



ATTACHMENTS

UNDER SEPARATE COVER

Ordinary Council Meeting

25 February 2020



NARRABRI SHIRE
DISCOVER THE POTENTIAL

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NARRABRI 2040

DRAFT LOCAL STRATEGIC PLANNING STATEMENT

FEBRUARY 2020

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1.1		Preliminary draft for DPIE review
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1.3	Feb 2020	Draft for Council report

Narrabri LSPS 2040

Acknowledgement

Narrabri LSPS v1.4

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1 ABOUT THE PLAN

1.1 Introduction

The purpose of the Local Strategic Planning Statement (**LSPS**) is to outline the Narrabri Local Government Area's (**LGA**) economic, social and environmental land use needs over the next 20 years. It highlights those characteristics that make our area special and outlines how growth and change will be managed into the future.

The LSPS identifies the strategic planning work, in the form of studies and strategies, that we need to do. This will help inform a review of our planning controls to ensure they protect and enhance the values and characteristics that matter most to our community.

It sets clear planning priorities about what will be needed, such as jobs, homes, services and parks, where these should be best located and when they will be delivered. The LSPS sets short, medium, and long-term actions to deliver the priorities for the community's future vision.

1.2 Legislative Requirements

This LSPS has been prepared in accordance with Section 3.9 of the *Environmental Planning and Assessment Act 1979* (the **EP&A Act**). Council is required to prepare the LSPS and review it at least every seven years.

The LSPS must include or identify the following:

- **Context** - the basis for strategic planning in the area, having regard to economic, social and environmental matters
- **Planning Priorities** - the planning priorities for the area that are consistent with any strategic plan applying to the area and (subject to any such strategic plan) any applicable community strategic plan under Section 402 of the Local Government Act
- **Actions** - the actions required to achieve those planning priorities
- **Implementation** - the basis for which Council will monitor and report on the implementation of the actions.

1.3 Relationship to Strategic Planning Framework

The LSPS gives effect to the New England North West Regional Plan 2036 (**NENWRP**), implementing the directions and actions at a local level (**Figure 1**). It is also informed by other state-wide and regional policies including *Future Transport Plan 2056* and the *State Infrastructure Strategy*. The LSPS outlines how these plans will result in changes at the local level, such as new or improved transport connections.

Narrabri LSPS 2040



Figure 1: Relationship to Strategic Planning Framework

The LSPS works with Council's Community Strategic Plan (CSP), which has a similar but broader purpose on how Council will work to meet on the community's needs. The LSPS's planning priorities, strategic directions and actions provide the rationale for decisions about how we will use our land to achieve the community's broader goals.

1.4 Consultation

To understand the Community's aspirations to for the future and to determine the main priorities for the future, Council undertook community engagement as part of the CSP process. This was undertaken through community surveys, school activities, community, stakeholder and focus group workshops, information stall, and online conversation hours.

The CSP was developed based on this consultation. The LSPS has been derived from the community strategic visioning process that was conducted as part of the CSP.

2 CONTEXT

2.1 Our Place in the North West Region

Narrabri Shire Council covers a large area of over 13,000km² in North West, New South Wales. The population in 2016 was estimated to be 13,084 with 12.2% being Aboriginal and/or Torres Strait Islander. Most of the Narrabri Shire population is centralised in the towns of Narrabri, Wee Waa and Boggabri, and around the villages of Bellata, Edgeroi, Maules Creek, Baan Baa, Gwabegar and Pilliga.

Narrabri Shire is an exciting area of New England North West regional NSW (**Figure 2**) with residents enjoying a vibrant and busy country lifestyle complimented by the expansive blue sky, stunning mountain ranges, scenic water ways all within the heart of the Namoi Valley renowned by its rich fertile soils producing some of the world's highest quality wheat, cotton, lamb and beef.

Adjoining Local Government Areas are Walgett, Moree Plains, Gwydir, Tamworth Regional area, Gunnedah, Warrumbungle and Coonamble, shown in **Figure 3**.

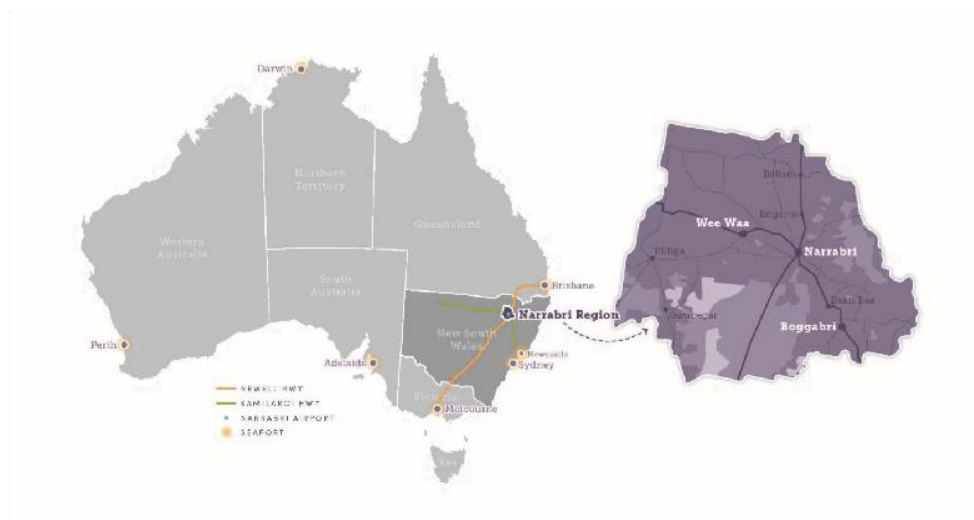


Figure 2: Narrabri Shire Location

Narrabri LSPS 2040

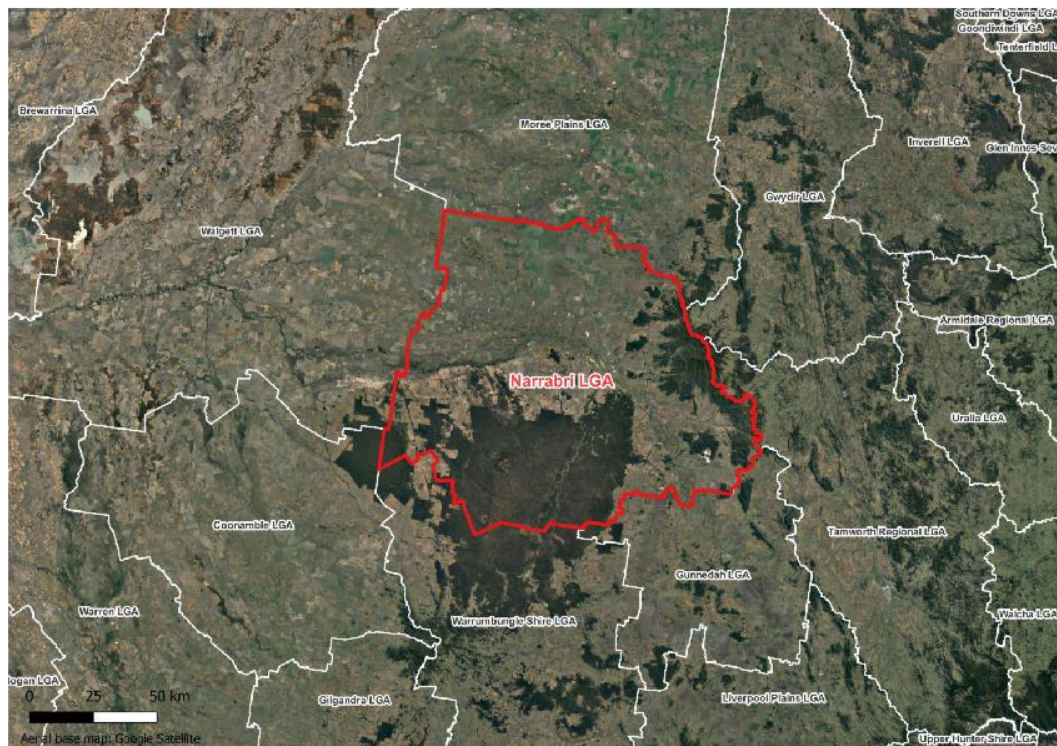


Figure 3: Narrabri and neighbouring LGAs

Narrabri Shire is strategically positioned at the crossroads of two major arterial roads, the Newell and Kamilaroi Highways, midway between Sydney and Brisbane (**Figure 4**). It is also considered the main freight hub in the Northern Inland Region of NSW with two of the 13 projects that complete the Inland Rail, being Narramine to Narrabri and Narrabri to North Star traversing the Shire. This offers Narrabri Shire a unique opportunity to grow its strategic position not only for containerised agricultural commodities but to further its economic diversification in the growing coal mining and natural gas industries.

Narrabri LSPS 2040

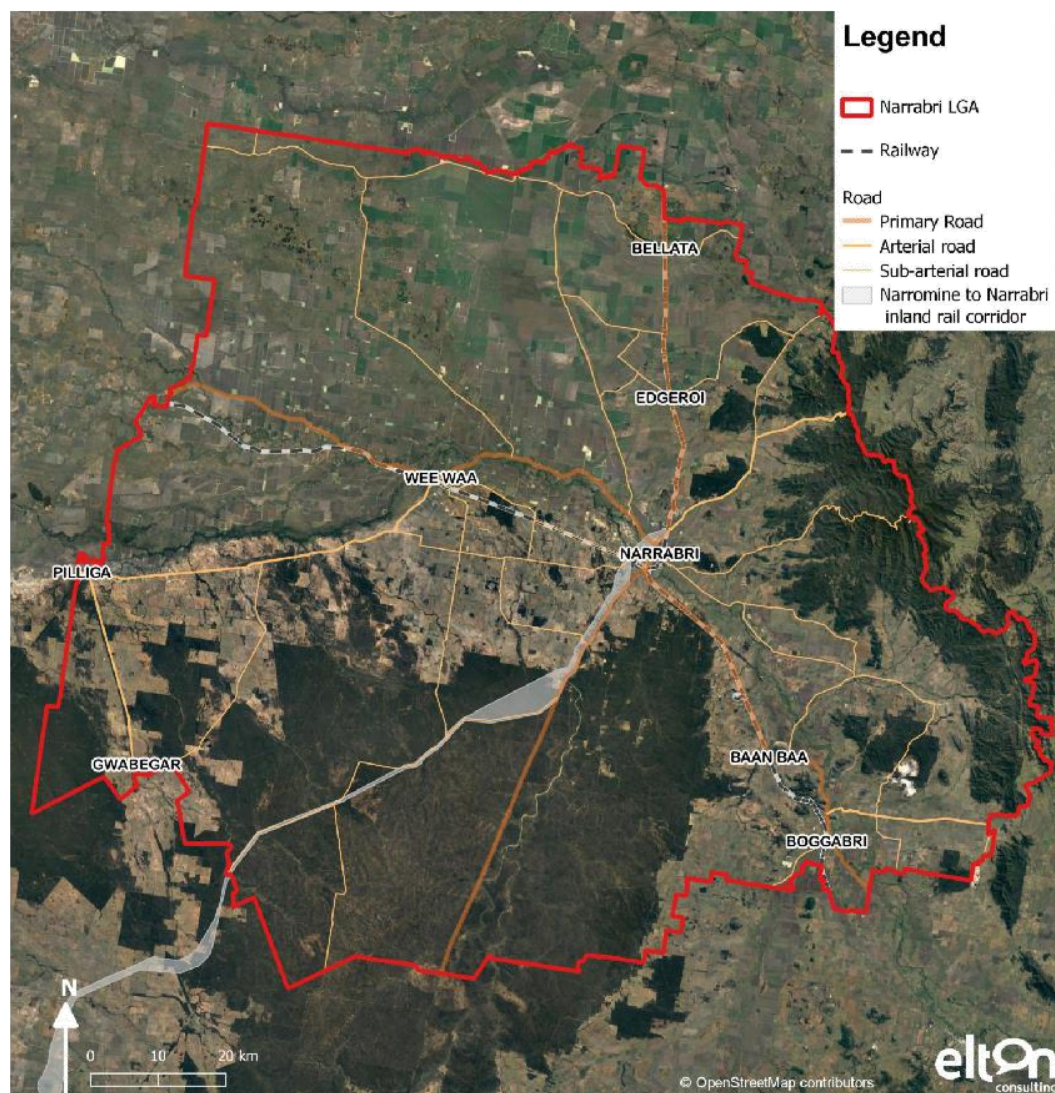


Figure 4: Map of the Narrabri LGA

2.2 Our Shire

2.2.1 Introduction

The main town in Narrabri Shire is Narrabri. There are two other large towns within the shire being Boggabri and Wee Waa. A number of other villages are found within the shire, being Baan Baa, Bellata, Edgeroi, Gwabegar and Pilliga. A description of the character for each is provided below with the location of each shown in **Figure 5**.

Narrabri LSPS 2040

Narrabri provides essential retail, commercial and community services to a range of local communities with a strong and growing economy centred on agricultural production, agribusiness and mineral resources production and includes several research institutions.

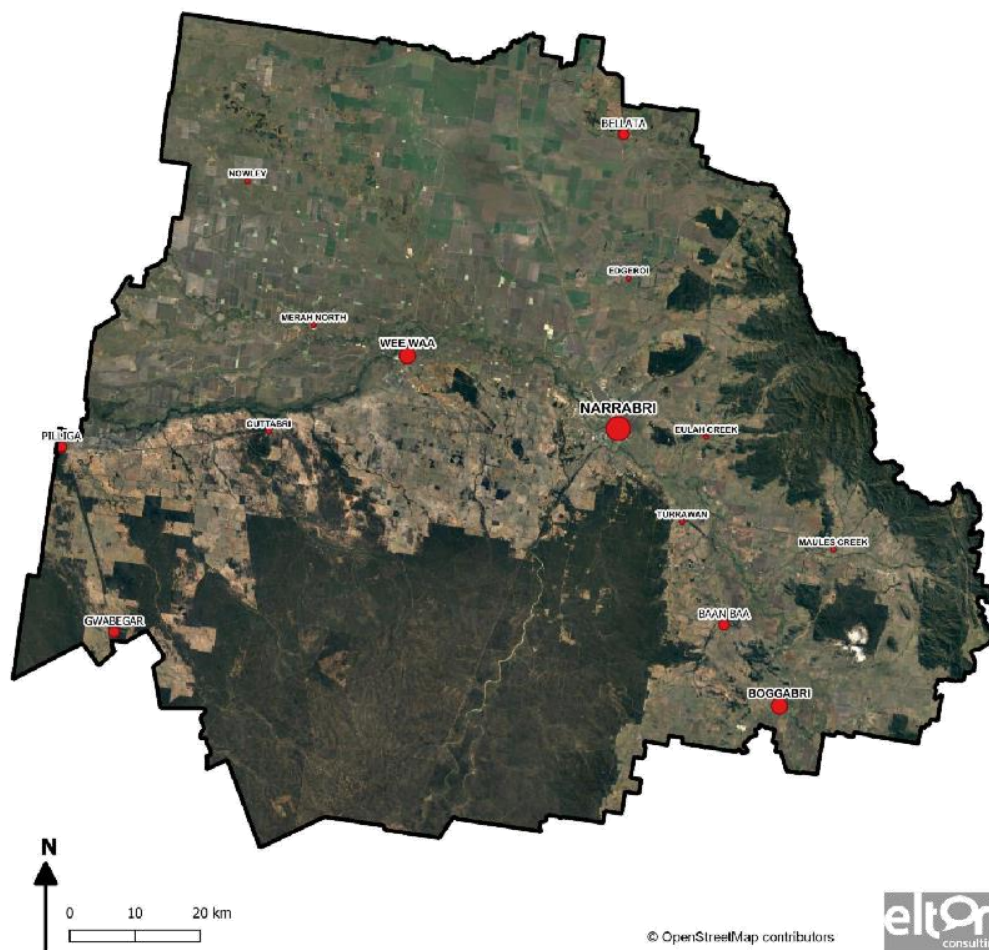


Figure 5: Communities in Narrabri LGA

2.2.2 Boggabri

You won't find a more-friendly town than Boggabri. This vibrant and positive community has a great heritage. The town catchphrase "The little town with the big heart" is a true representation of this progressive and positive community.

