex – SR033 Forest Way Resheeting 6033040-110	170,000	336,576	100%	Project Completed. Roads to Recovery Funded
Roads Capex – SR039 Gwabegar Rd Resheeting 6039400-460	250,000	107,915	100%	Project Completed.

Roads Capex – SR047 Middle Route Rd Resheeting 6047260-400	295,874	314,149	100%	Project Completed.
Roads Capex – SR125 Caroona Lane Resheeting 6125010-030	-	-	0%	Not yet commenced.
Roads Capex – Horse Arm Ck Bridge – Concept, Geotechnical	3,258	3,258	5%	Preliminary Design works, 5% of overall project completed.
Roads Capex – 1245 Genanagie St Narrabri Resheeting 1425030	31,541	31,541	100%	Project Completed.
Roads Capex – Warrior St WW Culvt Repl (SubSys WW02-Fac ID N0006)	270,000	136,704	100%	Project Completed.
Roads Capex – SR007 Couradda Rd Resheeting 6007300-400	-	677	0%	Not yet commenced.
Total:	8,699,522	5,421,791		

Airport

Capital Work Description	Budget Adopted	YTD	Completed %	Progress
Airport – Perimeter Fencing	210,000	184,191	95%	Perimeter fence installation completed. Additional fence around the clubhouse and hangar precinct has been identified. Additional fence skirting has also been identified for the existing fence from the RFS building to the new perimeter fence section along Airport Road. A quote of approximately \$27,000 has been received and works are to be completed by 31 July 2019.
Airport – New Water Pump & Reticulation System	15,091	15,091	100%	Project Completed.
Airport – New Security Gate	292	2,278	100%	Project Completed. Works carried out by Council staff using existing materials and staff.

Airport - Electricity Upgrade	35,000	6,623	100%	Car park lighting has been replaced with LED lighting. Quotes were obtained for airside flood lights. Due to the infrequent use of airside flood lights, the investment in changing the current lights to LED flood lights is considered infeasible, hence this upgrade has been placed on hold.
Airport - Sealing of Taxiway to Aero Club Hanger	35,000	17,776	100%	Project Completed.
Airport - Tie-Down Area Upgrade	-	-	0%	The tie-down area is settled down well without a need of further upgrade. Project not required.
Total:	295,383	225,958		

Water Services

Capital Work Description	Budget Adopted	YTD	Completed %	Progress
Water Capex - Bellata - New Rising Main from Pump to Elevated Storage	200,000	-	17%	Works are planned to proceed in May 2019.
Water Capex - Bellata - Replace Galvanised Pipe	8,000	-	95%	Part of the "new rising main from pump to elevated storage" project and should be done in conjunction with the new rising main.
Water Capex - Bellata - Replace Elevated Storage Deck and Ladders (2017/18)	4,207	5,642	5%	Options are being considered for replacement of the tower. Works will be deferred to 2019-2020.
Water Capex - Bellata - Bore process automation (deferred from 2017/18)	-	-	75%	Partially completed. Works will be deferred to 2019-2020.

Water Capex - Bellata Bore Replacement	35,000	15,924	60%	Partially completed. It is unlikely the works will be able to be completed in the current financial year. Remaining funds will need to be carried over.
Water Capex - Boggabri - improvement works (deferred from 2017/18)	-	-	0%	Can be removed from the budget.
Water Capex - Boggabri Water Mains Renewals	-	-	0%	Works to be scoped prior to commencement.
Water Capex - Boggabri Water Mains Lynn Street Installation	12,027	13,600	100%	Project Completed.
Water Capex - Gwabegar - improvement works (deferred from 2017/18)	4,207	5,568	100%	Project Completed.
Water Capex - Gwabegar Bore Replacement	35,000	22,375	65%	Bore partially completed with additional pumping and disinfection works still required. It is unlikely the works will be able to be completed in the current financial year. Remaining funds will need to be carried over.
Water Capex - Narrabri Water Augmentation	5,500,000	6,605,105	45%	Works are in progress and will extend into the 2019-20 financial year.
Water Capex - Narrabri Water Mains Renewals	500,000	-	0%	Budget will now be used to complete the Maitland Street (Narrabri) mains replacement.
Water Capex - Pilliga Bore Replacement	35,000	12,291	65%	Bore partially completed with additional pumping and disinfection works still required. It is unlikely the works will be able to be completed in the current financial year. Remaining funds will need to be carried over.

Water Capex - Pilliga Replace Access Ladders	4,207	4,207	15%	Assessment completed. It is unlikely the works will be able to be completed in the current financial year. Remaining funds will need to be carried over.
Water Capex - Wee Waa - improvement works (deferred from 2017/18)	-	-	0%	Funds to be transferred to the Wee Waa Mains Charles & James Street Project. Budget for this item to be closed.
Water Capex - Wee Waa Water Mains Renewals	-	-	0%	Funds to be transferred to the Wee Waa Mains Charles & James Street Project. Budget for this item required for ongoing works.
Water Capex - Wee Waa Stop Valves in Reticulation	-	-	90%	Partially completed. The remaining works will need to be deferred to 2019-2020 with an estimated cost of \$30,000.
Water Capex - Wee Waa Metering of Council Properties	-	-	100%	No longer required. Budget can be removed.
Water Capex - Wee Waa Replace Mains Charles & James Sts	270,000	-	30%	Material received. Quotations have been received. Dependent on contractor availability.
Water Capex - Wee Waa Reservoir Roof & Access Steps	4,768	4,768	10%	Design complete. Request for tenders yet to be issued. It is unlikely the works will be able to be completed in the current financial year. Remaining funds will need to be carried over.
Water Capex - Telemetry Upgrades - Water Services	272,988	106,768	70%	Detailed design complete. Installation of Hinds St Reservoir, punch lists and documentation remains outstanding. It is unlikely the works will be able to be completed in the current financial year. Remaining funds will need to be carried over.

Water Capex - Water Quality Analysing Units	30,000	29,678	95%	Portable Water Quality units have been purchased. Some problems have been encountered with Narrabri unit. These are being worked through.
Water Capex - Baan Baa Water Supply	15,553	15,553	100%	Works are all complete however invoices came over after close out of the project.
Sewer Capex - 20 Droubalgie Street Narrabri	16,500	18,786	0%	Complete, private works.
Water Capex - Bulk Water Supply Unit Install (Water Security)	150,000	155,470	20%	Units delivered March 2019.
Total:	7,097,457	7,015,733		

Sewerage Services

Capital Work Description	Budget Adopted	YTD	Completed %	Progress
Sewer Capex - Boggabri Sewerage Treatment Works Augmentation	350,000	445,264	10%	Detailed design completed, procurement in progress. The project is planned over multiple years. Remaining funds will need to be carried over.
Sewer Capex - Boggabri Sewer Mains - CCTV and relining of mains	-	-	0%	It is unlikely the works will be able to be completed in the current financial year. Remaining funds will need to be carried over.
Sewer Capex - Boggabri Sewer Pump Station Isolation Valves	-	-	0%	It is unlikely the works will be able to be completed in the current financial year. Remaining funds will need to be carried over.
Sewer Capex - Narrabri Doctors Creek rising main construction	5,000	443,319	20%	Contract has been awarded. The contractor is unable to commence the works until July 2019 due to current workload.

Sewer Capex - Narrabri Treatment Works - process automation (2017/18)	15,000	15,811	90%	Works underway.
Sewer Capex - Narrabri Pump Stations - improvement works (2017/18)	-	-	0%	The works will need to be deferred to 2019-2020.
Sewer Capex - Narrabri Sewer Mains - CCTV and relining of mains	-	-	0%	It is unlikely the works will be able to be completed in the current financial year. Remaining funds will need to be carried over.
Sewer Capex - Narrabri Sewer Replace Pump Station Motors	7	7	0%	It is unlikely the works will be completed in the current financial year. Remaining funds will need to be carried over.
Sewer Capex - Wee Waa Sewerage Treatment Works Augmentation	350,000	476,622	10%	Detailed design completed, procurement in progress. The project is planned over multiple years. Remaining funds will need to be carried over.
Sewer Capex - Wee Waa Pump Stations - improvement works (2017/18)	-	-	0%	To be completed as part of "Wee Waa Sewerage Treatment Works Augmentation".
Sewer Capex - Wee Waa Sewer Mains - CCTV and relining of mains	-	-	0%	It is unlikely the works will be able to be completed in the current financial year. Remaining funds will need to be carried over.
Sewer Capex - Telemetry Upgrades - Sewerage Services	135,000	172,926	95%	Works underway.
Total :	855,007	1,553,950		



Appendix *one*

Payment of Expenses and Provisions of Facilities to Councillors Policy





PAYMENT OF EXPENSES AND PROVISION OF FACILITIES TO COUNCILLORS

Responsible Department:	Corporate & Community Services
Responsible Section:	Corporate & Community Services
Responsible Officer:	Director Corporate Services

Objective:

In accordance with the provisions of the Local Government Act 1993 ("the Act"), Council is required to adopt a Policy concerning the payment of expenses incurred or to be incurred and the provision of facilities to Councillors in relation to discharging the functions of Civic Office. Additionally, the Act requires Council to review the Policy Within the first 12 months of each term of a council.

Introduction:

The objective of this Policy is to ensure that there is accountability and transparency in the reimbursement of expenses incurred, or to be incurred by the Mayor and Councillors. The Policy establishes a framework, based on the requirements of the Act, for the payment of expenses and provision of facilities to the Mayor and Councillors. The Policy provides for adequate, fair and equitable payment or reimbursement of expenses and provision of facilities to the Mayor and Councillors to enable efficient discharge of the functions of Civic Office. This Policy applies to all Councillors of Narrabri Shire Council, including the Mayor. In carrying out their civic responsibilities, Councillors are required to attend a variety of functions in their capacity as representatives of Council.

Policy:

1. Private Use of Equipment and Facilities

- 1.1. The Model Code of Conduct provides that Council resources must be used ethically, effectively, efficiently and carefully. Council property, including intellectual property, official services and facilities must not be misused by any person or body for private benefit or gain. Councillors must also avoid any action or situation that could create the appearance that Council resources are being used inappropriately.
- 1.2. If a Councillor uses Council resources for their own private use, payment is to be made to Council for such use. It is acknowledged that some minimal use of Council resources may occur from time to time. Such minimal private use is not subject to compensatory payment back to Council.



- 1.3. Under no circumstances will Council permit the use of Council resources, facilities and equipment for the initiation or issue of election material/letters. Such use is highly inappropriate and could represent a breach of Council's Code of Conduct.

2. Payment of Expenses

2.1. General Provisions

- 2.1.1. It is expected that expenses will be incurred in the performance of Mayoral and Councillor civic duties. Accordingly, Council will provide reimbursement of approved expenses incurred in the performance of civic duties for the Mayor and Councillors.
- 2.1.2. No allowances or expenses other than those explicitly contained in this Policy are payable to the Mayor or Councillors.
- 2.1.3. The Mayor and Councillors must not obtain any private benefit under this Policy unless reasonable payment is made.
- 2.1.4. The Mayor and Councillors must not use any Council resource for political purposes.
- 2.1.5. Where it is appropriate for the Mayor or a Councillor to give a gift or benefit (for example, on a Council related business trip or when receiving visitors), these gifts and benefits should be of an appropriate value for the occasion.