Strategically positioned to take full advantage of the resource industry, Boggabri is located close to coal operations. The town is experiencing growth and development with an ever-growing demand on services and housing. A strong business community is developing to support and take advantage of this new industry.

Boggabri has two primary schools, both with great facilities and matching reputations. A Development approval has also been granted for a childcare centre within the Boggabri township.

Narrabri LSPS 2040

The town is situated on the southern edge of the Nandewar Ranges and the scenery in this part of the Shire is breathtaking. Amazing rock formations such as Gin's Leap and the spectacular Dripping Rock are only a short drive from the town centre.

2.2.3 Narrabri

This bustling town is the largest in the Shire and the focal point for business, shopping, sports and entertainment. Narrabri projects an outstanding beauty with the Namoi River flowing through the town centre and residents enjoying spectacular views of the Nandewar Ranges. Narrabri is set within stunning natural and rural scenery and is amongst the most fertile agricultural land in the North-West Slopes and Plains.

Bustling Maitland Street caters for all tastes. Stage one of the Maitland Street Upgrade is complete and shoppers can enjoy a newly refreshed shopping environment. Residents are spoilt for choice with the range of shopping and services available in Narrabri. Major national retailers share the busy CBD with family-owned stores and tempting eateries. The main street offers a scrumptious selection of dining options from cafés, restaurants, pubs, clubs and take-away shops so you have many options for a delicious coffee or a gourmet meal. There is a growing influx of service-based stores taking advantage of the growth of the local economy.

Coles and Woolworths supermarkets make access to a wide variety of groceries simple. Bakeries, butcheries and markets specialise in locally grown produce and make shopping a more enjoyable experience.

As the centre of Narrabri Shire, the town of Narrabri has an amazing array of leisure activities and facilities for the whole family to enjoy. From The Crossing Theatre to the Pirate Park and beautifully maintained sporting fields, there are always plenty of events and activities for residents to participate in and enjoy.

Renowned for its safe and friendly atmosphere, new residents will soon be engrossed in the lifestyle and feel at home as part of the Narrabri community.

2.2.4 Wee Waa

Wee Waa is Australia's Cotton Capital – the very birthplace of Australia's modern cotton industry. This richly fertile area is well suited to agricultural pursuits and offers a quality way of life. But, there is more to Wee Waa than just cotton!

Wee Waa has a busy and beautifully landscaped main street with unique boutique shops to interest all tastes. Being the oldest town in the Namoi Valley it features many historic sites and points of interest for visitors.

Wee Waa has three reputable primary schools and one high school all boasting excellent facilities and academic results.

Wee Waa is not alone in being a strong, sport-oriented town which has an excellent golf course, swimming pool, indoor multi-purpose courts and numerous walking tracks around the town.

New residents will find Wee Waa a very welcoming, close knit and supportive community.

2.2.5 Other Villages

2.2.5.1 Baan Baa

The village of Baan Baa is situated in an attractive area featuring undulating country and magnificent views of the mountain ranges. Baan Baa has a major grain silo which services a mixed farming area of wheat, cotton, lamb and cattle.

The Baan Baa village is in close proximity to the rich coal deposits of the new underground mine between Boggabri and Narrabri giving this small village the advantage to thrive. A popular pub provides a meeting spot for this friendly community. A major project providing Baan Baa with potable water was completed in 2017.

2.2.5.2 Bellata

Bellata is a welcoming town in the centre of a rich agricultural area. The town boasts a primary school and preschool for local families. There is a combined service station, roadhouse and gift shop on the Newell Highway which serves as a popular truck stop and meeting point. Bellata has a nine-hole golf course with sand “greens”.

2.2.5.3 Edgeroi

Edgeroi is 25km north of Narrabri on the Newell Highway and is a well-known locality within the region. Very productive farmland and excellent views of the Nandewar ranges make Edgeroi an attractive place to reside.

2.2.5.4 Gwabegar

Gwabegar is located in the middle of the largest naturally formed cypress pine forest in the southern hemisphere, the Pilliga State Forest covering an area of 3000 square kilometres. The village is a quiet and secluded locality.

Gwabegar has a primary school, modern and well-resourced community centre, a multipurpose sports court, general store and post office.

2.2.5.5 Pilliga

Pilliga is a small country village located on the edge of the Pilliga State Forest in an area abounding with wildlife and natural beauty. One of Pilliga’s main features are the hot artesian bore baths with its therapeutic mineral waters and new amenities block. The lagoon on the edge of the town is a popular spot for canoeing and birdwatching and attracts a high diversity of bird species including coastal migratory birds.

Pilliga has a small primary school, café, pub, community link and rural transaction centre with attached multipurpose courts.

2.3 Demographic Trends

The Growth Management Strategy 2020 has identified the following demographic trends being experienced by the Narrabri LGA:

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- The population for the Narrabri LGA as at the 2016 Census shows both a younger and ageing population compared to NSW and Australia. This trend is expected to continue in the years leading up to 2036.
- The demographic trends from the DPIE projections illustrate that couples and lone person households will form a significant proportion of households as the population ages over time. This will create a demand for a range of 180 to 330 new dwellings to 2036, and potentially 400 to 2040.
- The employment base is declining gradually although the average age of employed persons is static at 39 years.
- Mining development in Narrabri LGA (and adjoining Gunnedah LGA) has likely had an impact on the demographic profile in recent years, with a slight population increase between 2011 and 2018 in the workforce age groups. Employment in mining is strong, however only 6% of all employed people live in Narrabri LGA and work in mining, compared to the 16% employed in agriculture (4% work in other LGAs). This trend is projected to continue; and it should be noted that empirical and anecdotal evidence shows that mining has not delivered the expected population and economic growth outcomes.
- The impact of future mining activities in the Narrabri and Gunnedah LGAs will be difficult to predict; and care must be taken in assumptions about mining related workforce and dwelling demand required over the next 20 years. However, it is possible that other major projects will have a positive impact on population growth, as opportunities arise in renewables and agribusiness.

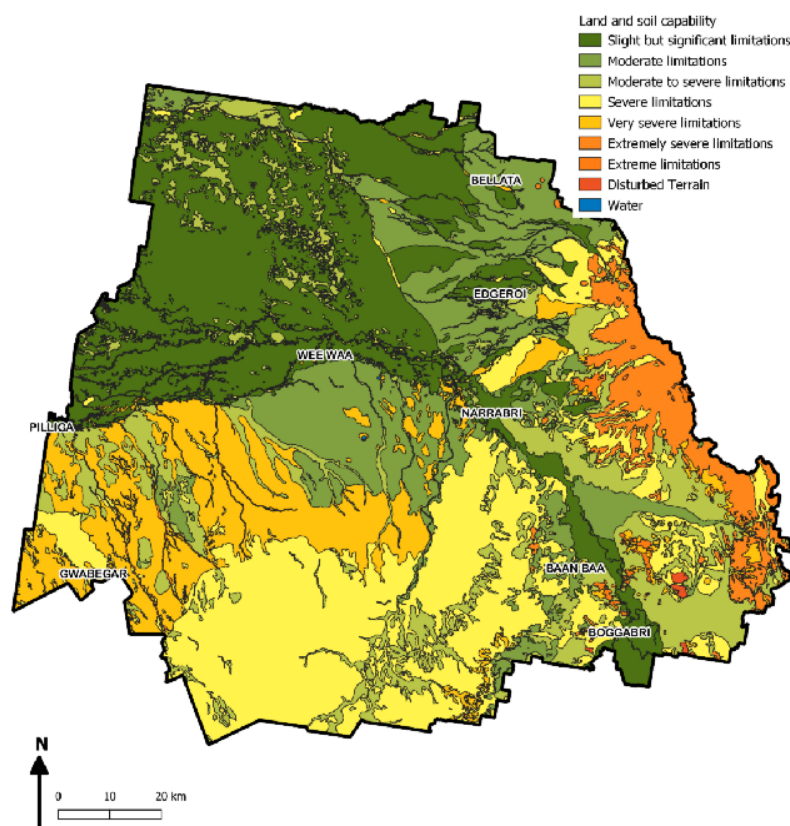
2.4 Our Local Advantages

Agriculture remains Narrabri Shire's most important industry. The fertile black soil plains are highly sought after and grow world class product including cotton, wheat and other grains such as pulses and oilseeds followed by livestock production of sheep and beef cattle.

According to the ABS, Narrabri's agricultural production accounts for 4.8% of the State's gross agricultural value¹. The strength of the sector relies upon favourable climate and soils, access to national and international markets, strong broadacre cropping and grazing sectors and irrigated crops.

¹ ABS Value of Agricultural Commodities Produced, NSW and Local Government Areas 2015-16

Narrabri LSPS 2040



Source: (DPIE 2017)

Figure 6: Agricultural Land and Soil Capability in Narrabri LGA

Agricultural processing and handling is a vital industry, value adding and exporting Narrabri Shire goods to the world. With three government research centres, Narrabri Shire is internationally recognised as an innovative centre for **agricultural research** and **astronomy**.

Broadacre crops and livestock are the most valuable agricultural commodities for the Narrabri LGA. Cotton has the highest gross value, followed by wheat, chickpeas, livestock and barley. However, it should be noted that there is a wide range of agricultural commodities that contribute to agricultural output in the Narrabri LGA.

The New England North West Region (NENW) of NSW includes some of Australia's most productive agricultural land, with Narrabri and Moree LGAs combined producing over 50% of the region's gross regional product². The region is home to some of Australia's largest, most efficient and productive farmers and graziers, utilising and diversifying on superior soils, good rainfall and a temperate climate. The NENW region produced \$2.13 billion Gross Value of Agricultural Production

² RMCG, 2015, *Agricultural Expansion Analysis: New England North West NSW Final Report*, rmcg.com.au

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in 2017-18³ or 23% of total NSW output. The region produces a greater value of irrigated agricultural production per ML of irrigation water applied than any other area in the state.



Source: (NSW Government Planning & Environment, 2017)

Figure 7: New England North West Region Agricultural Production

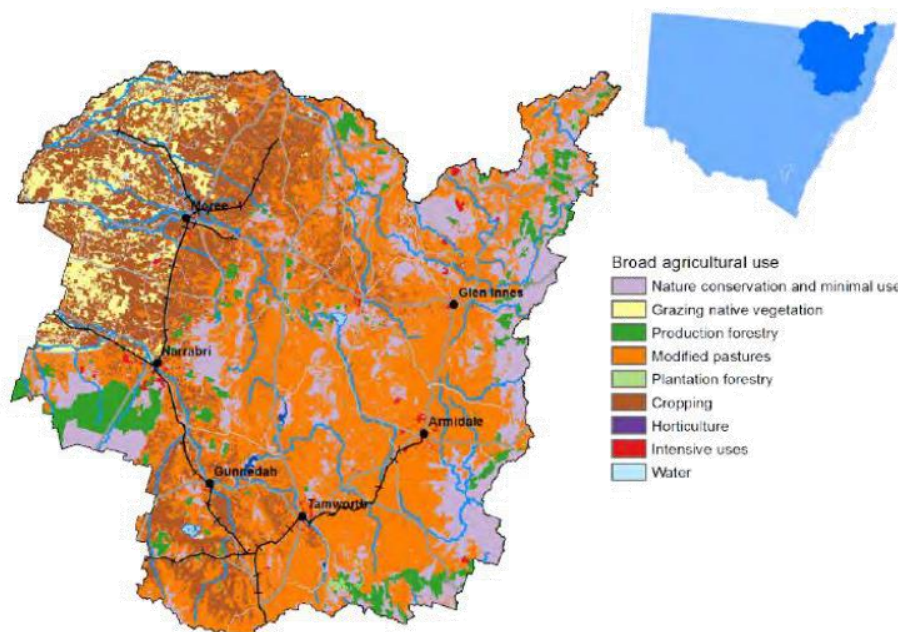
Over the past 30 years, opportunities to increase production and productivity have been seized in the NENW as agricultural production has diversified from agriculture dominated by grazing, to grazing and cropping and then further to include both intensive summer and winter cropping (including irrigation).

³ ABARES, 2019, About my Region – New England and North West NSW, <https://www.agriculture.gov.au/abares/research-topics/aboutmyregion/nsw-new-england>

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The key underlying trends and emerging agricultural industries include:

- Growth in cotton production
- Steady cereal and grain production
- A move to increasing meat production
- New industries such as vertically integrated poultry processing
- Local high performers such as hydroponic fruit and vegetable growing⁴.



Source: ABARES 2015

Figure 8: Broad agricultural use in New England and North West Region

The region is well endowed with extensive **coal** and **natural gas** deposits, with the Pilliga gas field stated to potentially be able to supply 50% of NSW gas needs. This intensification of coal mining and emergence of gas interests, has challenged the traditional agricultural basis of the community, creating key changes in attitudes to land use and several new opportunities for employment and economic growth, but also some community debate as typically associated with change.

Inland Rail will remove any constraints historically applied to regional centres such as Narrabri by providing the transport network “spine” to efficiently reach major ports and economic centres. It will build upon the strategic location of the crossroads of two major arterial roads, the Newell and Kinaroi Highways, midway between Sydney and Brisbane and offer a superior location for the **Narrabri Shire Logistics and Industrial Hub**.

The Shire is well serviced by numerous primary and secondary schools along with the Narrabri TAFE forming an integral part of the community. With the **education and training sector** continuing to grow, attract and retain younger residents it is important to partner with agencies and service providers to develop such things as the **County Education Hub** to service the North-West Region.

⁴ RMCG, 2015, *Agricultural Expansion Analysis: New England North West NSW Final Report*, rmcg.com.au

2.5 Our Local Opportunities

The Narrabri Shire boasts extensive infrastructure required to facilitate business and investment opportunities. This infrastructure offers the potential for new opportunities such as **renewable energies** to capture a greater share of the electricity generating market whilst taking advantage of our existing infrastructure, climate and topography. A strategic and integrated approach to renewable energy projects will leverage new opportunities and help meet the NSW Government's goal of a carbon neutral NSW by 2050 whilst ensuring they will have least impact on productive agricultural land and any visual impacts can be managed appropriately.

The Inland Rail project has the potential to have a significant positive impact on the Narrabri LGA. It will provide vastly improved connectivity to the ports of Brisbane and Melbourne and other destinations in between for the movement of freight including the shire's natural resources. Furthermore, the Inland Rail will provide the opportunity to expand on the existing confluences of major transport arteries through new and existing logistics and intermodal facilities.

Narrabri has a strong **commercial centre** anchored by major retailers and employers including Coles, Woolworths, Target Country and Narrabri Shire Council. Narrabri is identified as a strategic centre within the *NENW Regional Plan 2036* and offers the opportunity to grow and support diverse industries.

The Narrabri Shire region's strong agriculture and mining sectors create opportunities for **value adding manufacturing operations**. Investigations into flood resilient industrial land in Narrabri, Wee Waa and Boggabri will provide opportunities for value adding manufacturing operations to leverage off the strong agriculture and mining sector, whilst also taking advantage of our strategic location and significantly improving transport and logistics infrastructure.