2.2. Approval Process

- 2.2.1. Reimbursement of expenses shall only be made upon the production of appropriate receipts and tax invoices and the completion of the required Expense Claim form.
- 2.2.2. Claims for reimbursement of expenses are to be lodged at the conclusion of each month.
- 2.2.3. A claim for reimbursement of expenses must be lodged within thirty (30) days of the end of the previous calendar month, on an Expense Claim form and lodged with the General Manager (or their delegate).
- 2.2.4. All reimbursement or advancement of expenses must be approved by the General Manager (or their delegate).

2.3. Dispute Resolution Process

- 2.3.1. Any dispute relating to the administration of this Policy must be made in writing to the General Manager detailing the grounds for the dispute. Any such disputes will be referred to the next scheduled Ordinary Meeting of Council for determination and resolution.



2.4. Payments in Advance

- 2.4.1. Requests for payment in advance may be made in the anticipation of expenses to be incurred in attending conferences, seminars, professional development opportunities or any service or facility covered by this Policy. Advance payment claims are to be submitted on an Expense Claim form.
- 2.4.2. Following the occurrence of the expense(s) reconciliation is required to be completed on the Expense Claim form including supporting tax invoices/receipts. The form should indicate the advance expense payment less actual expenses and any excess to be repaid or deficit to be reimbursed. Where an excess Payment of Expenses and Provision of Facilities to Councillors Policy - Page 3 of 14 of advance over actual expenses is recorded, cash or cheque repaying the excess advance must accompany the Expense Claim form when it is submitted.

3. Specific Expenses for Councillors

3.1. Attendance at Conferences and Seminars

- 3.1.1. Councillors will nominate, in writing, or will be nominated by Council to attend conferences, seminars or similar functions through resolution duly passed in an open session of a Council Meeting.
- 3.1.2. If notice of a conference is brought to the attention of Council, where registration deadlines will not permit a Councillor(s) nomination to be presented in an open session of a Council Meeting, the Mayor and General Manager may approve the attendance of a Councillor to the nominated conference, seminar or similar function. If the Mayor is the nominated Councillor, then the Deputy Mayor and General Manager may approve the attendance of the Mayor to the nominated conference, seminar or similar function.
- 3.1.3. If approval is given under the above delegated authority, all Councillors will be notified that the authority has been exercised.
- 3.1.4. The Mayor shall not be precluded from nominating a substitute attendee for functions on those occasions where the Mayor is unable to be in attendance.

3.2. What May Be Attended

- 3.2.1. The conferences, seminars and similar functions to which this Policy applies shall generally be confined to:
- Consideration of comments by the Local Police Service;
 - The nature of the event;
 - The proposed number of people attending the event;
 - The security and control measures to be instigated;
 - The timeframe proposed for the suspension of the zone;
 - Perceived benefits or otherwise to the broader community interests.



- Traffic Management Plan and Event Management Plan if required by Council.

3.2.2. Any meetings or conferences of organisations or bodies on which a Councillor may be elected, or appointed to.

3.3. Registration

3.3.1. Where the Mayor or a Councillor has been authorised to attend a conference, seminar, professional development opportunity or similar function the Council will pay all normal registration costs which are charged, including those relating to official luncheons, dinners and tours which are relevant to the interests of the Council.

Expense Type	Refund Basis	Limit
Attendance at Conference, Seminar or similar function-Registration	Actual	Nil

3.4. Costs Incurred

3.4.1. Reimbursement of costs incurred shall be subject to the requirements:

- The travel is on Council related business being to and from the conference, seminar or similar function.
- Reasonable and necessary out-of-pocket expenses, on the production of receipts or tax invoices.
- The travel is undertaken economically with all due expedition and by the most direct route.
- Any time occupied in other than Council related business is not included in the calculation of expenses to be paid.
- A claim for reimbursement of expenses must be lodged within thirty (30) days of the end of the previous calendar month, on an Expense Claim form.
- Accommodation will be booked through and by the Executive Assistant to the General Manager and Mayor.
- Where possible, accommodation costs will be paid in advance prior to attendance by the Mayor or Councillor.
- Actual accommodation and sustenance (ATO) Taxation Determination concerning travel allowances and incidentals or on the basis of reasonableness, as determined by the Mayor and General Manager.

Expense Type	Refund Basis	Limit
Attendance at Conference, Seminar or similar function-Other costs	Actual	As defined in the relevant ATO Taxation Determination concerning travel allowances and incidentals. (TD 2017/19 Table 3)



3.5. Attendance at Dinners and Other Non-Council Functions

- 3.5.1. Consideration will be given to meeting the cost of Councillors' attendance at dinners and other non Council functions which provide briefings to Councillors from key members of the community, politicians and business.
- 3.5.2. Approval to meet expenses will only be given when the function is relevant to Council's interest and attendance to the function is open to all Councillors.
- 3.5.3. The Mayor and General Manager may approve the attendance of a Councillor to a dinner or non Council function. If the Mayor is the nominated Councillor, then the Deputy Mayor and General Manager may approve the attendance of the Mayor to the dinner or non-Council function.
- 3.5.4. No payment will be reimbursed for any component of the ticket that is additional to the service cost of the function, such as a donation to a political party or candidate electoral fund or some other private benefit.
- 3.5.5. The fundraising activities of political parties, including political fundraising events, are considered to be personal interests. Council will not pay expenses or provide facilities to Councillors in relation to supporting and/or attending such activities or events.

Expense Type	Refund Basis	Limit
Attendance at Dinners and Other Non-Council Functions	Actual	Nil

3.6. Attendance at Professional Development Opportunities

- 3.6.1. Attendance at professional development opportunities by Councillors will be authorised under the Council's Councillor Professional Development Policy.
- 3.6.2. Council will meet expenses incurred by a Councillor in attending an approved professional development opportunity, as detailed in the Cost Incurred section of this Policy.

Expense Type	Refund Basis	Limit
Attendance at Professional Development Opportunities – Other costs	Actual	As defined in the relevant ATO Taxation Determination concerning travel allowances and incidentals. (TD 2017/19 Table 3)



3.7. Reporting Requirements

- 3.7.1. Councillors will report, in writing, in an open session of a Council Meeting on the outcome of the conference, seminar or similar function attended. The report will be submitted to the General Manager (or their delegate) within one (1) month of the Councillor's attendance at the conference, seminar or similar function.
- 3.7.2. If a number of Councillors attend the same function, a single report may be submitted on behalf of all Councillors that attended, however the report must be signed by all Councillors that were in attendance.
- 3.7.3. The report to Council will be in writing and include the following:
- The purpose/subject matter of the conference, including the reason for the attendance of the delegate(s).
 - The agenda of the conference.
 - Any items of interest to Council discussed at the conference.
 - Recommendations for further areas of action or investigation (if applicable).
- 3.7.4. A Councillor(s) who attend the annual conference of Local Government NSW do not need to provide a written report to Council.

3.8. Travel Arrangements

3.8.1.1. Local Travel Arrangements and Expenses

- 3.8.1.1.1. Councillors will be entitled to be reimbursed for travel from their home whilst carrying out civic duties at the rate per kilometre as determined in the Local Government (State) Award.
- 3.8.1.1.2. Civic duties are defined as:
- Councillor workshops, inspections, Council and Committee Meetings.
 - Community meetings approved by the Mayor or General Manager.
 - Meetings with staff approved by the General Manager.
 - Conferences, seminars, professional development opportunities, formal and social functions where representing Council and approved by either the Council or the Mayor and General Manager.
 - Meeting with residents in the course of discharging duties as a Councillor.
- 3.8.1.1.3. Each Councillor is to keep a log of all civic duty kilometres travelled and submit the log at the end of each month (with their applicable Expense Claim form). The log will contain the date, time, venue/location, who was met, reason for the meeting/issue(s) discussed, kilometres travelled and reported outcome.



Expense Type	Refund Basis	Limit
Travel – Use of Private motor vehicle	Rate per kilometre as determined in Local Government (State) Award.	Nil.

- 3.8.1.1.4 Car-pooling is to be encouraged where a number of Councillors are to attend the same civic function.
- 3.8.1.1.5 Costs of traffic or parking fines incurred whilst travelling in private or Council vehicle on Council related business are the responsibility of the driver.
- 3.8.1.1.6 Where a Councillor must use another form of transport other than their own vehicle for travel within the Local Government area, then such approval must be obtained in advance from the General Manager.

3.8.2.1 Travel Outside Local Government Area, Including Interstate Travel

- 3.8.2.1.1 Councillors must obtain approval in advance from the General Manager for any travel outside of the Local Government area, including interstate travel.
- 3.8.2.1.2 For clarity, a Councillor appointed to a Committee, organisation or body, by Council, will have standing approval, by way of such appointment, to attend any meetings of the Committee, organisation or body outside the local government area provided the method of transport is by road.
- 3.8.2.1.3 Councillors will be entitled to travel to official engagements at Council's expense by the most practicable and economical method.
- 3.8.2.1.4 Councillors when travelling by air will travel economy class or as determined by the General Manager.
- 3.8.2.1.5 Where a Councillor travels in their own vehicle, they will be reimbursed at the appropriate per kilometre rate or airfare, whichever is the lower.
- 3.8.2.1.6 Upon request by Councillors, vehicles based at the Council Headquarters building will be made available to enable Councillors to attend conferences, seminars, workshops or meetings on Council related business.
- 3.8.2.1.7 Councillors should not obtain any private benefit from any loyalty program or equivalent while on Council related business.



3.8.3.1 Overseas Travel

3.8.3.1.1 Councillors while on Council related business shall receive the benefit of insurance cover for:

- Personal Accident (including sickness and journey/travel).
- Public Liability.
- Professional Indemnity.
- Councillor and Officers Liability.

3.8.4.1 Legal Expenses and Obligations

3.8.4.1.1 In the event of any enquiry, investigation or hearing by any of the following:

- Independent Commission Against Corruption (ICAC).
- The Office of the Ombudsman.
- The Office of Local Government.
- The Police.
- The Director of Public Prosecutions.
- The Local Government Pecuniary Interest and Disciplinary Tribunal into the conduct of a Councillor.
- The Australia's Securities Commission.

3.8.4.1.2 Legal proceedings being taken against a Councillor, arising out of or in connection with the Councillor's performance of civic duties or exercise of functions as a Mayor or Councillor.