Diversification in agricultural output will help to mitigate the effects of market fluctuations and supply of water. It should be noted that climate change is likely to have an impact on agricultural production over the next 20 years. This may have an impact on water-intensive broadacre crops such as cotton, which currently contributes to a substantial proportion of agricultural production in the region.

The Shire boasts several **tourism** attractions including Yarrie Lake, Mount Kaputar National Park, Australian Telescope, Swan Rocks, Pilliga Artesian Bore Baths and the Pilliga Forest. Narrabri is one of the only towns in regional NSW with a major modern entertainment and conference venue, the Crossing Theatre. The enhancement of existing attractions and creation of new attractions to leverage from the tourism strengths in the region will create opportunities to attract investment, create employment and diversify the economic base of the Shire.

The aging population will increase the demand for health care and social assistance. The Narrabri Shire has adequate provision of **health** infrastructure including a number of public hospitals located in the towns of Narrabri, Wee Waa and Boggabri. This infrastructure can support and offers opportunities to accommodate options for our aging population including retirement villages and nursing homes.

One of the key constraints of Narrabri Shire's development is the flooding of the Naomi River. Significant areas of land are flood prone which contains their potential to be developed for residential and employment generating uses such as industrial land. Council will continue to focus on ensuring that **suitable and appropriate land** is identified for **future development** whilst protecting existing assets.

To cater for an ageing population and smaller households, planning provisions in the short term will need to be tailored to provide increased housing choice in Narrabri LGA, to increase the proportion of smaller dwellings, semi-detached or unit/apartments.

3 VISION

The CSP has been used to guide the preparation of the LSPS. The vision set by the CSP for the Narrabri LGA is:

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

Narrabri is a connected and thriving Shire located in the heart of the highly productive Namoi Valley. Supported by a diverse economy, distinctive natural setting and strong connection to heritage and community, Narrabri is a destination of choice.

Narrabri Shire has leveraged its location at the cross roads of key road and rail infrastructure providing key accessibility for export of its vast primary production resources. Value adding of the agricultural industry continues to evolve as a core part of the local economy, complimented by a dynamic tourism industry, local services, mineral resources and renewable energy industries.

Agriculture is an intrinsic part of the local identity and heritage and emerging sustainable agriculture practices are acknowledged.

The Shire has continued to diversify and is an iconic and popular tourist destination with the Mount Kaputar National Park and Pilliga Forest. Visitors are drawn to opportunities presented by the Namoi River corridor and private property around the base of the Mt Kaputar National Park, to provide a diverse range of quality / unique adventure and nature-based tourism products and experiences.

Narrabri recognises the importance of protecting and enhancing its natural attributes. These attributes are critical to the ongoing sustainability of the environment in which they live and rely upon for their existence.

There is pride in the lifestyle and character of Narrabri's towns. This needs to be acknowledged and respected in future planning for the Shire.

Our community is inclusive and resilient. We are proud to acknowledge, respect and celebrate our Aboriginal cultural heritage. Narrabri's pioneering heritage enriches local character and sense of place. Narrabri's history is celebrated as part of its future.

A Structure Plan has been prepared as part of the Growth Management Strategy 2020 to guide future development of the Narrabri Shire, integrating with the Vision of the LSPS as shown in **Figure 9** and **Figure 10**.

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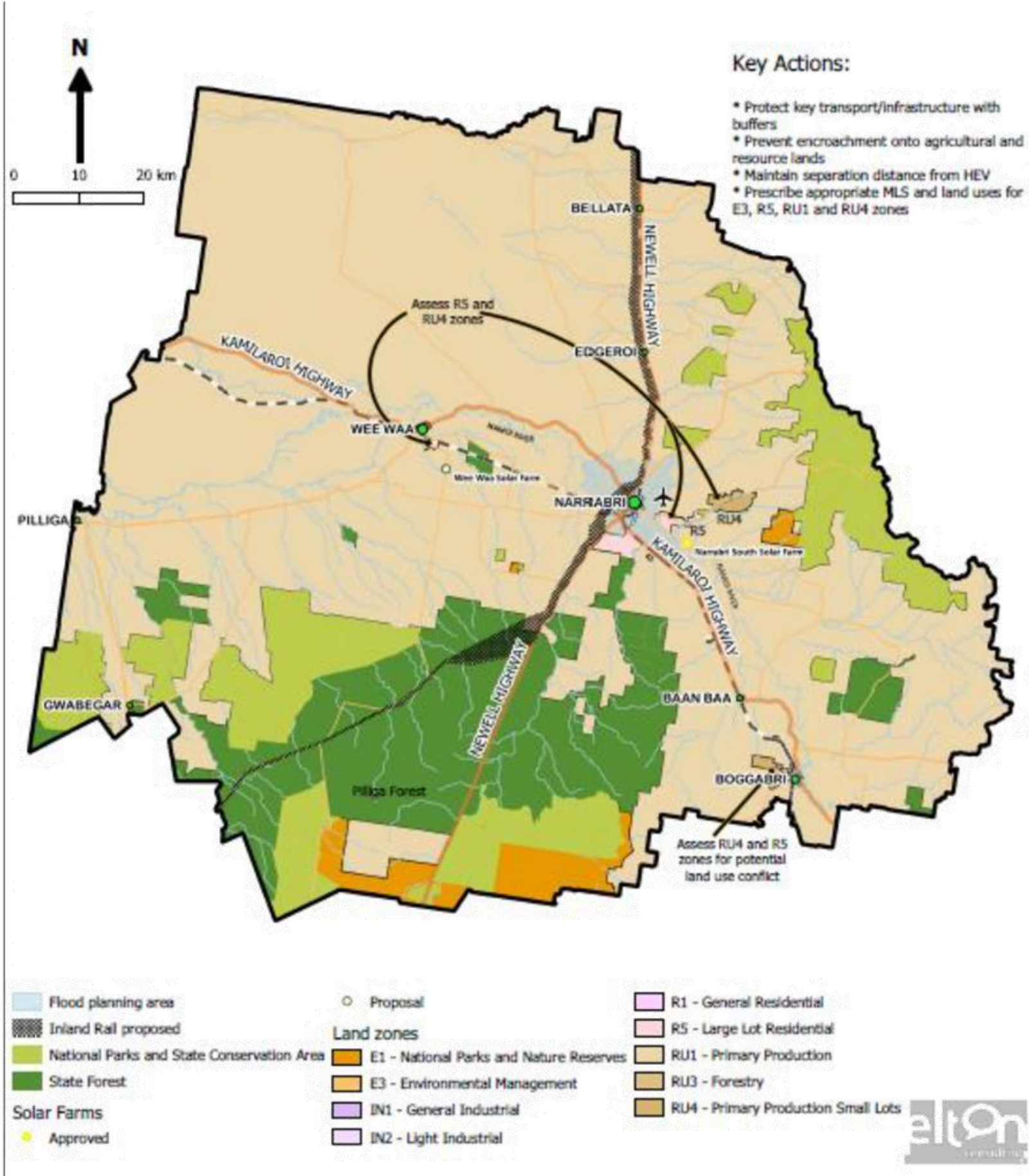


Figure 9: Structure Plan for Narrabri LGA

Narrabri LSPS 2040

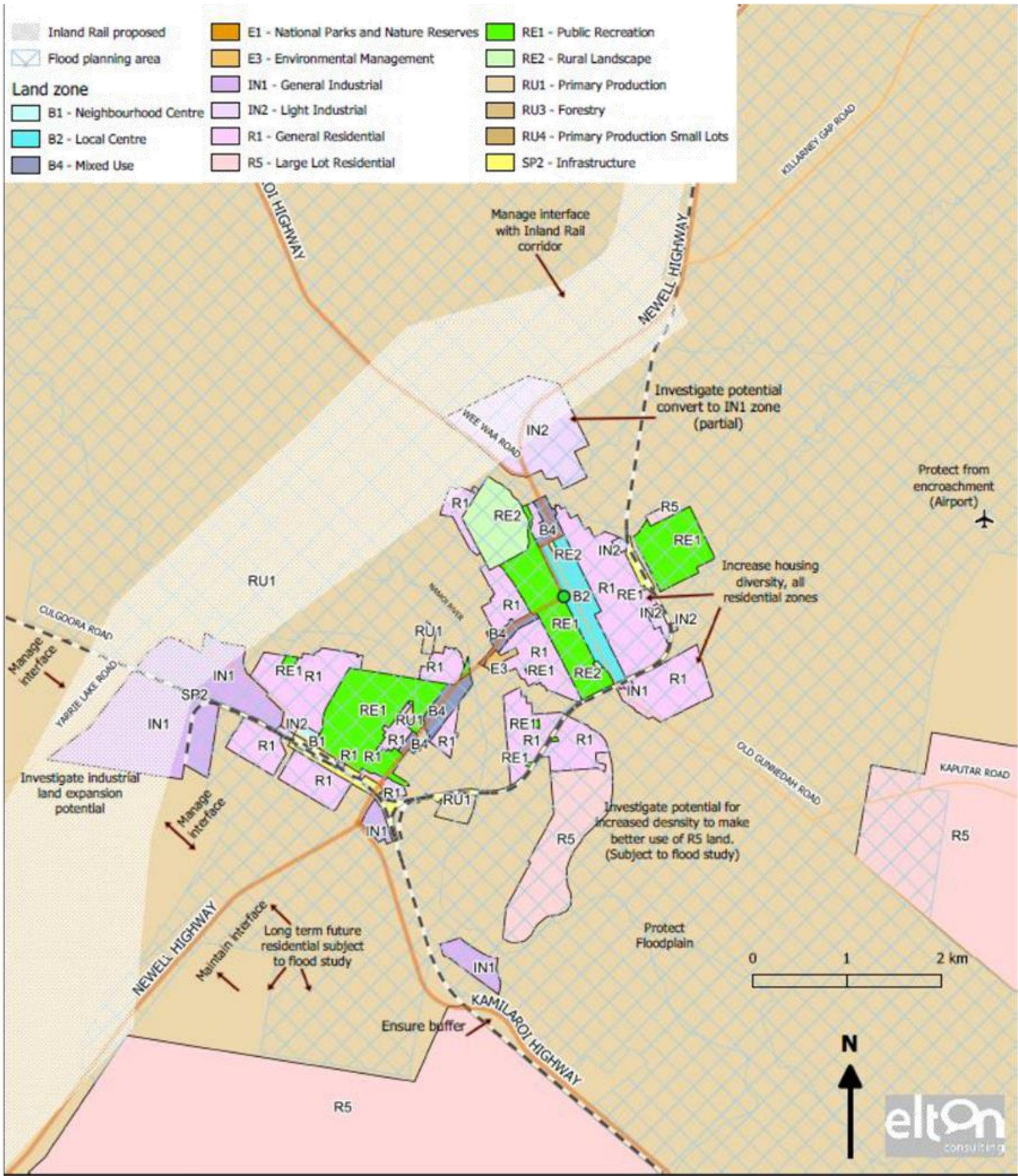


Figure 10: Structure Plan for Narrabri Area of LGA

4 OUR THEMES & PLANNING PRIORITIES

4.1 Introduction

Four related themes make up the community's vision for Narrabri:

- Our Economy,
- Our Places,
- Our Infrastructure, and
- Our environment.

These four themes will be monitored against identified measures and implemented through 11 planning priorities. Actions under each Planning Priority are either short (0-5 years), medium (5-10 years), or long term (10+ years). They combine current, committed and non-funded work.

Narrabri LSPS will inform our land use and development decisions. Relevant planning priorities will need to be addressed when evaluating growth or changes to land uses in Narrabri.

OUR ECONOMY	OUR PLACES	OUR INFRASTRUCTURE	OUR ENVIRONMENT
Planning Priority 1	Planning Priority 7	Planning Priority 13	Planning Priority 16
Promote agriculture, grow the agri-business sector, encourage diversification in the agricultural sector and harness domestic and international opportunities	Provide new space to grow and deliver greater housing diversity to suit changing needs	Support the emerging N2IP	Protect areas of high environmental value and significance
Planning Priority 2	Planning Priority 8	Planning Priority 14	Planning Priority 17
Protect primary production and employment lands	Provide for healthy communities	Facilitate and enhance transport and infrastructure networks	Adapt to natural hazards and climate change
Planning Priority 3	Planning Priority 9	Planning Priority 15	Planning Priority 18
Build strong economic centres	Manage and enhance the distinctive character of towns	Coordinate local infrastructure delivery with planned growth	Sustainably Manage and Conserve Water Resources
Planning Priority 4	Planning Priority 10		
Manage and support the transition to renewable energy	Protect Aboriginal culture and heritage		
Planning Priority 5	Planning Priority 11		
Promote tourism	Protect European heritage		
Planning Priority 6	Planning Priority 12		
Sustainably Manage Mineral Areas	Education and research		

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4.2 Our Economy

4.2.1 Overview

For many years, agriculture has provided the economic base supporting the communities in our region. However, overall employment figures in the agricultural sector are declining as the sector becomes more efficient and highly specialised with advances in agricultural technology.

More recently, increases in tourism, mining and service industries have supported stable employment figures in the Shire and resulted in a more diversified and resilient economy.

A number of large extractive industry projects and the Inland Rail (Narrabri sits on the interface between the Narramine to Narrabri and Narrabri to North Star sections of the Inland Rail) means new opportunities to strengthen the economic foundations of the Shire. The Inland Rail will see the LGA more connected to the rest of Australia, and the world.

The LSPS recognises that these recent economic shifts are sowing the seeds for a flourishing new economy which will support our community to grow in the future. We will harness our strengths and embrace new opportunities to ensure the benefits of growth are shared equitably across the LGA. Enabling our Aboriginal communities to secure better economic outcomes is one of our key strategies for equitable opportunities.

The *Upper North West Regional Economic Development Strategy 2018-2022* (REDS) sets out a long term economic vision and associated core strategies for the functional economic region, which includes Narrabri LGA. It identifies the core strategies and immediate actions needed to pursue this vision. The objectives of the REDS are to:

- build on existing strengths in the Region and enhance these;
- identify new opportunities to enhance the development, performance and competitiveness of the Region; and
- facilitate and support sustainable growth (NSW Department of Premier and Cabinet, 2018).

Four core strategies have been identified to capture the opportunities, manage risks and deliver on the vision for the Region:

- Improve freight efficiency in the engine industries of Agriculture and Mining;
- Encourage investment, increased productivity and value adding;
- Invest in people, skills, community and lifestyle to address the Region's skills gap; and
- Diversify the economy through emerging industry sectors (NSW Department of Premier and Cabinet, 2018).

The LSPS provides for alignment with the REDS strategies.

Narrabri LSPS 2040

The following planning priorities will allow us to capitalise on new opportunities, while protecting the foundational elements of Narrabri Shire's economy:

- | | | |
|----------------------------|--|---|
| Planning Priority 1 | | Promote agriculture, grow the agri-business sector, encourage diversification in the agricultural sector and harness domestic and international opportunities |
| Planning Priority 2 | | Protect primary production and employment lands |
| Planning Priority 3 | | Build strong economic centres |
| Planning Priority 4 | | Manage and support the transition to renewable energy |
| Planning Priority 5 | | Promote tourism |
| Planning Priority 6 | | Sustainably Manage Mineral Areas |
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4.2.2 Planning Priority 1 - Promote agriculture, grow the agri-business sector, encourage diversification in the agricultural sector and harness domestic and international opportunities

4.2.2.1 Rational

According to the ABS, Narrabri's agricultural production accounts for 4.8% of the State's gross agricultural value. The strength of the sector relies upon favourable climate and soils, access to national and international markets, strong broadacre cropping and grazing sectors and irrigated crops.

This industry will evolve and grow over time, increasing jobs and production.

With a predicted need for 70% more food globally, the agriculture sector is continuing to evolve and become more specialised in response to the pressure to produce more from less. The future focus for agriculture is on faster delivery and hi-tech, requiring new skills and infrastructure. With the University of Sydney I.A Watson Grains Research Centre Narrabri at the forefront of world plant breeding research, Cotton Seeds Distribution Wee Waa supplying cotton seed for up to one million hectares of irrigated and dryland cotton in any one season and the Australian Cotton Research Institute (between Narrabri and Wee Waa) the Shire is well equipped to become a world-leading centre for Agri-knowledge.

There are several major companies and research institutions located in the Narrabri LGA, supporting the agricultural sector including storage, process, transporting and wholesaling operations. These include Cotton Research and Development Corporation, I.A. Watson Grain Institute (operated by Sydney University), Australia Cotton Research Institute and Cotton Catchment Communities Cooperative Research Centre, shown on **Figure 11**. These could support the commercialisation of new agricultural and business technologies.

Narrabri LSPS 2040



Source: (Elton Consulting, 2020)

Figure 11: Location of Research centres

Residential development will be restricted near research centres as well as other Biophysical Strategic Agricultural Land (BSAL), to support future expansion of research centres and recognise the primacy of the agriculture sector to Narrabri Shire.

The Inland Rail project has the potential to have a significant positive impact for agriculture in the Narrabri Region. By providing rail connections to Brisbane and Melbourne, it will improve access to both domestic and international markets for local producers. By switching from road to rail, it will improve the efficiency of freight transportation and reduce freight costs.

It is important for the land use planning framework to provide for flexibility to respond to the evolving agricultural industries.

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4.2.2.2 Council Will

- Support the development of an Agri-knowledge Precinct.
- Encourage knowledge, high-technology, advanced manufacturing and related employment uses in the Agri-knowledge Precinct.
- Provide enhancement of important agricultural land and research centres

4.2.2.3 Actions

ACTION

- 1.1 Review minimum lot sizes for rural lands mapped as BSAL and update LEP if required.
- 1.2 Review RU1 zoning permissible land uses to enable complementary uses that support a stronger agricultural sector.
- 1.3 Partner with the University of Sydney to investigate the development of the Agri-knowledge Precinct at the I.A Watson Grains Research Centre, Cotton Seeds Distribution and the Australian Cotton Research Institute.
- 1.4 Prepare a Rural Lands Study and review every four years to ensure that land use standards enable a productive agricultural sector
- 1.5 Review planning controls in the LEP and DCP to accommodate agribusiness and to encourage intensive food production and more intensive agribusiness.

4.2.3 Planning Priority 2 – Protect primary production and employment lands

4.2.3.1 Rationale

The Namoi Valley renowned by its rich fertile soils producing some of the world's highest quality wheat, cotton, lamb and beef. Agriculture provides employment on farm, in agribusiness and processing and manufacturing.

The Narrabri LGA has a strong and growing economy centred on agricultural production, agribusiness and mineral resource production and includes several research institutions.

In rural areas land use conflicts commonly occur between agricultural and residential uses. However, land use conflicts can also occur between different agricultural enterprises and other primary industries including mining, forestry, aquaculture and fishing enterprises.

Rural amenity issues are the most common land use conflict issues, followed by environmental protection issues. Rural amenity issues include impacts to

- air quality due to agricultural and rural industry (odour, pesticides, dust, smoke and particulates)
- use and enjoyment of neighbouring land e.g. noise from machinery, and
- visual amenity associated with rural industry e.g. the use of netting, planting of monocultures and impacts on views.

Environmental protection issues include:

- soil erosion leading to land and water pollution
- clearing of native vegetation, and
- stock access to waterways.

Direct impacts from neighbouring land uses on farming operations can also cause conflict, such as:

- harassment of livestock from straying domestic animals
- trespass
- changes to storm water flows or water availability, and
- poor management of pest animals and weeds

Likewise, employment lands can also suffer from land use conflict as a result of adverse impacts of the employment land uses and either being located initially in an inappropriate location or encroachment from incompatible land uses.

Land use conflict is best avoided by ensuring appropriate land uses are situated next to each other. Provisions are therefore required in order to ensure consideration of land use conflict is paramount in planning decisions.

Council needs to protect agriculture and employment lands from potential land use conflicts. Subdivision needs to be avoided on productive agricultural lands to ensure existing and future consolidated lots are of a size that accommodates financially viable farming.

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4.2.3.2 Council Will

- Protect productive agricultural lands across the LGA from land uses that may lead to land use conflict or fragmentation of property.
- Protect employment lands across the LGA from land uses that may lead to land use conflict.
- Ensure new land uses in the vicinity of existing primary production or employment lands are appropriately assessed to avoid land use conflict.

4.2.3.3 Actions

ACTION

- 2.1 Review controls within LEP and DCP to provide identification and protection of important agricultural lands
- 2.2 Review controls within LEP and DCP to manage the interface between other land uses and important agricultural lands, intensive agriculture, and employment lands, to manage compatibility between land uses including requirements for land use conflict risk assessments

4.2.4 Planning Priority 3 – Build strong economic centres

4.2.4.1 Rationale

Growing centres as places of commerce, retail and social activity will support tourism, foster a strong sense of place, and enable services to be efficiently delivered for residents and adjoining communities.

Narrabri is the primary employment, service, retail and amenity centre of the LGA and the region. The B2 Local Centre zone within Narrabri covers a large area. The zoning does not reflect the current land use and has not seen any expansion of the non-residential type land uses out of the commercial core. Investigations are to be undertaken to look at consolidating the CBD to strengthen the core and providing complementary higher density residential development to complement instead of the current land use arrangements.

An area within Narrabri has developed to contain a number of education facilities including the Country University Centre, Narrabri Library, Narrabri Public School and Narrabri TAFE College. Investigation are to be undertaken to consider this as a more formal educational hub precinct. Likewise, the University of Sydney and Australian Grain Technology's I.A. Watson Grains Research Centre and the Australian Cotton Research Institute are located in Narrabri. Consideration is to be given to establishing an agri knowledge precinct to support these facilities.

In other villages, development is expected to be of a scale that reflects the role and function of the settlement. Retail, commercial and community facilities are encouraged where it meets the needs of rural communities and visitor populations.

Another important component of a successful centre is having sufficient land for freight and logistics, industry, warehousing and similar uses. These require large operational footprints and separation due to noise, dust, traffic or other amenity impacts. These uses can locate in existing employment lands or identified future growth precincts where impact is limited through appropriate planning controls.

It is important that future land use planning for economic centres is based on local investigations and provides for a suitable options for growth in response to the local needs.

4.2.4.2 Council Will

- Ensure regionally significant services and commercial land uses locate in Narrabri to maximise accessibility to customers, workers and transport network.
- Reinforce existing employment lands for freight and logistics, industry, warehousing and similar activities that require separation from sensitive land uses to avoid amenity impacts.
- Facilitate other economic development opportunities where they are consistent with the vision and strategic outcomes of this statement but only in identified areas on the Structure Plan Map.

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4.2.4.3 Actions

ACTION

- 3.1 Identify and develop a Precinct Plan for an integrated manufacturing, freight and logistics precinct.
- 3.2 Complete an employment lands study.
- 3.3 Review and implement the Economic Development Strategy with a focus on innovative and knowledge jobs, and leveraging the agriculture and tourism sector
- 3.4 Review of industrial lands in Narrabri, Boggabri and Wee Waa to consider constraints, opportunities, and demand.
- 3.5 Identify and development a Precinct Plan for the CBD based on constraints and opportunities

4.2.5 Planning Priority 4 - Manage and support the transition to renewable energy

4.2.5.1 Rationale

Narrabri Shire can be a leader in renewable energy, thanks to potential sources of solar and wind. It receives 19 to 20 megajoules daily of solar exposure, making it the second highest solar penetration region in NSW.

The NSW Government has set the goal of carbon-neutral NSW by 2050 and supports the national target of 20% renewable energy by 2020. Large scale electricity generating works and solar energy systems are projects determined by the IPC as State Significant development under the SEPP State and Regional Development; the SEPP Infrastructure 2007 also provides for the delivery of critical infrastructure across the State. Both SEPPs prevail over LEPs to the extent of any inconsistency.

There are three solar farms proposed in Narrabri LGA, the Narrabri South Solar Farm (60MW), Silverleaf (120MW) and the Wee Waa Solar Farm (55MW) as shown in **Figure 12**.

The Upper North West REDS⁵ notes that development of a large solar farm (100MW) typically employs several hundred people. The key limiting factor for growth of large-scale renewables (wind and solar) is the capacity of the electricity grid. The Australian Energy Market Operator has identified (2018⁶) the need for immediate (2020) upgrade to interconnecting grids between Northern NSW and Queensland to facilitate increased mix of renewables in the electricity grid. Other factors are a lack of certainty around State and Federal government energy policy and attracting a labour force, particularly if construction coincides with construction of a major mining project in the area. Council's Community Strategic Plan 2018-19 refers to encouraging the establishment of a commercial solar power industry in the LGA⁷.

Wind generated energy appears to be feasible on the Nandewar Ranges foot slopes and not the wider area of the LGA as with solar generated energy. The AEMO Integrated System Plan for renewables identifies at least two wind projects between the LGAs of Narrabri and Moree Plains.

Narrabri Shire is strategically located to attract investment in renewable energy development, including wind farms, solar energy and battery systems.

Community consultation as part of the Community Strategic Plan identified widespread support for solar or wind renewable energy developments in the Shire and a desire to be involved.

The *New England North West Regional Plan 2036* identified the New England North West as the renewable energy hub of NSW. Narrabri Shire can build on this strategy by undertaking a Solar Feasibility Study in collaboration with the university sector. This study would identify preferred locations best suited for solar energy development.

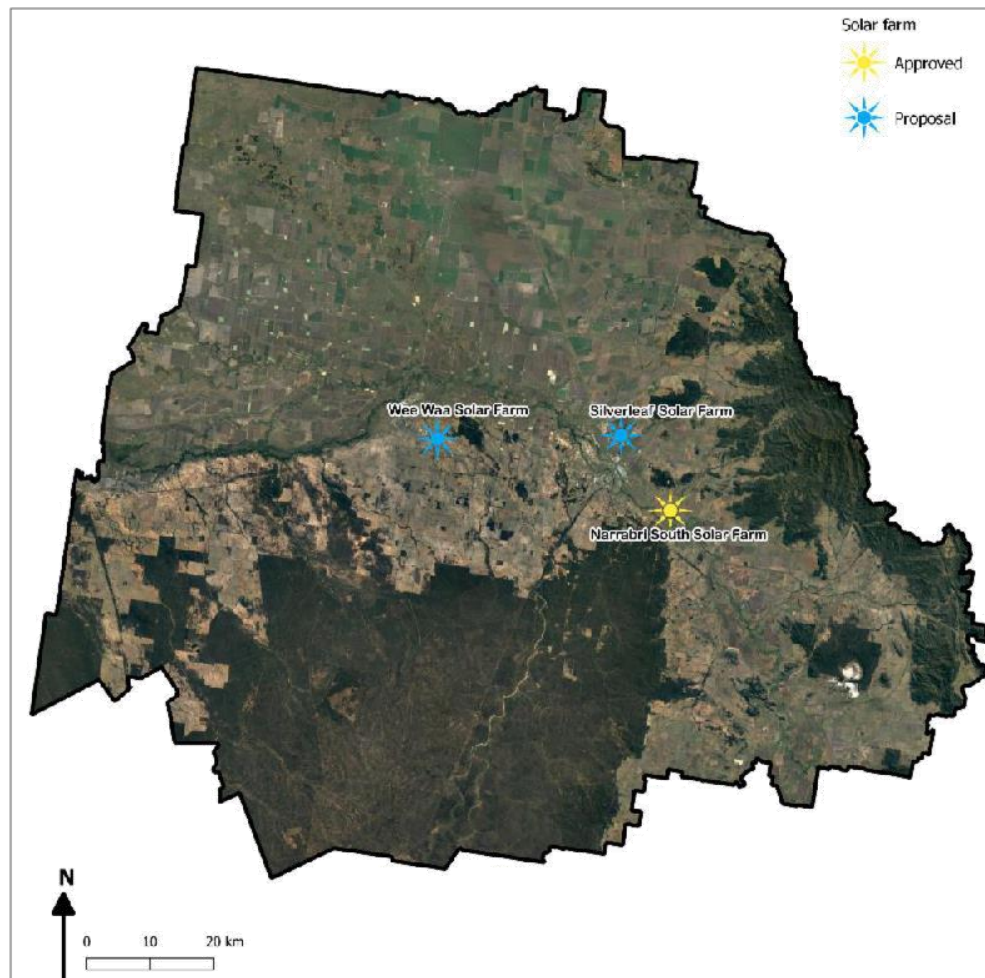
Council will encourage renewable energy and associated infrastructure in the in the Precinct Plan for an integrated manufacturing, freight and logistics precinct. Council will also proactively manage any potential impacts on productive agricultural land and the scenic landscape that is highly valued by the community and by visitors.

⁵ NSW Department of Premier and Cabinet, 2018, Upper North West REDS, p51

⁶ AEMO, 2018, Integrated System Plan, p83

⁷ Narrabri Shire Council 2018-19 Community Strategic Plan, p44

Narrabri LSPS 2040



Source: NSW DPIE Major Projects

Figure 12: Location of solar farms

The Newell Highway is identified as being a key regional route for the provision of infrastructure for fast chargers for EVs. If fast charger infrastructure could be located in Narrabri LGA there could be benefits for residents and businesses, improved access to regional NSW by E vehicle owners including freight operators, and reinforces the regional tourism economy.

It is imperative that the local land use planning framework provide a response to and facilitate the transition to renewable energy.

4.2.5.2 Council will

- Encourage and facilitate development of solar farms and EV charging sites in identified areas.
- Ensure the community is part of the transition to renewable energy
- Avoid and manage impacts on the scenic rural landscape and visitor attractions from renewable energy development and associated infrastructure.

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4.2.5.3 Actions

ACTION

- 4.1 Complete a Solar Feasibility Study to identify preferred locations best suited for solar energy development in Narrabri, Wee Waa and Boggabri.
- 4.2 Identify locations for EV charging sites within Narrabri including Tourism Precinct and ensure statutory planning documents facilitate EV charging infrastructure to be located in appropriate zones.
- 4.3 Identify a renewable energy sub-precinct in the Precinct Plan for an integrated manufacturing, freight and logistics precinct.

4.2.6 Planning Priority 5 - Promote tourism

4.2.6.1 Rationale

Tourism contributes approximately \$50 million to the Narrabri region economy each year.

Visitors are attracted to Narrabri Shire for the:

- Land – agricultural landscapes, landforms, National Parks and Forests.
- Water – the healing artesian waters and the lakes and river systems that are the lifeblood of the area.
- Stories – the ancient culture of the Kamilaroi people, heritage, the characters that have forged the area.
- Way of life- country hospitality – delivering simple sophistication, as well as the opportunity to relax, reconnect and rejuvenate.

Popular tourist destinations include Mt Kaputar National Park, Sawn Rocks, War Gorge, CSIRO Australia Telescope, Yarrie Lake, Pilliga Forest.

These destinations will drive tourist numbers over the next 20 years and must be preserved and promoted.

One of the core directions is recognising that the Mt Kaputar National Park has capacity constraints and endeavouring to shift the product development focus to the Pilliga Forest, the Namoi River corridor and private property around the base of the Mt Kaputar National Park, to provide a diverse range of quality / unique adventure and nature-based tourism products and experiences.