3.8.4.1.3 Council shall, by resolution, reimburse such Councillor, after the conclusion of the enquiry, investigation, hearing or proceeding, for all legal expenses properly and reasonably incurred, given the nature of the enquiry, investigation, hearing or proceeding, on a solicitor/client basis;

PROVIDED THAT:

1. Approval of the General Manager, in writing, is sought and gained prior to any legal expense being incurred.
2. The amount of such reimbursement shall be reduced by the amount of any monies that may be or are recouped by the Councillor on any basis.
3. The Councillor's performance or exercise of the civic duty or function was in the opinion of Council bona fide and/or proper, and the Councillor acted in good faith as required under section 731 of the Act.
4. The amount of such reimbursement shall be limited to the extent that only fees charged at a rate equivalent to the hourly rate then being charged by Council's Solicitors will be paid (for example, any portion of the expenses



representing any hourly charge rate higher than the hourly charge rate of Council's Solicitor will not be reimbursed).

5. The Council is not the plaintiff in the action.
6. Any reimbursement shall not include any action by one Councillor against another Councillor.
7. The enquiry, investigation, hearing or proceeding results in a finding that is not substantially unfavourable to the Mayor or Councillor.

- 3.8.4.1.4 Council will not meet the legal costs of legal proceedings initiated by a Councillor under any circumstance.
- 3.8.4.1.5 Council will not meet the legal costs of a Councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation.
- 3.8.4.1.6 Legal costs will not be met for legal proceedings that do not involve a Councillor performing their role as a Councillor.
- 3.8.4.1.7 Where doubt arises in relation to any of these points, Council should seek its own legal advice.

3.8.5.1 Care and Other Related Expenses

- 3.8.5.1.1 Council will reimburse a Councillor's reasonable expenses to cover engagement of a babysitter or carer where required to allow the Councillor to attend any Council, Committee Meeting or Council workshop.
- 3.8.5.1.2 Other than where a carer is required by a Councillor themselves, Council will meet the reasonable expenses for the care of:
- A child of the Councillor; or
 - A dependant of the Councillor requiring full-time care, actually and necessarily incurred by a Councillor whilst attending Council and Committee Meetings, and Council workshops.
- 3.8.5.1.1 Council will not meet the reasonable expenses for the care of a child or a dependant of the Councillor if the care is provided by a relative of the Councillor who ordinarily resides with the Councillor
- 3.8.5.1.2 A Councillor is entitled to make a submission to the General Manager, in writing, for special consideration regarding care, for which a recommendation will be put to Council.

Expense Type	Refund Basis	Limit
Care and Other Related Expenses	Actual	\$20.00 per hour (up to four (4) hours) \$10.00 per hour



		(more than four (4) hours) \$2,500 Annually
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3.8.6.1 Accompanying Person Expenses – Conference, Seminar or Similar Function

- 3.8.6.1.1 Where the Mayor or Councillor is accompanied at a conference, seminar, professional development opportunity or similar function all costs for, or incurred by, the accompanying person, including travel, breakfast, meals, registration and/or participation in any conference programs, are to be borne by the Councillor/accompanying person and not by the Council.

3.8.7.1 Accompanying Person Expenses - Official Council Functions Within Local Government Area

- 3.8.7.1.1 Where the Mayor or a Councillor is accompanied at an official Council function within the local government area all travel and subsistence costs for, or incurred by, the accompanying person, will be met by Council.

Expense Type	Refund Basis	Limit
Accompanying Person Expenses – Official Council Functions Within Local Government Area (Travel and subsistence only)	Actual	As defined in the relevant ATO Taxation Determination concerning travel allowances and incidentals. (TD 2017/19 Table 3)

3.8.8.1 Accompanying Person Expenses - Official Council Functions Outside Local Government Area

- 3.8.8.1.1 Where the Mayor or a Councillor representing the Mayor is accompanied at an official Council function or carrying out an official ceremonial duty outside the local government area (but within the State) the payment of all travel and subsistence costs for, or incurred by, the accompanying person, will be considered by Council.

Expense Type	Refund Basis	Limit
Accompanying Person Expenses - Official Council Functions Outside Local Government Area (Travel and subsistence only)	As determined by Council	As determined by Council



4. Provision of Facilities (and Equipment) for Councillors

4.1. General Provisions

- 4.1.1. Council will provide facilities and equipment to each Councillor to ensure that they can undertake their civic duties in an appropriate and efficient manner.

4.2. Councillor Corporate Dress

- 4.2.1. Each Councillor will be supplied with a Council name badge and either a necktie or scarf.

4.3. Business Cards

- 4.3.1. Councillors will be issued with a reasonable number of business cards (for example 250). Replacements will be provided on written request.

4.4. Meals and Refreshments at Council Meetings

- 4.4.1. Provision of meals and refreshments associated with Councillor attendance at Council and Committee Meetings and Councillor workshops or at any other time deemed appropriate by the Mayor or General Manager whilst on Council related business.

4.5. Councillor (Meeting) Room

- 4.5.1. Provision of meeting room facilities, including furnishings, telephone (local and STD access only), appropriate access to internet access, printing and photocopying facilities. These facilities will be made available at the Council Administration Building located in Narrabri for the purposes of Council related business.

4.6. Computer Facilities

- 4.6.1. Councillors will be provided with computer facilities to assist in undertaking civic duties. Facilities provided will consist of an iPad with accessories (including carry case and keyboard). Council will meet the cost of a wireless internet connection, considered appropriate (for use in direct relation with Council provided computer facilities) for the conduct of Councillor civic duties.

5. Provision of additional Facilities (and Equipment) for Mayor

5.1. Mayoral Office Accommodation

- 5.1.1. Council will provide a furnished office at the Council Administration building located in Narrabri to enable the Mayor to undertake civic duties. The office furnishings will include:

- Provision of a desktop computer and associated software packages (with internet connection).
- Provision of a telephone (landline) (including all call costs).



5.2. Executive Assistant Support

5.2.1. Executive assistant support, from a suitably experienced and qualified resource, will be provided during normal office hours to provide assistance and support to the Mayor in the conduct of their civic duties.

5.3. Ceremonial Clothing

5.3.1. The Council will provide the Mayor with Mayoral robes and the Chain of Office.

5.4. Mobile Phone

5.4.1. Council will meet the cost of mobile call costs in direct relation to the conduct of Mayoral civic duties. The Mayor must meet the cost of all non-civic duty calls.

Expense Type	Refund Basis	Limit
Mobile Phone and mobile call costs	Actual	Nil

5.5. Provision of a Motor Vehicle

5.5.1. Council will provide to the Mayor, at its cost, a registered, insured, maintained and fuelled vehicle for use by the Mayor on official duties and for private use.

5.5.2. The vehicle is provided on the following basis:

- The changeover of the vehicle is to occur in accordance with Council's Motor Vehicle Policy.
- The Mayor is to be provided with a suitably equipped vehicle commensurate with the requirements of the Office of Mayor in accordance with Council's Motor Vehicle Policy that is in place at the time of purchase.
- The Mayor is to enter into Council's standard agreement for the use of the vehicle, which is the subject of this Policy.

5.5.3. Conditions of Use of Motor Vehicle

- The vehicle is to be kept in a clean and tidy condition to ensure that a professional image of the Council is presented at all times, and to retain the capital value of the vehicle.
- The Mayor will ensure the general roadworthiness of the vehicle. This will include for example the checking of oil, fuel, coolant, brake fluid, lights, windscreen washers and wipers, water, battery and tyre tread and pressure, and taking corrective action where necessary as per vehicle specifications/manual.
- The vehicle is to be serviced at required intervals and in accordance with the manufacturer's specifications.
- Smoking is not permitted under any circumstances in the vehicle, at any time, by any person.



- Animals are not permitted in the vehicle at any time, unless in the event of medical emergencies or natural disasters.
- Wherever possible, the vehicle is to be garaged off-street.
- The Mayor and their nominated partner are entitled to drive the vehicle, provided that such a person is competent and a fully licensed driver.
- If the Mayor is present in the vehicle, any competent and fully licensed driver may drive the vehicle. Under no circumstances is an 'L' plate driver to drive the vehicle. Payment of Expenses and Provision of Facilities to Councillors Policy - Page 11 of 14.
- The Mayor will be strictly responsible for all parking, traffic or other fines or infringements arising from the use of the vehicle whilst the vehicle is in their control and/or under the control of a non-Council employee driver authorised by the Mayor.

5.6. Car Parking Space

- 5.6.1. One (1) car parking space reserved for the Mayor will be provided at the Council Administration building located in Narrabri for use by the Mayor.

5.7. Corporate Credit Card

- 5.7.1. The Mayor will be provided with a Corporate Credit Card to facilitate payment of incidental expenses in conjunction with discharging the functions of the Mayoral Office.
- 5.7.2. The credit card will have a limit of \$5,000.
- 5.7.3. The credit card is to be used for Council-related business expenditure only.
- 5.7.4. The credit card must not be used for obtaining cash advances.
- 5.7.5. Upon completion of the Mayoral term, the credit card is to be returned to the General Manager on or prior to the date the term ceases.
- 5.7.6. On-going use of the credit card by the Mayor will be in accordance with and subject to

5.8. Photograph

- 5.8.1. The Mayor will be given an official framed photograph as a memento of their term in Office.

6. Other Matters

6.1. Acquisition and Return of Facilities and Equipment by Councillors

- 6.1.1. All equipment provided to Councillors under this Policy shall remain the property of the Council and be returned in good condition to the Council upon the Mayor or Councillor ceasing to hold Civic Office.



6.2. Annual Fees Payable to Councillors

6.2.1. Pursuant to section 248 of the Act, Council shall, prior to 30 June each year, set by resolution, the annual fees to be paid to the Councillors for the following year commencing on 1 July provided that such fee shall be within the range for the Council determined annually by the Local Government Remuneration Tribunal. Such payment shall be subject to clause 404 of the Regulation and any specific resolution of the Council under section 254A of the Act.

6.3. Annual Fees Payable to the Mayor

6.3.1. Pursuant to section 249 of the Act, Council shall, prior to 30 June each year, set by resolution, the annual fee to be paid to the Mayor for the following year commencing on 1 July provided that such fee shall be within the range for the Council determined annually by the Local Government Remuneration Tribunal.

6.4. No Deduction under this Policy from Annual (Mayoral or Councillor) Fees

6.4.1. Unless otherwise provided, the payment of, or reimbursement of expenses and the facilities that may be provided under this Policy, shall be provided without reduction from the annual fees payable to the Mayor and Councillors, as determined by the Council under sections 248 to 254 inclusive of the Act.

References:

- Local Government Act 1993.
- Local Government (General) Regulation 2005.
- *Office of Local Government Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW (October 2009).*
- 2016 Taxation Determination (TD 2016/13)
- Council's Code of Conduct.
- Expense Claim form.
- Councillor Private Motor Vehicle Use Log form.
- Mayoral Vehicle Private Use Log form.

Definitions:

Accompanying Person

Shall mean spouse, partner or a person with a close personal relationship to the Councillor and/or provides carer support to the Councillor.

The Act

Local Government Act 1993.

Councillors

Elected Council representatives, including the Mayor



Expenses

Payments made by the Council to reimburse Councillors for reasonable costs or charges incurred or to be incurred for discharging their civic functions. Expenses are separate and additional to annual fees.