It is important that the local land use planning framework assists with the promotion and protection of tourism for the LGA.

4.2.6.2 Council will

- Grow the tourism industry across the Shire.
- Continue to build the strategic alliances and partnerships needed to take the tourism industry forward.
- Upgrade and expand the attraction and activity base of the LGA.
- Ensure that information services meet the needs of key stakeholders.
- Ensure that the infrastructure, facilities and services are in place to support the growth of the tourism sector.
- Encourage business and skills development within the tourism sector.
- Increase visitation by strengthening and diversifying the market base of the LGA.
- Support the establishment of public events and festivals in the LGA.

4.2.6.3 Actions

ACTION

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| 5.1 | Amend the LEP to permit the temporary use of Council owned land for community/public events and festivals. |
| 5.2 | Identify and develop a Precinct Plan for a tourism precinct in Narrabri. |
| 5.3 | Expand nature-based adventure and cultural tourism places. |
| 5.4 | Monitor, update and implement the Destination Management Plan. |

4.2.7 Planning Priority 6 – Sustainably Manage Mineral Areas

4.2.7.1 Rationale

The Narrabri region's diverse geology has potential for mineral and energy exploration and production. The Gunnedah coal basin contains the State's third largest coal reserves and coal seam gas potential. The region also contains deposits of gemstones, industrial minerals and extractive materials, with many small-scale mines in operation.

The region also has important farmlands. Therefore, mining activities need to be undertaken sensitively to minimise negative impacts on the environment, important agricultural land, neighbouring businesses and the community.

Mineral resource extraction can benefit and affect communities in different ways during the mining lifecycle. The sustainable management of mineral resources must consider and balance varying impacts to produce sustainable economic, social and environmental outcomes.

It is important that the local planning framework provides for appropriate information in order to enable informed decisions to be made regarding sustainable management of mineral areas.

4.2.7.2 Council will

- Provide strategic guidance for mineral areas within the LGA to ensure all resources can be managed sustainably within the LGA.

4.2.7.3 Actions

ACTION

- 6.1 Prepare a Mining Areas Land Use Strategy

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4.3 Our Places

4.3.1 Overview

Narrabri Shire's population has fluctuated in recent times as evidenced by Census results with a slight decline between 2006 and 2011 of 1.4% and an increase between 2011 and 2016 of 1.2%.

Population projections include consideration of different scenarios through variations in inputs. The scenarios used by the DPIE include main series projections, and high and low growth projections. The high growth projection series results in the highest population projection of all scenarios considered. It is considered "worst case" in terms of catering for growth.

The high growth series 2019 population projections have been utilised for the purpose of strategic planning in this document. This scenario shows minor declines ranging from -0.1% to -0.7%. It is also considered that strategic planning needs to consider higher growth to ensure that sufficient land is available in all scenarios.

Of interest in the projections is the expected significant increase in the 75+ age group by 2041 for the Narrabri LGA and an evening up of age distribution within the population.

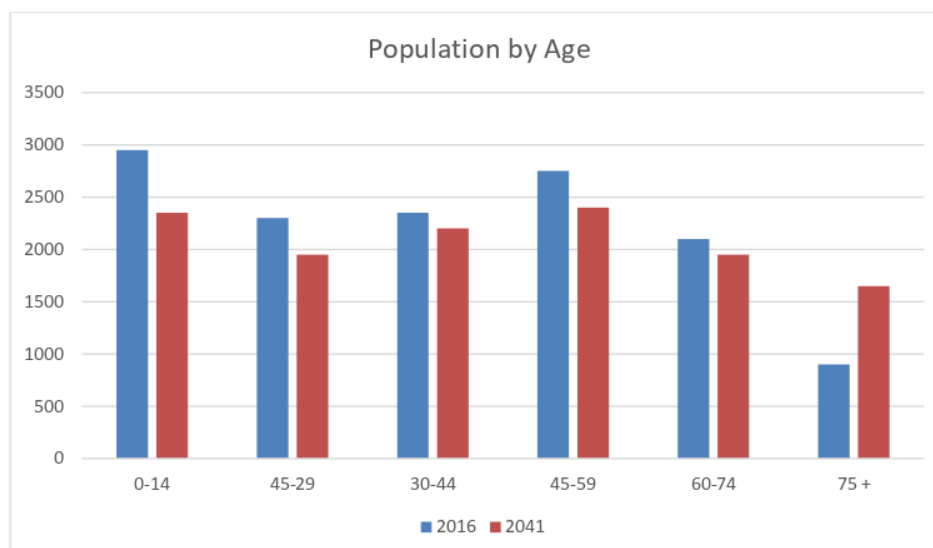


Figure 13: LGA Population by Age

In terms of household composition, there is an expected increase in couples only and lone person households whilst family with children will decrease.

Narrabri LSPS 2040

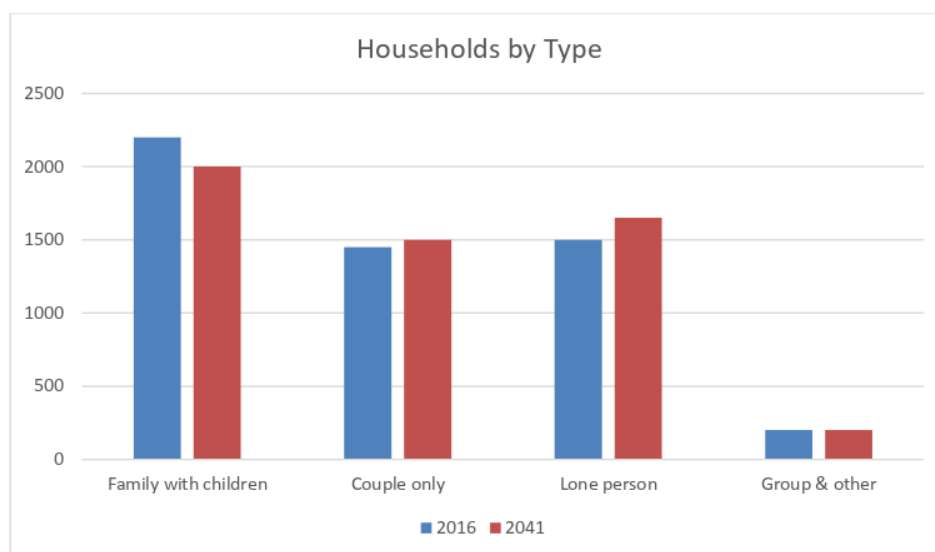


Figure 14: LGA Households by Type

By providing greater housing choice for our community, we can meet the housing needs of increasingly diverse residents and families (such as young families, lone person households and retirees) throughout their life. Housing diversity also encourages active lifestyles, increases the number of people living and working close to jobs, services and amenities as well as managing greenfield growth pressures.

Council will develop a Housing Strategy which will outline where future growth will occur and in what form. Narrabri is expected to see most of this growth, given the availability of services and potential for new manufacturing jobs.

While providing a sufficient supply and diversity of housing is critical, Council is committed to preserving and enhancing the distinctive character of our city and towns. This commitment is particularly important for the smaller villages of Wee Waa, Bellata, Edgeroi, Gwabegar, Pilliga where populations are unlikely to increase.

The following planning priorities outline our model for sustainable growth:

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|-----------------------------|--|--|
| Planning Priority 7 | | Provide new space to grow and deliver greater housing diversity to suit changing needs |
| Planning Priority 8 | | Provide for healthy communities |
| Planning Priority 9 | | Manage and enhance the distinctive character of towns |
| Planning Priority 10 | | Protect Aboriginal culture and heritage |
| Planning Priority 11 | | Protect European heritage |
| Planning Priority 12 | | Education and research |

4.3.2 Planning Priority 7 - Provide new space to grow and deliver greater housing diversity to suit changing needs

4.3.2.1 Rationale

Council must accommodate the demographic changes while preserving what makes it such an attractive place to live and visit – our environment and the distinct local character of our towns and villages.

Ensuring there is a sufficient supply of well-located land and diverse housing choices for residential development will deliver a range of benefits, including creating more walkable and accessible places, protecting environmentally sensitive areas and rural landscapes, and providing new housing in close proximity to services and employment.

A Housing Strategy is to be developed which will address matters such as capacity for residential development in the CBD, building heights and densities, changing demand for housing due to an ageing population.

New housing areas to adjoin the existing urban boundaries subject to appropriate constraints consideration and infrastructure provision in order to meet the demands arising from future development.

All residential development should be high-quality and deliver a range of housing types to suit the needs of the community in accordance with the Housing Strategy.

While it is important to provide additional homes for our population, it is equally important to deliver the right mix of housing types and lot sizes to cater for our changing demographics. Providing housing diversity and choice will improve affordability, help meet the needs of an ageing population and create more walkable, vibrant and accessible places.

New higher density housing in Narrabri will be achieved by encouraging different types of homes within the existing urban area.

There is an opportunity to encourage townhouses, villas and dual occupancy in residential areas close to the Central Business District as well as in areas where commercial zoning has not aligned with market led development forces.

Townhouses, villas and dual occupancy development will be encouraged next to public transport, services and amenities and to respect local character in accordance with Council's DCP.

An ageing population requires targeted housing supply, including independent living units and residential aged care facilities. The Housing Strategy will identify demand for residential aged care and Retirement living in Wee Waa, Narrabri and Boggabri.

It is important that the land use planning framework be updated to reflect current and emerging trends to appropriately cater for accommodation of the Shire's residents.

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4.3.2.2 Council will

- Consider greenfield residential development subject to appropriate constraints mapping and assessment, and subject to demonstrated demand.
- Deliver a range of high-quality housing types in new Greenfield Development Areas and existing residential zones (by reviewing the zones).
- Deliver medium density housing in areas identified in the Housing Strategy and includes housing types required by demographic projections.
- Encourage townhouses, villas and dual occupancy in close proximity to CBDs.
- Encourage new residential development to respect the character and amenity of existing areas through siting, design and layout of building forms.
- Promote housing for older people across the LGA including Independent Living Units and residential aged care facilities.

4.3.2.3 Actions

ACTION

- 7.1 Revise the Growth Management Strategy to reflect the current trends.
- 7.2 Prepare a Housing Strategy to ensure sufficient housing is delivered to meet community needs and demand.
- 7.3 Review the LEP and update planning controls to implement the recommendations and directions made in the Housing Strategy.
- 7.4 Review areas in close proximity to the Narrabri CBD for opportunities to provide higher density residential development.

4.3.3 Planning Priority 8 – Provide for healthy communities

4.3.3.1 Rationale

Public Spaces are defined as all places publicly owned or of public use, accessible and enjoyable by all for free and without a profit motive, including:

- Public open spaces: active and passive (including parks, gardens, playgrounds, public beaches, riverbanks and waterfronts, and publicly accessible bushland)
- Public urban facilities: public libraries, museums, galleries, civic/community centres and public sports facilities
- Streets: streets, avenues, boulevards, squares and plazas, pavements, passages and galleries and bicycle paths.

Planning decisions can contribute to the health and wellbeing of the community and the liveability of places. Health, referring to an overall state of wellbeing rather than just the absence of disease or injury, is dependent on factors influenced by the planning system, such as:

- social connectedness, particularly opportunities for unplanned social interaction
- employment and income
- education
- transport, particularly active and public transport
- access to healthy food
- access to nature and open space
- access to health care
- safety, security and crime prevention.

Narrabri Shire Council's *Sport, Recreation and Open Space Plan 2017-2032* provides a clear statement of Council's commitment to the management, provision and development of recreation and open space in the Shire. Additionally, the Plan addresses recent trends and reflects changing community needs and demographics. The Plan provides realistic actions and solutions that reflect Council and community resources, will avoid ad hoc decision-making and will, ultimately, contribute to increased sport and recreation participation (and community health and well-being). The LSPS is to assist in the implementation of the plan from a land use planning perspective.

4.3.3.2 Council Will

- Empower staff to prioritise health and wellbeing in planning decisions;
- Deliver sufficient open space to meet the active and passive recreation needs of the community at LGA, district and neighbourhood scales;
- Ensure public spaces and places are accessible, attractive and safe;
- Recognise public space outcomes as essential elements of development, promote physical and mental wellbeing through green places;
- Continue to document public space, cultural and green assets and build on existing strategies to protect and enhance them; and
- Articulate the social, environmental, cultural and economic benefits of Public Space activity and infrastructure within the LGA.

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4.3.3.3 Actions

ACTION

- 8.1 Assist with implementation the *Sport, Recreation and Open Space Plan 2017-2032* from a land use planning perspective, through including relevant considerations in the DCP.

4.3.4 Planning Priority 9 - Manage and enhance the distinctive character of towns

4.3.4.1 Rationale

The Narrabri LGA features historic settlements in scenic landscapes with natural beauty. A wealth of distinctive local character born from the early sheep stations and cattle pastures to new industry and agriculture, make Narrabri an attractive locality.

The urban settlement in Narrabri is characterised by its natural setting due to its proximity to the surrounding Namoi River, Narrabri Creek and Mt Kaputar National Park. Heritage buildings along Maitland Street were constructed during the mid to late 1800s.

However, the demographics of the Narrabri LGA is changing; the population is aging, and it is increasingly socially, culturally and economically diverse. Concurrently occurring is new infrastructure and investment, new business and job opportunities, changing household structures, technological innovation and disruption, and a changing natural and built environment. These different facets of change all have an impact on the character of a place and require a strategic planning focus.

Ultimately, this strategic focus will help us to work with our communities to create places that people are proud to live in, where the community collaborates with local and state governments to plan how and where we are going to accommodate the growing population, while maintaining the essence of what it is that the community values about their places.

If we understand what it is about a place that people cherish, identify with and relate to, then architects, urban designers, planners and place-makers have the context and direction to manage change that meets community aspirations: we refer to this as exploring local character and place.

It is important that the local character of our places is embedded into our local planning framework.

4.3.4.2 Council will:

- Encourage sympathetic development in areas subject to local character statements in Council's Housing Strategy in accordance with the DPIE *Local Character and Place Guideline*.
- Enhance the streetscape and public realm in local centres by preparing precinct plans for the CBD of Wee Waa, Narrabri and Boggabri.
- Support the health and wellbeing of the community through good urban design, particularly for seniors and people with a disability.

4.3.4.3 Actions

ACTION

- 9.1 Update the DCP to include locality statements and tailored development controls for identified character areas.
- 9.2 Deliver a town centre precinct plan for Wee Waa, Narrabri and Boggabri.

4.3.5 Planning Priority 10 – Protect Aboriginal culture and heritage

4.3.5.1 Rationale

Narrabri Shire Council recognises Aboriginal people as custodians of the land and recognises the significance of their spiritual and cultural connection to the land. This connection with the land long pre-dates European settlement, with evidence of Aboriginal occupation area dating back thousands of years. Despite physical modification of the land, many places of significance to the unique spiritual and cultural connection to the land remain.

To better manage protection of sites with known, or potential Aboriginal cultural significance Narrabri Shire Council has consulted with relevant Aboriginal persons with interests in the Narrabri LGA. Council will continue to engage with Aboriginal communities to ensure future development in the area respects the cultural significance of landscapes and individual sites of significance within them.

It is important that the places of Aboriginal cultural heritage significance are provided with protection through the local planning framework.

4.3.5.2 Council will

- Identify and protect areas of high environmental or cultural value.
- Protect, manage and respect Aboriginal cultural heritage
- Avoid impacts to Aboriginal cultural heritage
- Ensure Aboriginal people are engaged during the planning process
- Develop local heritage studies with the local Aboriginal community
- Adopt appropriate measures in planning strategies and local plans to protect Aboriginal heritage, and
- Recognise the contribution of cultural heritage values to the character and landscape of the region.