Facilities

Equipment and services that are provided by Council to Councillors to enable them to perform their civic functions with relative ease and at a standard appropriate to their professional role as Councillors.

Summary of Expenses for Councillors

Expense Type	Refund Basis	Limit
Attendance at Conference, Seminar or similar function - Registration	Actual	Nil
Attendance at Conference, Seminar or similar function – Other costs	Actual	As defined in the relevant ATO Taxation Determination concerning travel allowances and incidentals. (TD 2017/19 Table 3)
Attendance at Dinners and other Non Council Functions	Actual	Nil
Attendance at Professional Development Opportunities – Other costs	Actual	As defined in the relevant ATO Taxation Determination concerning travel allowances and incidentals. (TD 2017/19 Table 3)
Travel - use of private motor vehicle	Rate per kilometre as determined in the Local Government (State) Award.	Nil
Travel – Air	Actual	Nil
Travel – Rail	Actual	Nil
Travel – Taxi	Actual	Nil
Travel – Bus	Actual	Nil
Travel – Parking	Actual	Nil; however valet parking prohibited.
Care and Other Related Expenses	Actual	\$20.00 per hour (up to four (4) hours) \$10.00 per hour (more than four (4) hours) \$2,500 Annually
Accompanying Person Expenses - Official Council Functions Within Local Government Area (Travel and subsistence only)	Actual	As defined in the relevant ATO Taxation Determination concerning travel allowances and incidentals. (TD 2017/19 Table 3)
Accompanying Person Expenses - Official Council Functions Outside Local Government Area (Travel and subsistence only)	As determined by Council	As determined by Council



Summary of Expenses for Councillors

Expense Type	Refund Basis	Limit
Mobile Phone and mobile call costs	Actual	Nil

History:

Minute Number	Meeting Date	Description of Change
447/95	16 May 1995	Adopted
413/96	21 May 1996	Councillor Fee Amended
414/96	21 May 1996	Mayoral Fee Amended
356/97	20 May 1997	Councillor Fee Amended
357/97	20 May 1997	Mayoral Fee Amended
142/98	18 March 1998	Amended
275/98	19 May 1998	Councillor Fee Amended
276/98	19 May 1998	Mayoral Fee Amended
218/99	18 May 1999	Councillor & Mayoral Fee Amended
205/2000	18 May 2000	Councillor Fee Amended
206/2000	18 May 2000	Mayoral Fee Amended
556/2000	5 December 2000	Amended
70/2001	20 March 2001	Amended
156/2001	15 May 2001	Councillor Fee Amended
157/2001	15 May 2001	Mayoral Fee Amended
211/2002	21 May 2002	Councillor Fee Amended
212/2002	21 May 2002	Mayoral Fee Amended
198/2003	20 May 2003	Councillor Fee Amended
199/2003	20 May 2003	Mayoral Fee Amended
256/2004	18 May 2004	Councillor Fee Amended
257/2004	18 May 2004	Mayoral Fee Amended
932/2004	14 December 2004	Reviewed
334/2005	18 May 2005	Councillor Fee Amended
335/2005	18 May 2005	Mayoral Fee Amended
71/2006	21 February 2006	Councillor Fee Amended
72/2006	21 February 2006	Mayoral Fee Amended



425/2006	20 June 2006	Councillor Fee Amended
426/2006	20 June 2006	Mayoral Fee Amended
909/2007	18 December 2007	Reviewed
597/2010	21 September 2010	Reviewed
781/2011	15 November 2011	Reviewed
18/2013	5 February 2013	Reviewed
922/2013	3 December 2013	Reviewed
669/2014	28 October 2014	Reviewed
500/2015	15 September 2015	Reviewed
220/2017	24 October 2017	Format change, change in respect to : overseas travel, expense limits in line with ATO Tax Rulings



Appendix *Two*

Audited Financial Report (In Draft and Under Audit)





Easy Read Disability Inclusion Action Plan



EASY READ

Disability Inclusion

ACTION PLAN

Our Plan for 2017 - 2021



NARRABRI SHIRE
DISCOVER THE POTENTIAL

In this Plan

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Introduction

ACKNOWLEDGMENT OF COUNTRY

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

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

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

*Adopted by Narrabri Shire Council
in July 2016.*



Introduction

MESSAGE FROM OUR MAYOR

As Mayor of Narrabri Shire Council, I am proud to introduce Council's Easy Read Version of the Disability Inclusion Action Plan.

The Easy Read version is a summary of the more detailed plan. The Plan demonstrates our commitment to improve the quality of our services.

Council's aim is to have all Shire facilities accessed equally and to have a genuinely inclusive community. With the help of this plan I am sure Narrabri Shire will be a better place for everyone.

I am proud of the diversity of our community and the positive contributions that all people make to our Shire.

Thank you to all those people and groups who helped us with the Plan.

- Ms Cathy Redding, Mayor



NARRABRI SHIRE COUNCIL

Introduction

MESSAGE FROM OUR GENERAL MANAGER

Narrabri Shire Council is committed to making the Shire a better place for all people in which to live. I am really pleased we have the Disability Inclusion Action Plan that makes Narrabri a better place for those people in our community who are living with a disability as this is an important job for Council.

We asked a lot of people about what they thought we needed to do to make our Shire a better place in which to live. We listened to what you said and based on those things this Plan was written. One of the ideas was to have an Access and Inclusion Committee. That Committee will advise Council about ways to make things easier for people with a disability and will report on how we are going with our Plan.

Thank you to everyone who has been involved. I look forward to working with staff and the community to put the plan into action.

- Mr Stewart Todd, General Manager





The Easy Read Plan

This 'Easy Read' Plan is written in an easy-to-read way with pictures to help people more easily understand the document.

The 'Easy Read' document is a summary of what is in the Disability Inclusion Action Plan.

You can find the detailed Plan on our website:

www.narrabri.nsw.gov.au



DISABILITY INCLUSION ACTION PLAN [EASY READ] 2017 - 2021



The Easy Read Plan

ABOUT OUR PLAN

**Our plan is effective from July 1, 2017 to June 30, 2021
and focuses on four key areas:**



Promoting positive community attitudes and behaviours.



Creating livable communities.



Supporting access to meaningful employment.



Improving access to services through better systems and processes.

NARRABRI SHIRE COUNCIL



DISABILITY INCLUSION ACTION PLAN [EASY READ] 2017 - 2021

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A profile of people with disability in Australia

The results of the 2015 Survey of Disability, Ageing and Carers provide a profile of people with disability in Australia.



There were **4.3 million** Australians with disability in **2015**



The likelihood of living with disability increases with age, **2 in 5** people with disability were **65 years or older**



Almost **1/3** of people with **disability** had a profound or severe disability



Around **3 in 5** people with disability* needed assistance with at least one activity of daily life



Around **half** of people with disability used **aids or equipment** to help with their disability



Around **1 in 5** people with disability said their main long-term health condition was a mental or behavioural disorder



People with disability* aged **15-24 years** were **10 times** more likely to report the experience of discrimination than those aged **65 years and over**

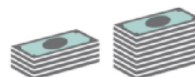


People with disability



People with no reported disability

53% of people with **disability** participated in the workforce**, compared with **83%** of people with **no reported disability**



\$465 **\$950**

The weekly median income** of people with **disability** was **\$465**, which was less than half of those with **no reported disability**

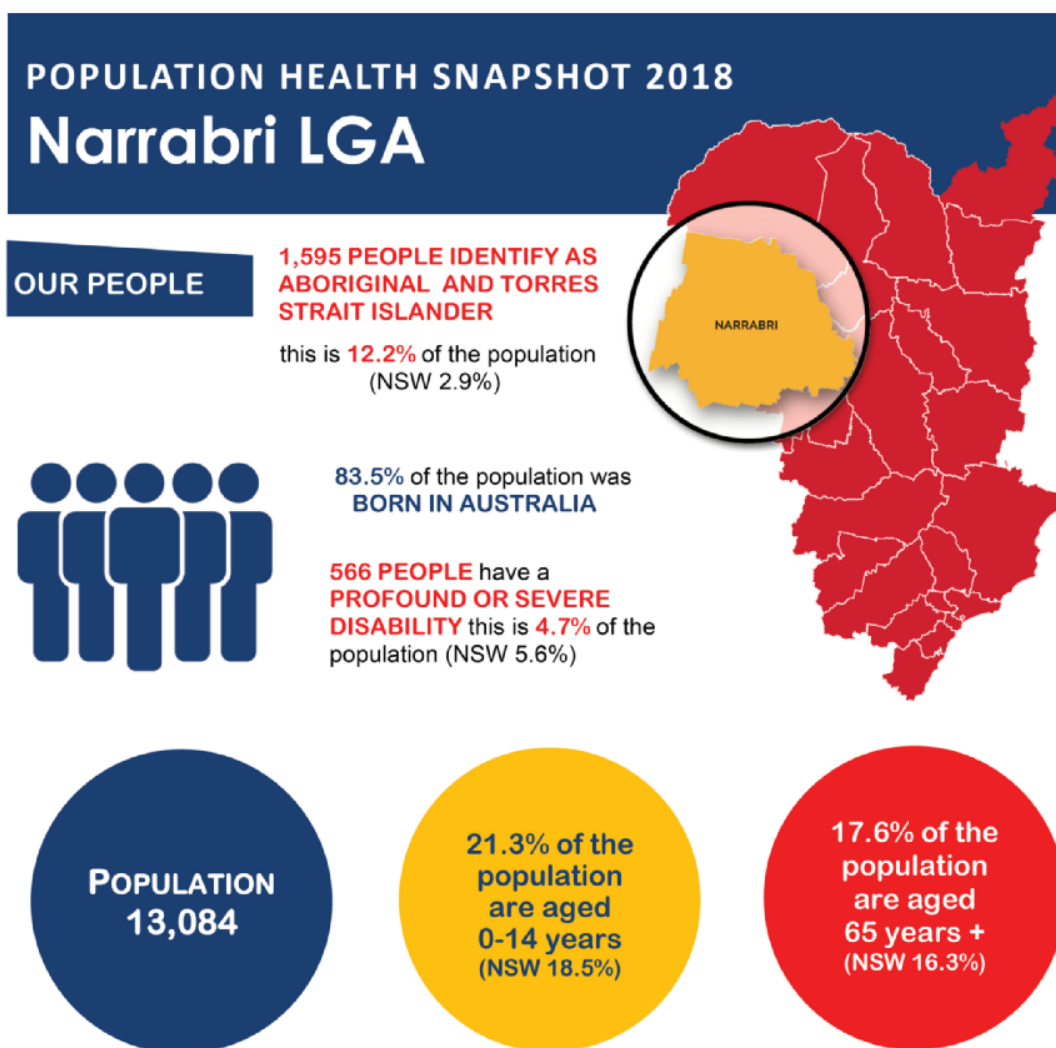
NARRABRI SHIRE COUNCIL



DISABILITY INCLUSION ACTION PLAN [EASY READ] 2017 - 2021

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About our Shire





About our Shire

WHAT WE DO WELL



- ✓ Ramp into the heated lap pool and lifting chairs to all three Shire pools.