4.3.5.3 Actions

ACTION

- 10.1 Complete an Aboriginal Heritage Study.
- 10.2 Support and drive LALC application for State Heritage Listing of Waterloo Creek Massacre site.
- 10.3 Review and update LEP and DCP requirements for Aboriginal heritage protection considerations.

4.3.6 Planning Priority 11 – Protect European heritage

4.3.6.1 Rationale

European settlement of the town of Narrabri began at the site of a road junction to the south and the west. It was recommended as a town site in 1848. The first hotel was licensed in 1858 and in 1860 it was proclaimed a township. A post office and police station followed. Court services were transferred to Narrabri from Wee Waa in 1864-65 when a courthouse was built. The first public school was opened in 1868.

In 20 years from 1871 to 1891, the population of Narrabri increased from 313 to 1977 following the Robertson Land Act 1861 which opened the land up to smaller selectors and the commencement of wheat growing.

Wee Waa is the oldest town in the Namoi Valley. It was proclaimed in 1847. It initially had the police station and court of petty session, which were established in 1847, and was the centre for justice in the region. In 1849 a post office was built in Wee Waa. Development of the Wee Waa area was aided by the extension of rail services in 1901. It is known as the birthplace of the commercial cotton industry in Australia. Two Californian families moved to the area in the 1960s bringing with them knowledge and technology for the cotton industry, thus beginning the cotton industry.

Boggabri was proclaimed as a township in 1860. It was established based on the agricultural assets and thrived once the railway opened in the early 1880s. Boggabri's central business area has been located in three different streets over the years, creating an interesting mix of architecture.

As a result of the history of the area, the LGA contains a number of items of heritage significance including those already listed on the national, state and local heritage registers. A review of the listings and items of significance in the LGA is required to ensure it is relevant.

4.3.6.2 Council will

- Identify, protect and maintain items and areas of European heritage significance.
- Manage built heritage in accordance with the Burra Charter's (1999) best practice conservation principles and NSW Office of Environment and Heritage's guidelines.
- Manage development near heritage items to ensure it is respectful and sympathetic of surrounding items and conservation areas.
- Preserve areas of identified heritage significance and carefully manage their interface with the urban environment.

4.3.6.3 Actions

ACTION

- 11.1 Carry out a European heritage study.
- 11.2 Review and update LEP following completion of European heritage study.

4.3.7 Planning Priority 12 – Education and research

4.3.7.1 Rationale

There are opportunities to build upon the existing research centres within Narrabri and enhance stronger partnerships between the NSW Department of Education and the research sector.

With a predicted need for 70% more food globally, the agriculture sector is continuing to evolve and become more specialised in response to the pressure to produce more from less. The future focus for agriculture is on faster delivery and hi-tech, requiring new skills and infrastructure. With the University of Sydney I.A Watson Grains Research Centre Narrabri at the forefront of world plant breeding research, Cotton Seeds Distribution Wee Waa supplying cotton seed for up to one million hectares of irrigated and dryland cotton in any one season and the Australian Cotton Research Institute (between Narrabri and Wee Waa) the Shire is well equipped to become a world-leading centre for Agri-knowledge.

There are several major companies and research institutions located in the Narrabri LGA, supporting the agricultural sector including storage, process, transporting and wholesaling operations. These include Cotton Research and Development Corporation, I.A. Watson Grain Institute (operated by Sydney University), Australia Cotton Research Institute and Cotton Catchment Communities Cooperative Research Centre, shown on **Figure 11**. These could support the commercialisation of new agricultural and business technologies.

Residential development will be restricted near research centres as well as other Biophysical Strategic Agricultural Land (BSAL), to support future expansion of research centres and recognise the primacy of the agriculture sector to Narrabri Shire.

It is intended to build on the current work undertaken by the University of Sydney at the I.A Watson Grains Research Centre and work with the local Aboriginal sector to ensure that Narrabri is at the forefront of world-class plant breeding research.

Being important to the local community and economy, it is important that education and research facilities are appropriate planned for in the local planning framework.

4.3.7.2 Council will

- Advocate for secondary and tertiary education facilities
- Advocate and collaborate with education and research partners to facilitate the country education hub
- Protect and plan for future growth of existing research centres.

4.3.7.3 Actions

ACTION

- | | |
|------|--|
| 12.1 | Prepare a Precinct Plan in consultation with Federal and State Government representatives to develop a Country Education Hub in Narrabri to service the North-West Region. |
| 12.2 | Identify land-use potential for a new high school. |
| 12.3 | Review the LEP for opportunities to enable future growth of the research centres and to provide protection from impact on functionality and capacity. |

4.4 Our Infrastructure

4.4.1 Overview

Infrastructure capacity is an essential building block to support our communities forecast growth. Over the next 20-years the delivery of physical and social infrastructure will be vitally important for community well-being and supporting changes to our economy.

The delivery of major transformative infrastructure, such as the inland rail project, will serve as a critical component of the new economy, boosted by increased connectivity. New and upgraded essential services such as water, sewerage, drainage, telecommunications and energy facilities also need to be delivered to support our growing population.

As we grow and change, the efficient use of infrastructure will be critical to retaining the quality of life enjoyed by residents. As a result, our strategy promotes the sustainable use of infrastructure by targeting housing and employment growth in locations already well-served by existing infrastructure.

Council also needs to support the infrastructure delivery of the state government as outlined in *Future Transport 2056*. The initiatives included in *Future Transport 2056* for the LGA include:

- Newell Highway Overtaking Lanes (Multi-region)
- Newell Highway Heavy Vehicle Pavement Upgrades - Narrabri-Moree, North of Moree (Planning)
- Inland Rail (Federal Funded)
- Newell Highway Improvements (in addition to those committed)
- Kamilaroi Highway Improvements
- New England North West Regional Transport Plan
- Support the delivery of Inland Rail

Council is also a member of Namoi Unlimited (**NU**), which is a Joint Organisation of Councils in the New England North West region of NSW. The group collaborates to develop regional opportunities to challenges that inhibit the growth of the economies in the Namoi region. NU has prepared the *Namoi Region Road Network Strategy*, the vision of the Strategy is to ensure roads are enabling the movement of commodities and goods safely and efficiently, to capitalise on economic and social opportunities, and available funding. Council infrastructure priorities would consider the outcomes of the Strategy.

The following planning priorities outline our model for sustainable growth:

- | | | |
|-----------------------------|--|--|
| Planning Priority 13 | | Support the emerging N2IP |
| Planning Priority 14 | | Facilitate & Enhance transport and infrastructure networks |
| Planning Priority 15 | | Coordinate local infrastructure delivery with planned growth |
-

4.4.2 Planning Priority 13 - Support the emerging N2IP

4.4.2.1 Rationale

Narrabri sits at the intersection of a number of rail and road infrastructure intersections. The Werris Creek Mungindi Railway Line intersects with the Narrabri West Walgett Railway line in Narrabri West, both lines providing freight access to Newcastle Port. The Inland Rail Project will be located to the west of Narrabri, providing further rail connection between Brisbane and Melbourne.

Similarly, Narrabri is located at the intersection of the Newell and Kamilaroi Highways. The Newell Highway is the main inland road between Queensland and Victoria, whilst the Kamilaroi is the main road between Bourke and the New England Highway in the upper Hunter at Willow Tree. Narrabri is well located in terms of multi modal infrastructure connections in order to provide transport from the agricultural areas of NSW to various cities and ports for distribution, intrastate, interstate and internationally.

Narrabri is endowed with energy resources in the form of renewables such as solar and alternatives such as gas. This makes Narrabri an attractive location for industrial investment and freight and logistics operations.

Council is intending to capitalise on these opportunities and will develop an industrial and logistics Hub, to be known as the Northern NSW Inland Port (N2IP). The N2IP will be located to the west of Narrabri as shown in **Figure 15**.

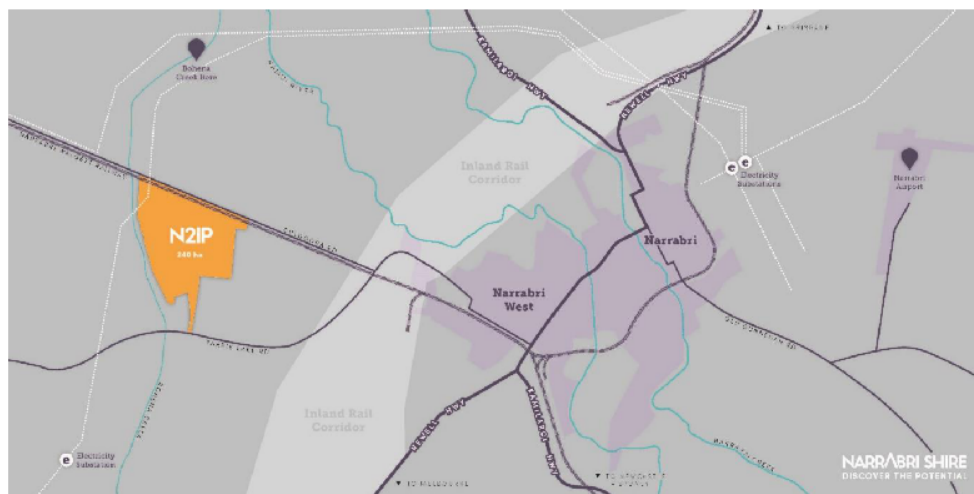


Figure 15: Northern NSW Inland Port Precinct Location

The Strategic Business Case for the N2IP project indicated that development of the site would be likely to directly result in up to 900 full time jobs. Flow on effects for the economy of Narrabri Shire are estimated that a further 450 jobs could also be generated in the wider economy (Arcadis, 2019).

As a result of the increased employment and attraction of new tenants to town, based on 2.5 people per family, it is estimated that with 1,350 new jobs up to 3,375 people could move to the Narrabri Shire. This represents a 26% increase in the 2016 census population for the LGA.

It is important that the local planning framework appropriately facilitates and protects the N2IP Precinct.

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4.4.2.2 Council Will

- Prepare a masterplan to guide the development of the N2IP
- Amend the LEP to facilitate the delivery of the N2IP precinct
- Support the construction of the rail spur to the N2IP precinct
- Provide new serviced land for freight and logistics and related activities within the N2IP precinct
- Protect the N2IP precinct and key freight routes from sensitive land uses that may affect the efficiency and operation of the precinct and moving products to market.

4.4.2.3 Actions

ACTION

- 13.1 Amend the LEP to facilitate the delivery of N2IP master plan.

4.4.3 Planning Priority 14 – Facilitate & Enhance transport and infrastructure networks

4.4.3.1 Rationale

Narrabri LGA is at the intersection of a number of existing inter and intra state arterial road and rail networks. This connectivity will be further enhanced with the implementation on the Inland Rail Project.

Road and rail transport networks are integral to the current and future economy of the region. As net exporters of primary products and with the increasing importance of export of such products internationally, the provision and protection of infrastructure routes is of utmost importance for the Shire.

Narrabri Shire contains significant reserves of coal and gas, which is resulting in emerging resources industries. This expansion along with general demographic changes is expected to see the demand for both public and chartered air services from the region, to Sydney, Brisbane and other major population centres. Based on this the capacity of the Narrabri Airport is expected to be exceeded in the near future. Consequentially, the *Narrabri Airport Masterplan 2014-2034* has been prepared to enable a staged expansion of the airport.

Limiting inappropriate development along existing and proposed transport corridors will protect productivity and safety. The location of existing and proposed utility or other infrastructure, including pipeline infrastructure, should be considered in relation to sites proposed for urban land release to avoid any conflict or encroachment that would compromise distribution networks.

It is important that the local planning framework facilitates and protects existing and planned transport and infrastructure networks.

4.4.3.2 Council will

- Deliver the airport upgrade project to expand the capacity for expected demand.
- Promote opportunities to collaborate with stakeholders to deliver new and upgrades of existing infrastructure.
- Consider and facilitate protection of infrastructure.

4.4.3.3 Actions

ACTION

- 14.1 Deliver the airport upgrade master plan project.
- 14.2 Review the LEP for opportunities to protect land necessary to support the operation of the airport in accordance with the masterplan.
- 14.3 Develop a Long-term Transport Strategy to align with State Government priorities and documents.
- 14.4 Work with the Transport for NSW to ensure transport decisions promote the best outcome for Narrabri communities.
- 14.5 Review the LEP for opportunities to enable future growth of transport infrastructure and to provide protection from impact on functionality and capacity.

4.4.4 Planning Priority 15 - Coordinate infrastructure delivery

4.4.4.1 Rationale

As Narrabri grows and accommodates change, we must ensure that this growth is supported by the necessary infrastructure. Narrabri Shire Council recognises the need to work with industry, State agencies and other partners to deliver infrastructure aligned to growth.

The existing development contributions framework needs to be reviewed and revised to ensure it is reflecting current and future development growth and trends. A contributions framework needs to be established to facilitate the emerging N2IP precinct to ensure the required infrastructure is delivered and costs are appropriately apportioned.

It is important for the continued growth of Narrabri LGA that the local planning framework best coordinates and facilitates infrastructure delivery.

4.4.4.2 Council Will

- Manage growth to support service provision in Narrabri LGA's city, towns and villages.
- Require all new development to align with planned infrastructure delivery.
- Promote opportunities to collaborate with stakeholders to deliver new infrastructure.

4.4.4.3 Actions

ACTION

- 15.1 Review the Development Contributions Plan to determine gaps and update where necessary.
- 15.2 Consider and provide contributions framework required to deliver N2IP precinct.

4.5 Our Environment

4.5.1 Overview

Narrabri Shire LGA is home to a wealth of natural settings including the Nandewar Ranges and Mount Kaputar National Park, fertile plains, the Pilliga National Park and State Conservation Areas, and Narrabri Lake and the Namoi River catchment.

As well as providing critical habitat for a range of native flora and fauna, the land is the lifeblood of our community. The fertile agricultural land is the basis for our economic prosperity and enviable lifestyle.

Our environment is also changing due to a variable climate, and the way in which we position ourselves to respond is a priority consideration for Council.

The natural environment is a key part of Narrabri's identity and it is incumbent on Council, in partnership with the community, to manage our environment for future generations.

The following planning priorities outline our model for sustainable growth:

- | | | |
|-----------------------------|--|--|
| Planning Priority 16 | | Protect areas of high environmental value and significance |
| Planning Priority 17 | | Adapt to natural hazards and climate change |
| Planning Priority 18 | | Sustainably manage and conserve water resources |
-

4.5.2 Planning Priority 16 - Protect areas of high environmental value and significance

4.5.2.1 Rationale

Situated between two national parks, Pilliga to the south west and the Mount Kaputar National Park running along the eastern boundary, Narrabri Shire LGA is framed by environmental assets. The diverse environment of the LGA provides residents and visitors with unique scenic views.

Pilliga State Forest or Pilliga Scrub, which is the largest semi-arid woodland in the state. This rare forest type supports approximately 900 native plants and over 100 native animal species. The southern part of the Shire in particular provides important habitat for the koala population.

Narrabri Shire's natural places are already feeling the effects of climate change and human activity. Maintaining their natural state is paramount to protect the ecology and biodiversity.

Community consultation as part of the Community Strategic Plan identified support for protection and rehabilitation of degraded and fragmented areas and enhance corridors that connect remnant bushland.

It is important to have strategic direction for the appropriate location of biodiversity offset sites to ensure it is achieving appropriate biodiversity outcomes but also ensuring bushfire risk is considered and important economic lands are not adversely affected or lost.

The waterways of the Shire provide habitat for the aquatic biodiversity. This includes a diverse range of habitats like floodplain areas, riparian vegetation, instream aquatic vegetation, snags and floodways. There are also some threatened species in these habitats.