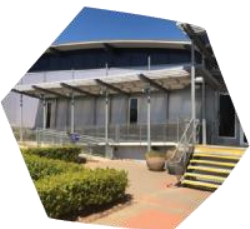
- ✓ Easy Access to the Narrabri Aquatic Centre.



- ✓ Accessible ramp at The Crossing Theatre.



- ✓ The Crossing Theatre has 'differently-abled access'.



- ✓ The Narrabri Visitors Information Centre offers ramped access to the building.

NARRABRI SHIRE COUNCIL

About our Shire

WHAT WE DO WELL



- ✓ Clear signage at the Visitor Centre regarding accessible ramp.



- ✓ Disabled parking across the Shire.



- ✓ Disability access to Narrabri Library.



- ✓ Accessible paths and cycle ways.



- ✓ Interpretive playgrounds.

About our Shire

WHAT WE DO WELL



- ✓ Narrabri main street disability kerb ramps and parking.



- ✓ Recent works on Maitland Street, Narrabri to upgrade kerb ramps.



- ✓ Accessible ramp to Boggabri Library.



- ✓ Accessible toilets at Anzac Park, Boggabri.



- ✓ Accessible ramp at Wee Waa Library.

NARRABRI SHIRE COUNCIL

About our Shire

WHAT WE DO WELL



- ✓ Disability toilet at Wee Waa Library.



- ✓ Accessible toilets at the Pilliga Bore Baths.

About our Shire

WHAT WE HEARD YOU SAY, THAT WE NEED TO IMPROVE



- + Increased awareness of people with disabilities and their needs.



- + All abilities play equipment and recreational spaces.



- + Accessibility friendly signage.



- + Access to long term employment opportunities.



- + Shade and seating in playground areas and main shopping area.

NARRABRI SHIRE COUNCIL

About our Shire

WHAT WE HEARD YOU SAY, THAT WE NEED TO IMPROVE

- + Improved cinema seating.



- + Wheelchair accessible transport, especially after hours.



- + Accessible seating at sporting events that is covered from the elements.



- + More disability parking spaces.

- + Accessible gradients of footpaths, kerb ramps and pedestrian crossings.



- + Interpretive signage.



Putting our Plan into place

Promoting positive community attitudes and behaviours



An Access and Inclusion Committee will help implement the Disability Inclusion Action Plan and provide advice to Council.



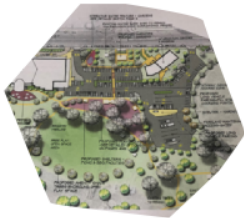
Help businesses to become more accessible and inclusive.



Incorporate understanding of the needs of people with a disability into the staff induction process.

Putting our Plan into place

Creating Liveable Communities



Inclusion and accessibility are to be considered in all Council Capital works upgrades.



Develop a Design Principles Policy which complies with inclusion principles.



Provide improved library resources in a variety of formats.



Support sporting clubs and community organisations to increase participation for people with a disability.

Putting our Plan into place

Supporting access to meaningful employment



Support provided to people with a disability applying for positions in Council.



EEO Policy to be reviewed in line with accessibility and inclusion requirements.



Work with other services to promote volunteering opportunities.

Putting our Plan into place

Improving access to services through better systems and processes



Create Council publications and website that is accessible to all.



Provide accurate and timely information about accessibility to events in the Shire.



Support Interagency meetings.



Establish Dementia Friendly communities in the Shire.

Measuring our success

Promoting positive community attitudes and behaviours



Annual Report from Access and Inclusion committee demonstrating positive activities and outcomes.



Satisfaction surveys from the community indicating improvement in inclusion.



Reduction in complaints regarding infrastructure and works due to consultation incorporating principles of inclusion

Measuring our success

Improving access to services through better systems and processes



Satisfaction surveys indicating people with a disability have increased access to entertainment and sporting facilities and events.



Increased number of people with disability employed in Council and in the wider community.



Enhanced internal communication between Council staff as reported by staff survey.



Increase in number of people accessing Council information through a variety of platforms.

Thank you

Council would like to thank all those who contributed to developing the Narrabri Shire Council Disability Inclusion Action Plan 2017-2021.

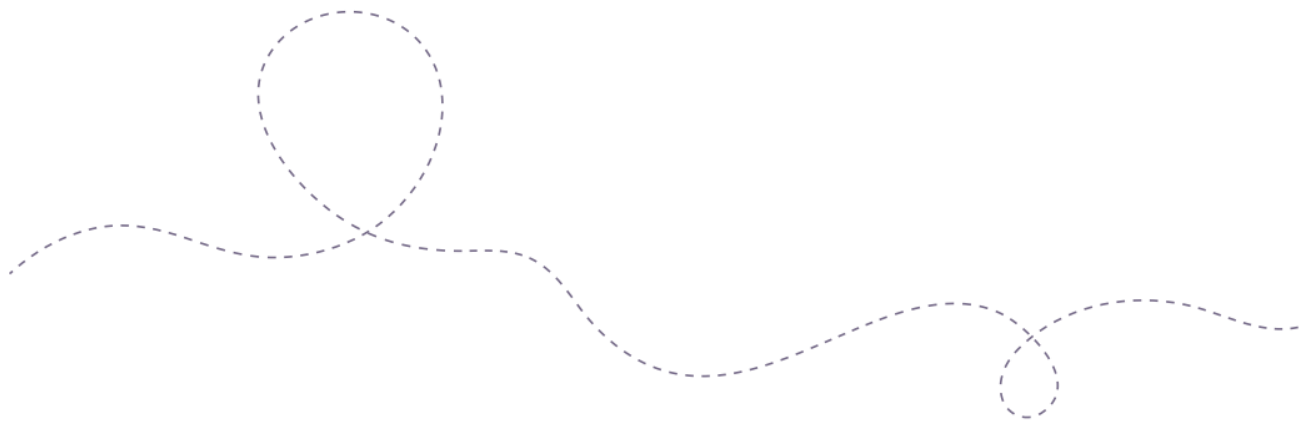
For further information, please contact:

Narrabri Shire Council

46-48 Maitland Street, Narrabri NSW 2390
(02) 6799 6866 or council@narrabri.nsw.gov.au

Website - www.narrabri.nsw.gov.au

Facebook - facebook.com/narrabrishire



Narrabri Shire Council

46 – 48 Maitland Street, Narrabri NSW 2390

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www.narrabri.nsw.gov.au



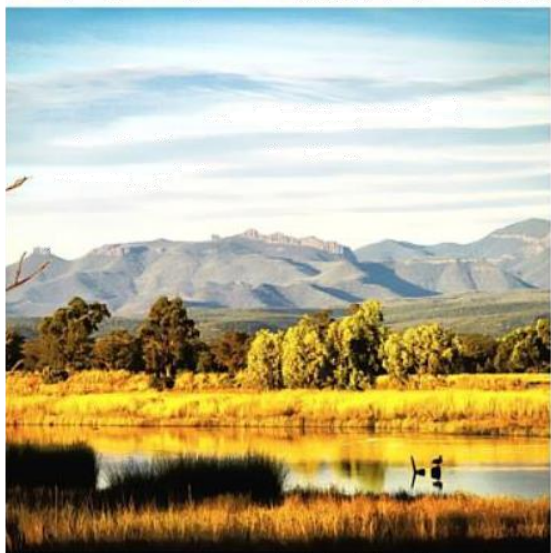
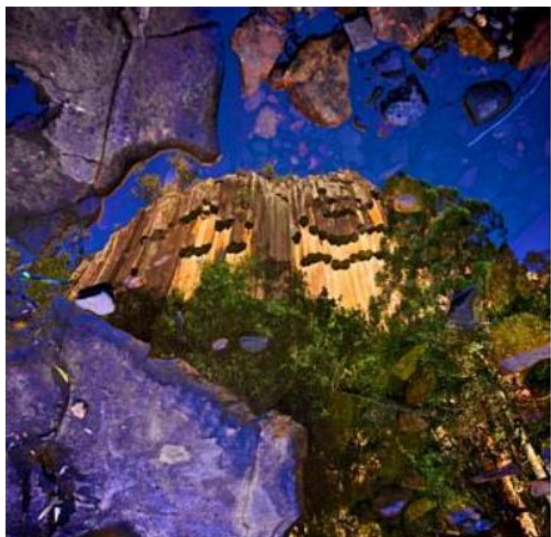
Service Plan

QUARTERLY REPORT



As at **September 2019**





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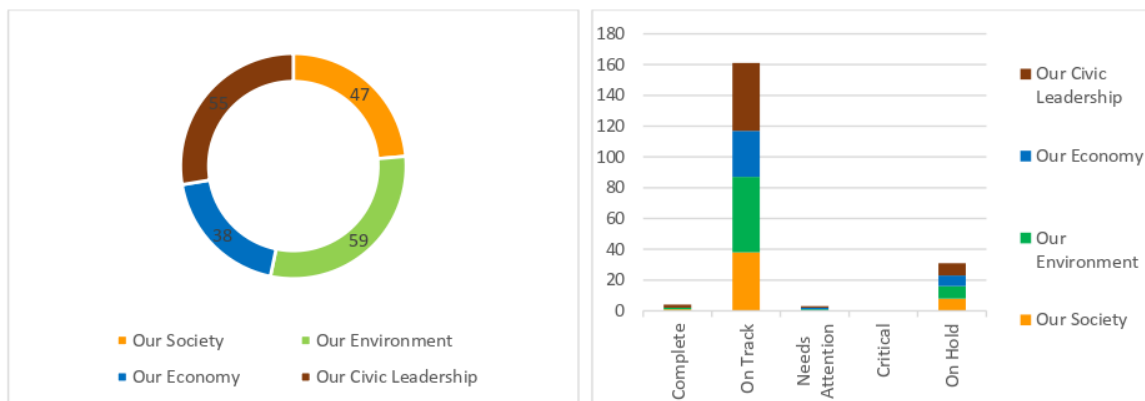
Executive Summary

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.

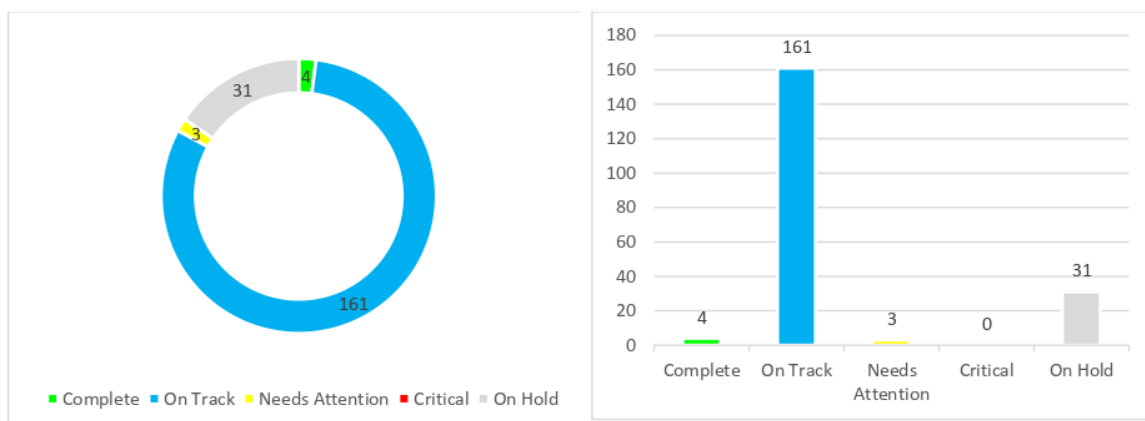
The following figure captures Council's progress to date according to each strategic theme.