The NSW Planning Industry and Environment has prepared mapping of areas of high environmental value (HEV) for the New England and North West region. The HEV shows areas of potential high environmental values that will inform the GMS and new planning instruments. Figure 16 shows the HEV area for Narrabri LGA.

Narrabri LSPS 2040



Figure 16: High Environmental Value Map for Narrabri LGA

It is important that the local planning framework best protect areas of high environmental value and significance.

4.5.2.2 Council Will

- Work with relevant stakeholders to retain wildlife corridor connectivity and biodiversity outcomes
- Raise awareness on the multiple values of biodiversity in Narrabri LGA
- Collaborate with the NSW Government to ensure a consistent approach to mapping biodiversity
- Protect natural assets and ensure the biodiversity of the LGA is identified and preserved for future generations
- Ensure development at the interface of State Forests and National Parks has a minimal environmental impact.
- Maintain environmentally sensitive places in their natural condition through protection from encroachment by inappropriate land uses.

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- Retain and enhance vegetated riparian corridors, bird habitats, and wildlife corridors across the area to support biodiversity and water quality outcomes.

4.5.2.3 Actions

ACTION

- 16.1 Prepare an Environmental Lands Study identifying areas of biodiversity significance, wildlife corridors and high environmental value to guide strategic decisions.
- 16.2 Prepare a comprehensive koala plan of management.
- 16.3 Investigate opportunities to protect high priority biodiversity areas including koala habitat corridors.
- 16.4 Investigate mechanisms that support native vegetation retention.
- 16.5 Consider terrestrial biodiversity mapping and provisions in LEP.
- 16.6 Consider riparian land and watercourses mapping and provisions in LEP.

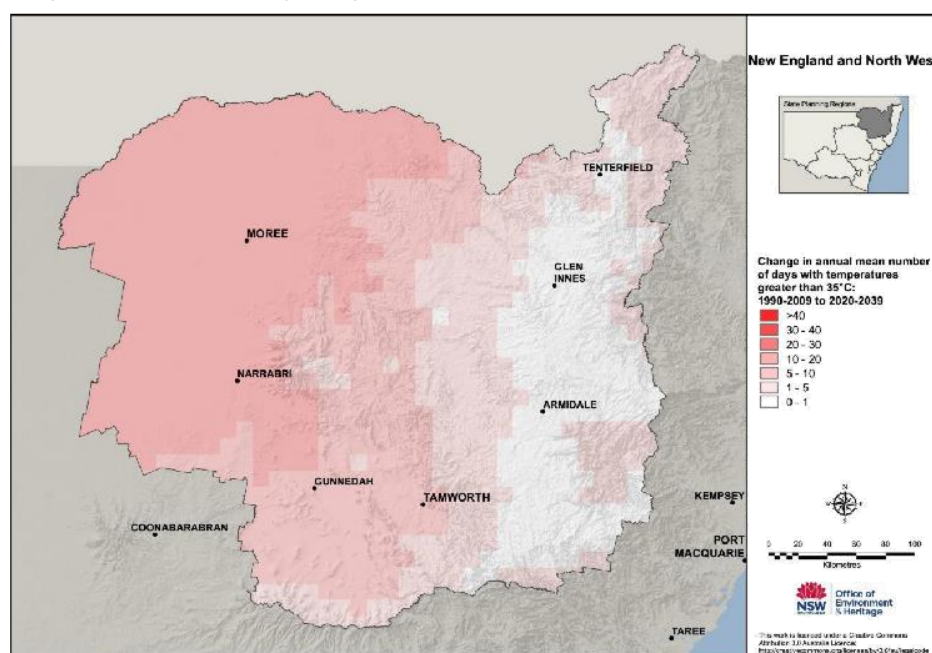
Narrabri LSPS 2040

4.5.3 Planning Priority 17 - Adapt to natural hazards and climate change

4.5.3.1 Rationale

In accordance with the NSW Government's *Climate Change Policy for NSW*, Council is planning for greater resilience to a variable climate.

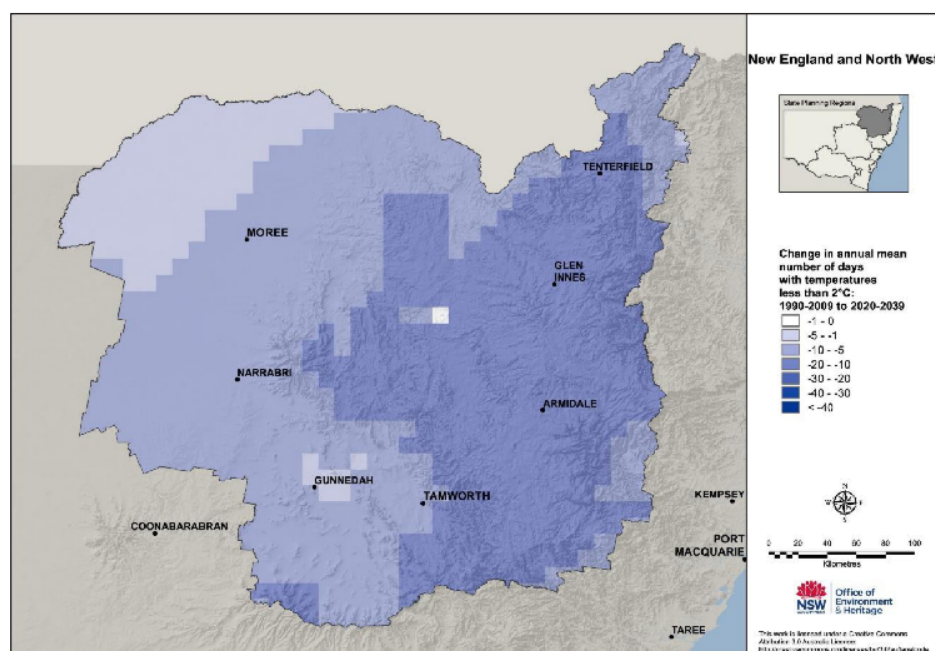
Temperatures have been increasing in the region since the 1970's, with this trend set to continue. The number of hot days is projected to increase (refer **Figure 17** and **Figure 18**) with the impact of temperature extremes likely to impact health, infrastructure and our environment.



Source: (NSW Government, 2020)

Figure 17: NENW Change in Annual Mean Number of Days with Temperatures greater than 35°C: 1990-2009 to 2020-2039

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Source: (NSW Government, 2020)

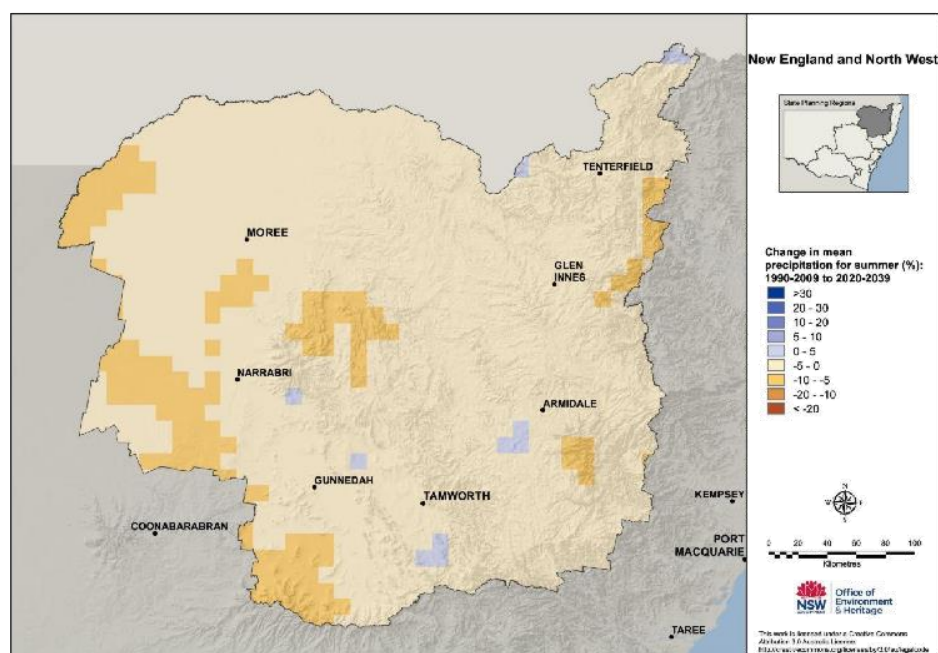
Figure 18: NENW Change in Annual Mean Number of Days with Temperatures less than 2°C: 1990-2009 to 2020-2039

Urban environments that have been cleared of vegetation are particularly vulnerable to the urban heat island effect. Built up areas that are mostly paved, concrete or roofs, experience temperatures many degrees higher than areas cooled by tree canopy and vegetation. Council will develop an urban greening strategy to combat the urban heat island effect. This will increase tree planting in public open space and providing shade to pedestrian routes. New development will also be expected to contribute to urban greening by complying with landscape controls in Council's DCP.

A variable climate is also forecast to increase periods of drought and periods of high rainfall leading to flooding. New development will be discouraged in areas vulnerable to natural hazards, particularly where the risk to life is high.

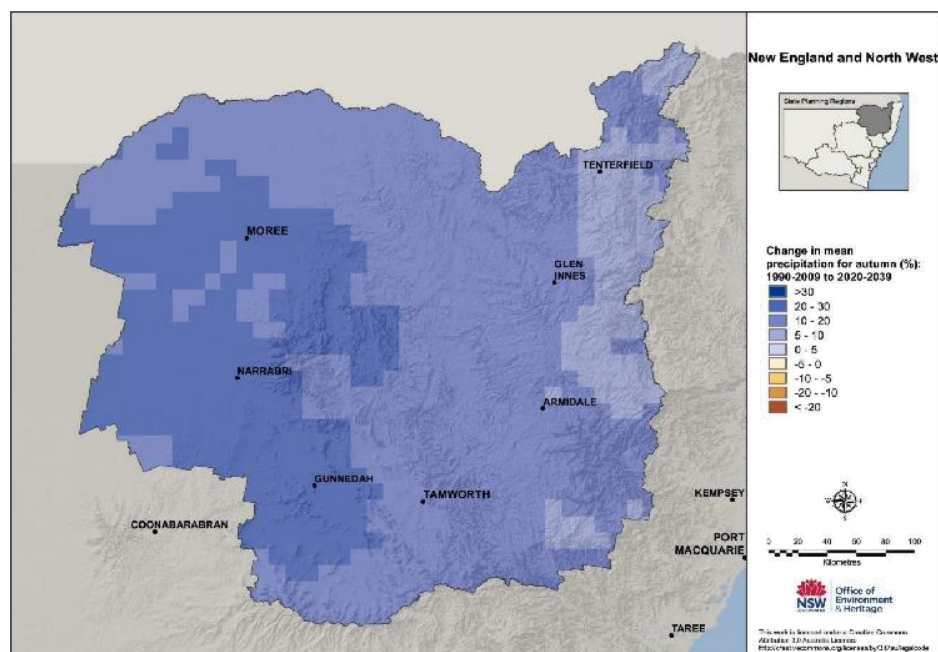
As shown in **Figure 19** to **Figure 22** mean precipitation over the seasons is likely to change. This includes general decreases in Summer and Winter, increases in Autumn, and both increases and decreases in the Shire during Spring.

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Source: (NSW Government, 2020)

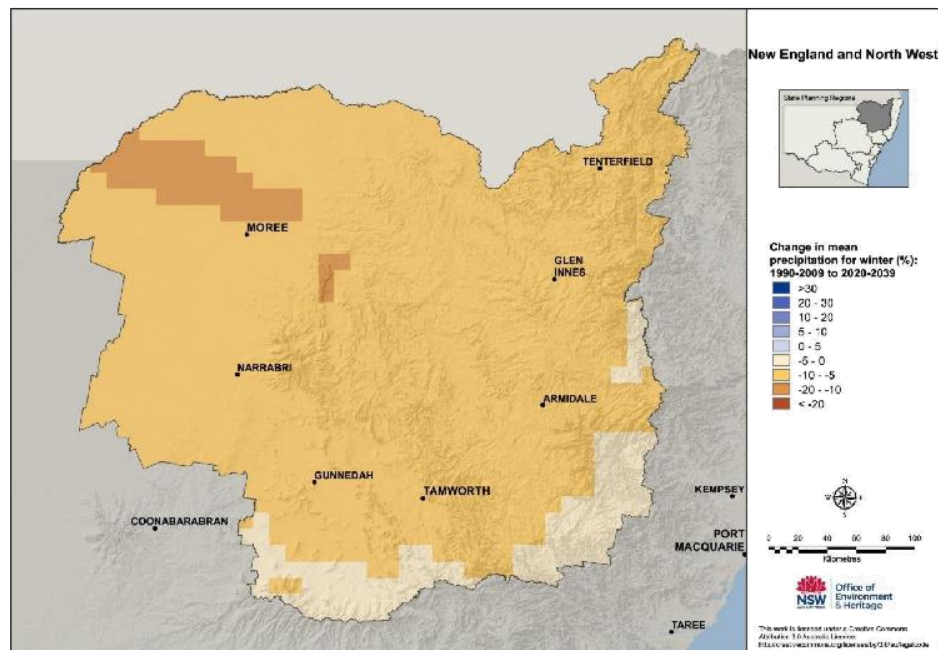
Figure 19: NENW Change in Mean Precipitation for Summer: 1990-2009 to 2020-2039



Source: (NSW Government, 2020)

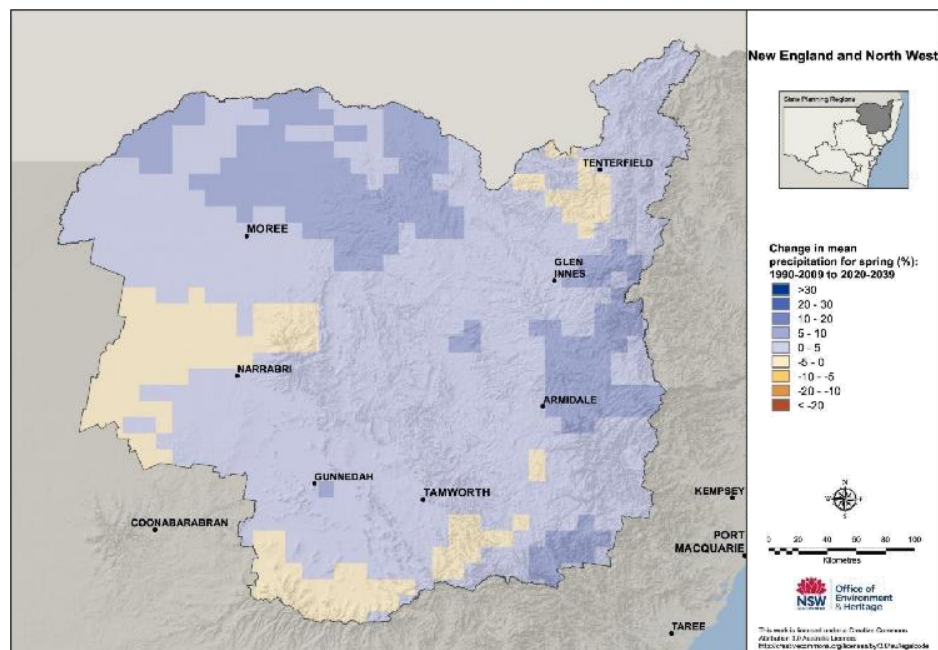
Figure 20: NENW Change in Mean Precipitation for Autumn: 1990-2009 to 2020-2039

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Source: (NSW Government, 2020)