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
Number of airport usages per annum	> 1,900	462

Airport Services – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Airport - Replace Aerodrome Frequency Response Unit & Pilot Actuated Lighting (AFRU/PAL)	15,000	0	15,000	10 %	UPS upgraded last year and system has been working well since. Continue monitoring over the next few months to ensure system is functioning correctly.
Airport - Terminal Improvement	20,000	8,853	47,160	25 %	Internal painting scheduled to commence in October 2019.
Airport - Airside Drainage Improvement	20,000	0	20,000	5 %	Preliminary investigations and designs being undertaken.
Airport - New Signage & Barriers	10,000	0	10,000	10 %	Signage design and layout finalised, works to begin November 2019.
Airport - LED Lighting for Apron Flood Light Infrastructures	40,000	3,356	5,900	5 %	Upgrade on hold due to low volume of traffic using the airport due to ongoing drought.
Airport - CCTV Cameras for Airside & Emergency/Security Gate	20,000	0	20,000	5 %	Quotes being sought for CCTV Cameras.
Narrabri Airport - Narrabri Airport Perimeter Fencing	25,809	25,947	25,947	100 %	Project Completed.
Narrabri Airport - Electricity Upgrade	28,377	0	28,377	10 %	Scope being developed.
Airport Capex - New Terminal Building Design	0	0	40,000	0 %	Yet to Commence.
Total:	179,186	38,155	212,384		

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 'Doing things right'	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 'Doing the right things'	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

Information Services – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Information Services - Replace Desktop Computers with Laptops	20,000	0	20,000	25 %	Received quotes from suppliers.
Information Services - Connect Depot with Fibre Optic	100,000	0	100,000	5 %	Planning commenced.
Information Services - Smart Board	7,500	0	7,500	50 %	Smart Board received and will be installed during October 2019.
Information Services - Upgrade Desktop Computers in Narrabri, Wee Waa and Boggabri Libraries	37,800	0	37,800	25 %	Purchase order has been sent to the supplier.
Information Services - Upgrade CAD Computers	15,000	0	15,000	50 %	Computers received, with upgrade to be carried out in October 2019.
Information Services - Connect Narrabri Waste Facilities to Admin via Wireless Link (Microwave)	25,000	0	25,000	100 %	Waste facilities has been successfully connected to the corporate network.
Information Services - Upgrade Narrabri CBD CCTV System (carryover 2018/19 + grant funding)	114,555	67,473	114,555	75 %	Waiting for roundabout beautification project to install Cameras in all 4 roundabouts and complete this CCTV project in Narrabri CBD.
Corporate Information System (remainder of project)	0	82,040	75,250	100 %	Project Completed.
IT – Replace/Upgrade CCTV Depot	0	41,900	41,900	100 %	Project Completed.
IT - Equipment for Customer Service Refit	0	886	886	100 %	Project Completed.
IT Capex - Replace Council Chamber Sound System	0	0	25,000	0 %	Yet to commence.
Total:	319,855	192,299	462,891		

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

Library Services – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Libraries - Repair Guttering & Repaint Facia Boards Boggabri	5,000	0	5,000	0 %	Work is yet to commence.
Libraries - Repaint & Recarpet Wee Waa Library	15,000	0	15,000	0 %	Work is yet to commence.
Libraries - Replace Air Conditioning Narrabri Library	30,000	0	30,000	0 %	Work is yet to commence.
Total:	50,000	0	50,000		

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

Property Services – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Property Services - Council Rental Property Improvements	15,000	0	15,000	0 %	Yet to Commence.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Property Services - Energy Sustainability Project – Stage 2	120,000	0	120,000	10 %	Submission received for upgrades to Narrabri Pool. Tender being developed for solar to other sites along with maintenance program to upgrade lighting and install energy saving devices as part of routine maintenance.
Property Services - 97 Cowper Street, Wee Waa – Releveling of Building	15,000	0	15,000	5 %	Scope being determined to seek quotations.
Property Services - Key Management System – Stage 2 & 3	10,000	0	10,000	5 %	Audit of number and type of locks to be changed, completed. Specification and new key hierarchy being developed to allow quotes to be sought.
Property Services - Narrabri Library External Painting	15,000	0	15,000	5 %	Scope being determined to seek quotations.
Property Services - Administration Building Refurbishment – Stage 2 (Western Wing)	160,000	0	160,000	5 %	Preliminary designs completed, awaiting finalisation of design to allow quotes to be sought.
Caravan Parks - Boggabri Caravan Park	1,721,513	9,921	1,721,513	10 %	Contracts awarded and works commenced mid-September 2019.
Caravan Parks - Installation of Skirting to Underside of Cabins	5,000	0	5,000	15 %	The releveling of the cabins have been completed. Reopening of the Caravan Park will occur on completion of the skirting installation.
Property Services - Buildings Environmental Sustainability Project	148,776	0	148,776	5 %	Tender being developed for installation of solar panels on council buildings.
Property Services - Housing Stock Improvements	15,000	75	15,000	85 %	Kitchen Installed at 48 Regent St, final works being undertaken to complete project.
Property - Boggabri Courthouse Internal Structure	20,000	0	20,000	0 %	Contractor engaged for works, to be finished mid-February 2020.
Total:	2,245,289	9,996	2,245,289		

Depot Services – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Depots - Narrabri Depot – Office Workplace Improvements	150,000	0	150,000	5 %	Consultation with depot stakeholders continuing to develop a design that suits all interested parties.
Depots - Boggabri & Wee Waa CCTV Cameras	20,000	0	20,000	5 %	Design and layout being finalised to allow quotes to be sought.
Depots - Wee Waa Depot – Wash Bay	30,000	0	30,000	2 %	Preliminary investigations being done to allow design to be finalised.
Depots - Narrabri Store Office Construction	83,524	10,326	83,524	15 %	DA Lodged, further information being sought for approval. Quotes being obtained for construction.
Depots - Narrabri Store Driveway Awning	19,000	0	19,000	10 %	Plans and quotations obtained, works to begin mid December 2019.
Depots - Narrabri Oil/Water Separator & Tanks	39,660	100	39,660	85 %	Oil/Water Separator installed and operational. Minor works being completed to finalise project.
Depots - Wee Waa Depot Office Building Replacement	143,203	0	143,203	20 %	DA Approved. Quotes being sought for construction.
Depots - Narrabri Security & Lighting	24,636	0	24,636	90 %	Lights and CCTV installed, final works being carried out to finish project.
Total:	510,023	10,426	510,023		

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

The Crossing Theatre – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
The Crossing Theatre - Upgrade Lighting (LED lights)	20,000	0	6,500	100 %	All LED works that were scheduled are completed.
The Crossing Theatre - Band Room Refurbishment (including Storage)	49,755	0	49,755	15 %	Plans and Quotes obtained. Grant funding being sought to allow for addition of new amenities for Band Room.
The Crossing Theatre - Upgrade Lighting (LED lights)	0	13,041	13,051	100 %	Project Completed.
Total:	69,755	13,041	69,306		

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

Cemetery Services – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Cemeteries - Narrabri Lawn Cemetery - replace northern & southern fences	50,000	0	50,000	10 %	Quotations have been requested to complete the works in line with Councils Procurement Policy.
Cemeteries - Narrabri Lawn Cemetery - Renew Internal Roads & Carpark (carryover 2018/19)	109,379	0	109,379	5 %	This project has been added to the Roads Department delivery program and will be completed once resources permit.
Cemeteries - Narrabri Old Cemetery - add to perimeter fencing	10,000	0	10,000	10 %	Fence specifications and design have been completed and quotations are being sourced.
Cemeteries - Narrabri Old Cemetery - establish new section	47,549	3,079	47,549	80 %	Sections have been marked out and gravel placed.
Total:	216,928	3,079	216,928		

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

Economic Development Services – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Economic Development - Narrabri - Portable Alfresco Dining Deck (deferred from 2017/18)	20,000	0	20,000	0 %	Alfresco Dining Deck is on hold until the next stage of the Maitland Street upgrade is complete.
Economic Development - Narrabri - Industrial and Logistics Hub Land Purchase	2,800,000	0	2,800,000	25 %	A range of actions are being undertaken to allow Council to purchase the properties in question. Land purchase options are being moved forward.
Total:	2,820,000	0	2,820,000		

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

Parks and Open Spaces – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Open Spaces - Narrabri - Jetty Area - replace seating & add a pergola structure	30,000	0	30,000	40 %	Quotations have been sourced in accordance with Councils Procurement Policy. Works are on track to be completed before the end of the year.
Open Spaces - Narrabri - Jetty Area - additional pathway to link arterial pathway	35,000	0	35,000	10 %	Planning works have been completed. This pathway will be installed after resealing is completed.
Open Spaces - Narrabri - Narrabri Lake - upgrade & reseal pathway	100,000	0	100,000	100 %	A total of One Kilometre and 300 metres of asphalt pathway has been installed completing this project.
Open Spaces - Narrabri - Narrabri Lake - additional seating along pathway	15,000	0	15,000	20 %	Seating has been ordered and concrete slabs are being quoted in accordance with Councils Procurement Policy.
Open Spaces - Narrabri - Narrabri Lake - Renew Sealed Pathway (carryover 2018/19)	62,174	139	62,174	70 %	Asphalt pathway has been installed with works to the Walowa street corner and a pram ramp to be installed to complete the project an additional \$82,000 is to be added to this budget from the Stronger country communities funding grant to assist in completion of the works.
Open Spaces - Narrabri - Narrabri Creek Walk / Cycle Pathway - Stage 1 (carryover 2018/19)	484,225	537,430	484,225	85 %	Concrete pathway has been installed with pram ramps and bollards to restrict vehicle access are expected to be installed in October 2019.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Open Spaces - Narrabri - Narrabri Creek Walk / Cycle Pathway - Stages 2 & 3	460,404	15,433	460,404	50 %	Stage two concrete pathway has been completed with the bollards to be installed. Stage three has commenced with excavation of the site in progress.
Sporting Facilities - Boggabri - Jubilee Oval - renew cricket nets	15,000	0	15,000	10 %	Wire fence repairs and concrete run up are being quoted in accordance with Councils Procurement Policy.
Sporting Facilities - Narrabri - Gately Field - replace perimeter fence around car park & oval	30,000	0	30,000	10 %	Quotes are being sourced in accordance with Councils Procurement Policy.
Sporting Facilities - Narrabri - Cooma Oval - renew cricket nets (carryover \$10k + \$72k from SCCF)	82,450	139	82,450	10 %	Council is drafting a design that will be used to obtain quotations for construction.
Sporting Facilities - Narrabri - Cooma Oval - playground area equipment replacement (carryover 2018/19)	12,000	0	12,000	5 %	Two playground companies are due to visit Narrabri to quote on this Cooma playground equipment and other projects.
Sporting Facilities - Pilliga - Tennis Courts - removal of tennis court lighting (carryover 2018/19)	10,000	0	10,000	5 %	Council is currently drafting and costing a plan to add a playground and public toilet to the site and to potentially upgrade the tennis courts which would in return add utilisation to the existing lighting. This renovation would eliminate the need to remove the lighting structures.
Sporting Facilities - Wee Waa - Cook Oval - structural works to amenities building (carryover 2018/19)	80,000	1,140	80,000	10 %	Council has engaged a Structural engineer to commission a report on the structural integrity of the building and potential works to repair the building.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Recreational Parks - Boggabri - Vickery Park - replace lights at entry points	25,000	0	25,000	10 %	Quotes for removal of existing light poles and installation of the solar lights are currently being sourced.
Recreational Parks - Boggabri - Vickery Park - renew playground access pathway	20,000	0	20,000	5 %	Design and specifications are being drafted and works scheduled for after October 2019 school holidays.
Recreational Parks - Boggabri - Vickery Park - install flying fox system	30,000	0	30,000	10 %	Council will be visited by Playground suppliers and sales representatives in October 2019 to investigate options on installation and size of equipment.
Recreational Parks - Narrabri - Collins Park - replace storage facilities with 3 bay shed	40,000	0	40,000	15 %	Council staff have removed internal fittings of shed and quotes are being sourced from garage shed suppliers for installation.
Recreational Parks - Gwabegar - Anzac Park - renew playground equipment (carryover 2017/18)	59,386	30,143	59,386	100 %	Playground equipment has been installed and the park is now open. Project is complete.
Recreational Parks - Pilliga - Anzac Park - install new playground equipment (carryover 2018/19)	50,000	0	50,000	5 %	Council is drafting a plan for potential relocation of this playground. Consultation is currently underway.
Recreational Parks - Pilliga - Anzac Park - install shade shelter (carryover 2018/19)	25,000	0	25,000	5 %	Council is currently drafting a plan to construct a central meeting point in Pilliga this would include relocation of the proposed shade sail site.
Recreational Parks - Pilliga - Rural Transaction Centre - replace amenities (carryover 2018/19)	60,000	0	60,000	5 %	Council investigating this project with Crown lands and State Government.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Recreational Parks - Pilliga - Rural Transaction Centre - replace picnic shelter (carryover 2018/19)	3,000	0	3,000	5 %	Council is currently drafting a plan for a new playground area where this shelter will be installed on approval of this project.
Recreational Parks - Wee Waa - Dangar Park - install new outdoor gym equipment (carryover 2018/19)	35,131	41,735	35,131	100 %	Gym equipment shade sails and soft fall have been installed and park has been opened. Project is complete.
Recreational Parks - Wee Waa - Dangar Park - replace playground equipment (carryover 2017/18)	50,000	64,813	50,000	99 %	Playground equipment has been installed and Dangar park has been opened for the public.
Public Amenities & Monuments - Narrabri - Town Clock - renew lighting	8,000	0	8,000	0 %	Council will begin designs and quotation of this work in November 2019.
Parks & Open Spaces - Narrabri - Cooma Oval - replace prog synthetic wickets (2/yr for 3yrs)	8,500	0	8,500	10 %	Planning of works has commenced.
Parks & Open Spaces - Bellata - Bellata Oval - replace wire fence (deferred from 2017/18)	2,000	0	2,000	5 %	Planning of works has commenced.
Parks & Open Spaces - Boggabri - Anzac Park - move stones & fence to park	8,000	0	8,000	10 %	Planning of works has commenced.
Parks & Open Spaces - Wee Waa - Dangar Park - install shade sail to playground	35,000	0	35,000	90 %	Shade sail has been installed, minor works required at site to complete the project.
Parks & Open Spaces - Wee Waa - CBD Green Space - Drought Communities Fund	86,064	23,650	86,064	40 %	A majority of items have been procured and are awaiting installation. Works expected to be completed in November 2019.
Parks & Open Spaces - Gwabegar - Anzac Park - irrigation system	30,000	27,600	30,000	5 %	Works currently in the planning phase.
Parks & Open Spaces - Wee Waa - CBD Upgrade (VPA)	35,373	0	35,373	20 %	Minor works have commenced and are on schedule for completion prior to Christmas.
Baan Baa - Hall - new playground & shade	0	28,459	0	100 %	Playground and shade structure have been installed and project is complete.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Wee Waa - Dangar Park - construct shelters	0	50,459	0	98 %	The playground shelters are now completed the remaining grant funds are being utilised to apply for further funding to replace the toilet block.
Narrabri - Precinct Plan for Tourist Centre Area	0	2,900	0	100 %	Concept plan and public consultation has been completed and this stage of the project is now complete. Council are currently requesting quotes on detail plans and costings for this site.
Baan Baa - Pathway	0	500	0	100 %	This project is now complete with installation of concrete pathway from the entry gate to the playground.
Total:	2,026,707	824,539	2,026,707		

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

Planning and Regulatory Services – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Regulatory - Narrabri Animal Shelter Facility	239,055	0	239,055	0 %	Quotation received exceed allocated budget. Project scope under review.
Total:	239,055	0	239,055		

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

Saleyard Services – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Saleyards - Additional Standpipes	10,000	2,948	10,000	90 %	Additional standpipes have been installed. Those will enable to clean the concrete drainage more effectively. The works are almost complete.
Saleyards - Replace Water Troughs	30,000	12,172	30,000	90 %	Fitting of 100 water troughs have been replaced. Council is in the process of replacing the concrete troughs that are in inadequate condition.
Saleyards - Yards painting and repairs	7,370	0	7,370	10 %	Materials have been procured and on-site.
Total:	47,370	15,120	47,370		

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

Solid Waste Management Services – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Solid Waste Management - Narrabri Landfill Improvements	1,500,000	0	1,500,000	30 %	Council has accepted tender for the design of the new landfill cell, studies for availability of landfill area for the following 30 years and other ancillary designs and plans. The inception meeting was held on Monday 30 September. The investigation phase of the project is currently underway.
Solid Waste Management -Transfer Stations - New Access Road for Boggabri	20,000	0	20,000	20 %	Initial internal meeting was conducted to define the project scope of works. A concept intersection layout plan for the transfer access (Aerodrome Rd) has been completed.
Solid Waste Management - Transfer Stations - Upgrade Waste Collection Points	250,000	0	250,000	30 %	Quotes have been received for CCTV cameras and automatic gates to be installed at some of the transfer station. The quotes have been assessed and the successful applicant will be engaged soon. The upgrades will be conducted at Bellata and Edgeroi transfer station.
Waste Services - Narrabri Landfill - Construction of a New Cell - Design	16,947	0	16,947	0 %	Contract has been awarded and site investigations are due to commence in October 2019.
Waste - Narrabri Landfill - CCTV Camera	40,000	60,880	40,000	100 %	This project has been completed.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Waste - Narrabri Landfill - Leachate Pond Renewal	0	16,350	0	100 %	Project completed. Expenses missed accrual deadline. Budget review will be included in December 2019.
Waste - Narrabri Landfill - Catchment Fence Waste Disposal	0	9,980	0	100 %	Project completed. Expenses missed accrual deadline. Budget review will be included in December 2019.
Total:	1,826,947	87,210	1,826,947		

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

Tourism Services – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Tourism - Digital Signage	15,000	0	15,000	0 %	Council is investigating digital signage options for the Visitor Centre.
Tourism - Gateway Signage	20,000	0	20,000	15 %	Council has contracted graphic designers to develop concept design for high impact gateway signage.
Tourism - Town Signage	180,000	0	180,000	15 %	Council has contracted graphic designers to develop concept designs for high impact town signage.
Total:	215,000	0	215,000		

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

Fleet Management – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Fleet - Fleet Acquisition - Heavy Plant	982,703	31,817	977,665	25 %	Works are progressing in accordance with planned replacement program.
Fleet - Fleet Acquisition - Minor (Miscellaneous)	222,408	5,494	115,600	25 %	Works are progressing in accordance with planned replacement program.
Fleet - Fleet Acquisition - Trailers	185,454	0	142,000	25 %	Works are progressing in accordance with planned replacement program.
Fleet - Fleet Acquisition - Trucks	725,002	0	737,644	25 %	Works are progressing in accordance with planned replacement program.
Fleet - Fleet Acquisition - Vegetation Control Plant	365,111	9,868	149,210	25 %	Works are progressing in accordance with planned replacement program.
Fleet - Fleet Acquisition - Light Vehicles	778,033	61,390	841,500	25 %	Works are progressing in accordance with planned replacement program.
Total:	3,258,711	108,568	2,963,619		

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

Transport Services – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Regional Roads - Regional Road Rehabilitation	456,521	0	456,521	0 %	Work not yet commenced. Awaiting favourable weather conditions.
Regional Roads - Regional Road Resheets	64,495	0	64,495	0 %	Work not yet commenced. Awaiting favourable weather conditions.
Regional Roads - Regional Road Reseals	326,846	0	326,846	0 %	Work not yet commenced. Awaiting favourable weather conditions.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Shire Roads - Shire Road Resheets	1,663,806	171,412	1,663,806	25 %	Resheet approximately 1/2 completed on SR11 Harparary Rd. Resheet completed on SR279 Murrumbilla Ln. Other resheets on hold due to limited water availability.
Shire Roads - Shire Road Reseals	400,000	0	400,000	0 %	Work not yet commenced. Awaiting favourable weather conditions.
Shire Roads - Culgoora Road Upgrade	2,357,368	1,425,032	2,357,368	60 %	Works are progressing in accordance with program. 7 kilometres (50%) has been sealed, work are continuing on remaining sections.
Bridges -Tarriaro Bridge Replacement (carryover 2018/19 + additional revised budget)	2,400,000	44,725	2,400,000	10 %	Tender process has been completed. Preliminary design has commenced, work to commence on site in November 2019.
Town Streets - Town Streets Rehabilitation	580,443	86,527	580,443	30 %	Work completed on Arnold Street, Narrabri. Work has also been completed on Frazer/Avon Streets, Narrabri. Work are scheduled to commence in Wee Waa on Maitland Street, Gabo and Empire Place in November 2019.
Town Streets - Town Streets Reseal	350,016	0	350,016	0 %	Work not yet commenced. Awaiting favourable weather conditions.
Town Streets - Maitland St Road Surface Replacement	900,000	0	900,000	10 %	Planning is continuing in conjunction with other Narrabri CBD works.
Town Streets - Maitland St Roundabouts Improvements	50,000	10,783	50,000	5 %	Planning is continuing in conjunction with other Narrabri CBD works.
Town Streets - Footpath Replacement	149,715	0	149,715	0 %	Work not yet commenced.
Stormwater - Maitland St Stormwater Upgrades	200,000	0	200,000	10 %	Planning is continuing in conjunction with other Narrabri CBD works.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Transport - Roads - Grain Valley Road	592,443	140,943	592,443	80 %	Rehabilitation works have been completed. Line marking yet to commence.
Transport - Roads - Reseals	1,247,123	0	1,247,123	5 %	Works have been planned and are awaiting availability of Contractors and favourable weather conditions.
Transport - Roads - Sealed Roads Rehabilitation	308,578	0	308,578	5 %	Works have been planned and are awaiting availability of Contractors and favourable weather conditions.
Transport - Roads - Avon/Fraser Street (deferred from 2017/18)	150,000	76,462	100,000	95 %	Fraser and Avon Street Works have been completed.
Transport - Roads - Tarriaro Bridge	29,102	10,643	29,102	25 %	Tarriaro Bridge Replacement contract has been awarded and onsite construction is set to commence 25th November 2019.
Transport - Roads - Boston Street Bridge - Concept & Geotechnical works	28,590	22,468	28,590	10 %	Structural assessment has been completed. Awaiting report.
Transport - Roads - Bullawa Cr Bridge Eulah Creek Rd - Concept, Geotechnical	27,520	0	27,520	10 %	Structural assessment has been completed. Awaiting report.
Transport - Roads - Tullamullen Cr Bridge Old Nbri Rd - Concept, Geotechnical	25,272	1,804	25,272	10 %	Structural assessment has been completed. Awaiting report.
Transport - Footpath Replacement Program	40,000	0	40,000	5 %	Initial planning study has been undertaken however only minor works have been completed to date.
Transport - Roads - Boggabri Lynn Street Extension & Cul de Sac	48,966	0	48,966	10 %	Work have been designed. Awaiting finalisation of planning requirements.
Transport - K&G - Narrabri 2018/19 Replacement Program	141,467	635,763	141,467	90 %	Concrete works have been completed. Defect rectification to take place as well as sealing of the road surface.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Transport - Footpath - PAMP Cooma Road Shared Pathway	360,806	203,552	360,806	85 %	Concrete path works have been completed. Defect Correction, linemarking, railing and variations yet to be completed.
Transport - Roads - Narrabri James Street Rehabilitation	53,000	0	53,000	5 %	Work currently in the planning phase.
Transport - Footpath - Narrabri Doyle Street	23,600	0	23,600	5 %	Works currently in the planning phase.
Transport - Roads - Narrabri Lane (Barwon-Balonne) Resheeting 1385030	4,509	0	4,509	5 %	Works currently in the planning phase.
Transport - Roads - Narrabri Lane (Barwon-Balonne) Resheeting 1385050, 60	9,178	0	9,178	5 %	Works currently in the planning phase.
Transport - Roads - Narrabri Lane (Nandewar-Reid) Resheeting 1395020	4,507	0	4,507	5 %	Works currently in the planning phase.
Transport - Roads - Wee Waa Gabo-Empire-Maitland Streets Rehabilitation	137,298	0	137,298	5 %	Kerb and gutter will be replaced under the K&G Contract. Works are scheduled to commence November 2019.
Transport - K&G - Wee Waa 2018/19 Replacement Program	325,787	29,701	325,787	90 %	Kerb works have been completed under contract, with minor defect rectification to be completed.
Transport - Roads - Boggabri Lane (Wee Waa) Resheeting 3110010	4,339	0	4,339	5 %	Works currently in the planning phase.
Transport - Roads - Boggabri Lane (Wee Waa) Resheeting 3110060	3,963	0	3,963	5 %	Works currently in the planning phase.
Transport - Roads - Boggabri Lane (Merton) Resheeting 3115050	4,237	0	4,237	5 %	Works currently in the planning phase.
Transport - Roads - Boggabri Lane (Lynn) Resheeting 3125010	4,345	0	4,345	5 %	Works currently in the planning phase.
Transport - Roads - Narrabri Fitzroy Street Rehabilitation	102,504	0	102,504	5 %	Works currently in the planning phase.
Transport - Roads - Narrabri CBD Upgrade	80,794	0	80,794	5 %	Planning is continuing in conjunction with other Narrabri CBD works. Works for the closed circuit TV surveillance system are scheduled to be completed in December 2019.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Roads Capex - Old Turrawan Rd (S1) Reconstruct Railway Xing	0	0	10,000	5 %	Approval to construct the crossing has been lodged with John Holland Rail and is awaiting response.
Roads Capex - Old Turrawan Rd (S2) Relocate I'sect Kamil Hwy	0	15,895	40,000	5 %	Preliminary designs have been completed and a land use assessment has been completed. Consultation process is pending final designs.
Roads Capex - Old Turrawan Rd (S4) Seal Fraser & Avon Sts	0	0	100,000	90 %	Sealing of the road surface has been completed. Final cleanup required to complete the works. Connection onto Old Turrawan Road still under investigation and confirmation of environmental factors.
Roads Capex - Old Turrawan Rd (S5) Extend Avon St	0	0	15,000	5 %	Extension pending design and review of environmental factors.
Roads Capex - Spring Cr Bridge Bald Hill Rd - Concept, Geote	0	1,804	0	30 %	The concept plan and geotechnical brief has been prepared for this project however the work are planned for early 2020 prior to tendering the project.
Roads Capex - Horse Arm Ck Bridge - Concept, Geotechnical	0	5,865	0	30 %	The concept plan and geotechnical brief has been prepared for this project however the works are planned for early 2020 prior to tendering the project.
Total:	13,657,138	2,883,379	13,772,138		

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

Water Services – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Water Supplies - Water Capex - Bellata - Replace Elevated Storage Deck and Ladders (2017/18)	114,358	0	114,358	5 %	Consultants have been engaged to determine the most cost effective solution.
Water Supplies - Water Capex - Bellata - Bore process automation (deferred from 2017/18)	120,000	862	120,000	5 %	Commissioning of new water bore at Bellata is in progress.
Water Supplies - Water Capex - Bellata Bore Replacement	91,262	25,348	91,262	20 %	Commissioning of new water bore and installation of new pump at the Bellata bore-field is in progress.
Water Supplies - Water Capex - Bellata Rising Main Replacement	314,000	0	314,000	10 %	Preparation of procurement documents is in progress.
Water Supplies - Water Capex - Bellata Reticulated Water Main Replacement (Newell Hwy)	337,000	0	337,000	10 %	Preparation of procurement documents is in progress.
Water Supplies - Water Capex - Boggabri Water Mains Renewals	100,000	0	100,000	5 %	Replacement of a water main on Hill Street is in progress.
Water Supplies - Water Capex - Gwabegar Bore Replacement (carryover 2017/18)	103,684	21,180	103,684	20 %	Commissioning works and installation of new pump is in progress.
Water Supplies - Water Capex - Narrabri Water Augmentation (continuing project)	1,394,895	556,804	1,394,895	60 %	Modifications to existing water reservoirs is in progress.
Water Supplies - Water Capex - Narrabri Water Mains Renewals	200,000	0	200,000	5 %	Preparation of procurement documents is in progress.
Water Supplies - Water Capex - Maitland St Water Mains Replacement	554,000	0	554,000	5 %	Preparation of procurement documents is in progress.
Water Supplies - Water Capex - Pilliga Bore Replacement (carryover 2017/18)	116,030	13,605	116,030	30 %	Commissioning of the bore and integration with the existing storage reservoirs is in progress.
Water Supplies - Water Capex - Pilliga Replace Access Ladders (carryover 2017/18)	215,793	0	215,793	5 %	Options Analysis in progress.
Water Supplies - Water Capex - Wee Waa Water Mains Renewals	100,000	0	100,000	5 %	Procurement documents are in progress.

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Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Water Supplies - Water Capex - Wee Waa install high efficiency electrical motors at bores	45,000	0	45,000	5 %	Options analysis in progress.
Water Supplies - Water Capex - Wee Waa Stop Valves in Reticulation (carryover 2017/18)	30,000	0	30,000	20 %	Ongoing works in progress as required.
Water Supplies - Water Capex - Wee Waa Reservoir Roof & Access Steps (carryover 2018/19)	6,262	0	6,262	5 %	Options analysis in progress.
Water - Bellata - New Rising Main from Pump to Elevated Storage	200,000	0	200,000	5 %	Procurement works are in progress in consultation with ARTC and RMS.
Water - Bellata - Replace Galvanised Pipe	8,000	0	8,000	5 %	Procurement is in progress.
Water - Telemetry Upgrades - Water Services	166,220	2,936	166,220	80 %	Project is well advanced and in the final stages of delivery.
Water - Wee Waa Replace Mains Charles & James Sts	270,000	0	270,000	5 %	Works currently in the planning phase.
Total:	4,486,504	620,735	4,486,504		

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

Sewerage Services – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Sewerage Services - Sewer Capex - Boggabri Sewerage Treatment Works Augmentation	4,149,736	75,104	4,149,736	20 %	Streamlining of procurement and regulatory approval activities are in progress.
Sewerage Services - Sewer Capex - Boggabri Sewer Mains - CCTV and relining of mains	100,000	0	100,000	5 %	Options analysis in progress.
Sewerage Services - Sewer Capex - Boggabri Sewer Pump Station Isolation Valves	20,000	0	20,000	20 %	Procurement of materials is in progress.
Sewerage Services - Sewer Capex - Narrabri Doctors Creek rising main construction	494,562	139,457	494,562	100 %	Completed.
Sewerage Services - Sewer Capex - Narrabri Sewer Mains - CCTV and relining of mains	100,000	0	100,000	5 %	Options analysis in progress.
Sewerage Services - Sewer Capex - Narrabri Pump Stations - improvement works (carryover 2017/18)	340,000	0	340,000	5 %	Options analysis in progress.
Sewerage Services - Sewer Capex - Narrabri Sewer Replace Pump Station Motors (carryover 2017/18)	26,352	0	26,352	40 %	Ongoing works in progress as required.
Sewerage Services - Sewer Capex - Wee Waa Sewerage Treatment Works Augmentation	2,123,378	81,044	2,123,378	20 %	Streamlining of procurement and regulatory approvals is in progress.
Sewerage Services - Sewer Capex - Wee Waa Sewer Mains -CCTV and relining of mains	100,000	0	100,000	5 %	Options analysis is in progress.
Sewerage Services - Sewer Capex - Wee Waa Pump Stations - improvement works (carryover 2017/18)	360,000	0	360,000	20 %	Ongoing works in progress as required.
Sewer Capex - Telemetry Upgrades - Sewerage Services	0	1,116	0	5 %	Trial depth sensors are being installed for 5 maintenance holes to monitor sewerage levels in the network.
Sewer Capex - Narrabri Treatment Works - process automation	0	2,298	0	20 %	Reinstatement of automation capability is in progress which will ultimately provide efficiencies in the operation of the plant.
Total:	7,814,028	290,019	7,814,082		

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