Figure 21: NENW Change in Mean Precipitation for Winter: 1990-2009 to 2020-2039

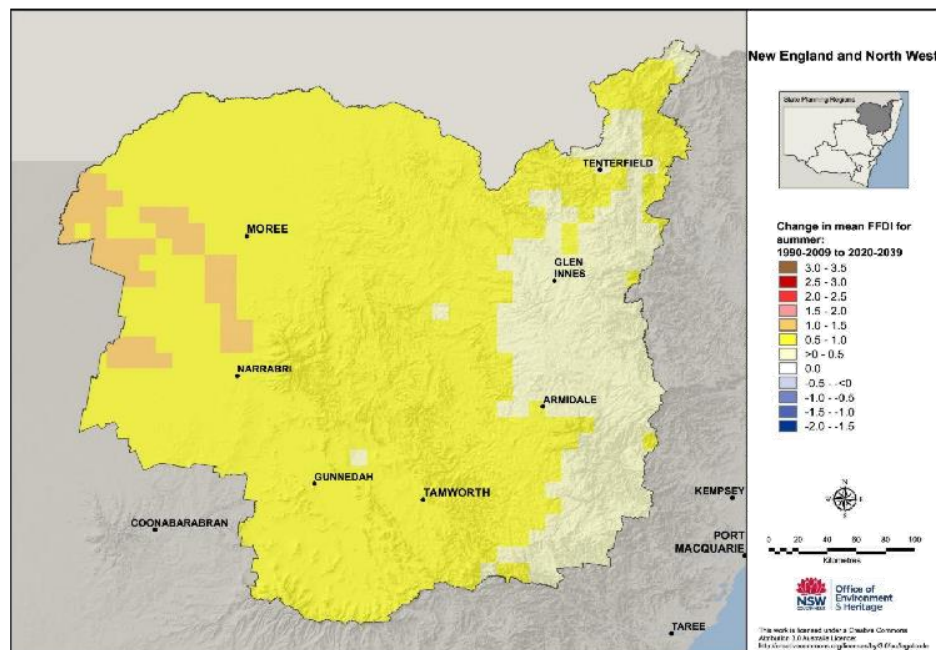


Source: (NSW Government, 2020)

Figure 22: NENW Change in Mean Precipitation for Spring: 1990-2009 to 2020-2039

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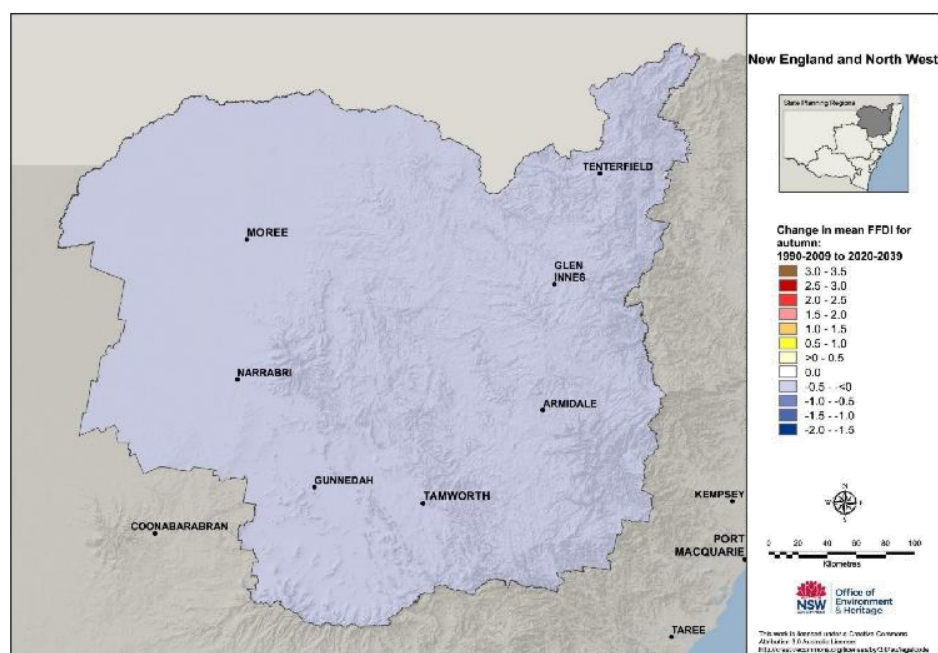
As shown in **Figure 23** to **Figure 26** the mean Forest Fire Danger Index (FFDI) is expected to increase in both Summer, Winter and Spring for the Narrabri LGA. FFDI is a measure of the degree of fire danger, based on dryness (rainfall and evaporation) and meteorological conditions (windspeed, temperature and humidity).



Source: (NSW Government, 2020)

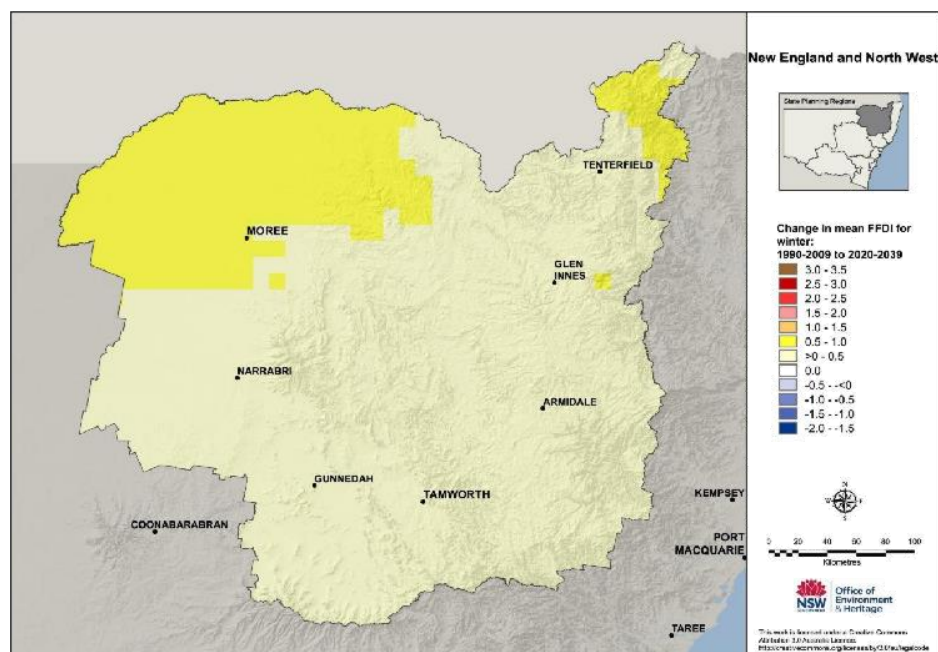
Figure 23: NENW Change in Mean FFDI for Summer: 1990-2009 to 2020-2039

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Source: (NSW Government, 2020)

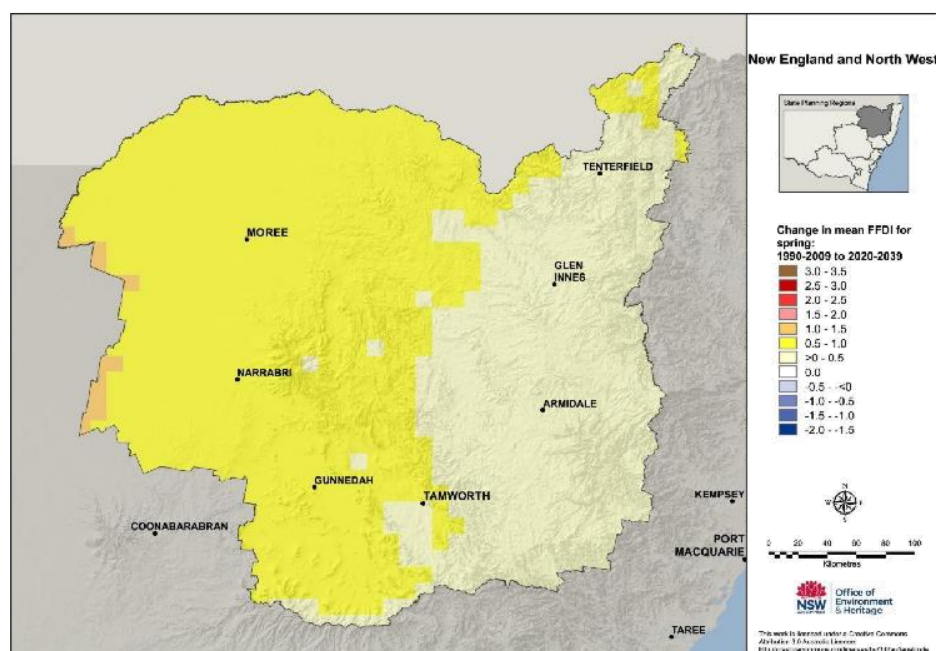
Figure 24: NENW Change in Mean FFDI for Autumn: 1990-2009 to 2020-2039



Source: (NSW Government, 2020)

Figure 25: NENW Change in Mean FFDI for Winter: 1990-2009 to 2020-2039

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Source: (NSW Government, 2020)

Figure 26: NENW Change in Mean FFDI for Spring: 1990-2009 to 2020-2039

It is important that the local planning framework best provides for adaptation to natural hazards and climate change.

4.5.3.2 Council Will

- Ensure that developments are not located in areas identified as high flooding or bushfire risk to protect lives and property.
- Encourage the built form to respond to risks of heat stress and drought by minimising reliance on mechanical heating and cooling through tree planting, landscaping improvements and green roofs, and sustainable urban design principles.

4.5.3.3 Actions

ACTION

- 17.1 Complete Flood Studies for Wee Waa, Narrabri, Boggabri.
- 17.2 Complete Flood Risk Management Plans for Wee Waa, Narrabri, Boggabri.
- 17.3 Amend the LEP zones to restrict development in high flood-risk constrained areas.
- 17.4 Review and update the Bush Fire Prone Lands map.
- 17.5 Develop an urban greening strategy to combat the urban heat island effect.

4.5.4 Planning Priority 18 – Sustainably Manage and Conserve Water Resources

4.5.4.1 Rationale

Water availability and water quality are key issues within the Narrabri LGA.

Water availability is variable due to the effects of floods and droughts. This is being exacerbated by the effects of climate change which for the region is resulting in less reliable water supplies in the catchment as a result of higher temperatures, variable rainfall and higher evaporation rates. There are also risks of more intense storms and flooding between protracted droughts. Tensions are present within the LGA for limited water supply between traditional farming activities and newer mining activities.

Water quality within surface and groundwater systems is being impacted by:

- stormwater pollutants from development including sediment, nutrients and litter
- increased weed and algal growth from sediment and pollutant load in stormwater
- invasive species such as European carp
- increased hard surfaces from development increasing volume and velocity of stormwater runoff causing erosion
- wastewater discharge impacts on the natural environment as well as waterways
- onsite wastewater system overflows
- industry discharges
- impacts of mining on surface and groundwater including fracturing bedrock
- historical agricultural practices
- increased pressure on water supplies

Water sensitive urban design can limit water loss from buildings and extend the life and reliability of water supplies. Councils can improve water efficiency through building design; planning controls that avoid or mitigate impacts of development on drinking water catchments; and using wastewater for council parks or in agriculture.

Protecting water quality and maintaining water flows sustains healthy aquatic ecosystems. To support ecosystem health, water quality should be managed to meet the objectives of the *Water Management Act 2000*.

The fragility of the landscape means that water resources are more vulnerable to individual and cumulative impacts. New development should be located to minimise impacts on aquatic habitats such as waterways and wetlands, including downstream impacts. There are many vegetated areas that help to protect waterways and aquatic environments.

It is important that the local planning framework provides for sustainable management and conservation of water resources.

4.5.4.2 Council Will

- Work towards reducing impact on local waterways from development.
- Use water to support sustainable development including community liveability, green neighbourhoods, enhancing biodiversity and climate resilience.
- Ensure future modifications of waterway catchments do not negatively impact waterways including preserving adequate riparian buffers and implementing smarter water management in new development sites.

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- Continue to engage with other stakeholders including other councils, NSW Environment Protection Authority and the Department of Planning, Industry and Environment to achieve better environmental outcomes.
- Build on educational programs and create community awareness

4.5.4.3 Actions

ACTION

- 18.1 Develop an Integrated Water Cycle Management Strategy
- 18.2 Implement the integrated water management policy and strategy through a review of the LEP and DCP provisions.
- 18.3 Consider requirement for Water Sensitive Urban Design in DCP
- 18.4 Consider wetlands, water catchment areas and groundwater sensitive areas mapping and provisions in LEP

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5 IMPLEMENTATION, MONITORING & REPORTING

5.1 Overview

5.1.1 Implementation

Council will monitor, review and report on the LSPS to ensure its implementation.

The LSPS will be implemented through the Integrated Planning and Reporting (IP&R) framework in accordance with the *Local Government Act 1993*. Under the IP&R framework, Council is required to prepare a number of plans including:

- The Community Strategic Plan,
- a Delivery Program; and
- an Operational Plan

to outline planned work and track our progress on the commitments we made to achieve our community's vision for Narrabri.

All of the actions within the LSPS will be incorporated into the relevant Delivery Program activities and Operational Plan actions. We can't achieve all the actions at once, due to resourcing and financial limitations, so we plan to implement them in stages. The following timeframes are proposed for implementation of the actions:

- **Short Term** – These actions are to be addressed within 0-5 years. These actions address some of our community's greatest priorities and establish some significant strategic work to be completed to guide our future LGA.
- **Medium Term** - These actions are to be addressed within 5-10 years. Some of the actions can only be implemented once we have completed some of the immediate actions, but also require more time to complete.
- **Long Term** – These actions are to be addressed within 10-20 years.
- **Ongoing** - These actions do not have a specified timeframe as we will be working to achieve them over the long term, and they do not have a set 'end date'.

5.1.2 Monitoring & Review

Council will monitor, review and report on its Local Strategic Planning Statement to ensure that its planning priorities are being achieved.

Council will commence its first full review of the LSPS in 2024 and again every four years to align the review period with Council's overarching community strategic planning and IP&R under the LG Act.

Regular reviews will ensure that the LSPS reflects the vision the community has for future of Narrabri and is aligned to the latest trends and information available about the environment and the community's social and economic needs.

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5.1.3 Funding & Investment

The LSPS will play an important role in Council's resourcing strategy, with preparation of strategies and studies required by this plan funded in the 4-year delivery program and annual operational plans.

5.1.4 Existing Governance Arrangements & Partnerships

The LSPS also provides a framework for the coordinated action of many other partners in delivery. Council will continue to work hard to establish effective partnerships with State government agencies and other organisations to support the realisation of the plan.

The New England Joint Organisation of Councils will be utilised to support effective approaches to cross boundary and regionally significant issues.

Council will partner with the NSW Government to deliver its part of the New England North West Regional Plan.

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5.2 Implementation for Our Economy

Planning Priority	Action	Timeframe	Relationship to other plans and policies	
			Planning Priority is consistent with Council's CSP Themes	Planning Policy gives effect to the New England North West Regional Plan 2036 Directions
1. Promote agriculture, grow the agri-business sector, encourage diversification in the agricultural sector and harness domestic and international opportunities	1.1 Review minimum lot sizes for rural lands mapped as BSAL	Short term	1. Our Society 3. Our Economy	1. Expand agribusiness and food processing sectors 2. Build agricultural productivity 3. Protect and enhance productive agricultural lands 6. Delivery new industries of the future
	1.2 Review RU1 zoning permissible land uses to enable complementary uses that support a stronger agricultural sector.	Short term		
	1.3 Partner with the University of Sydney to investigate the development of the Agri-knowledge Precinct at the I.A Watson Grains Research Centre, Cotton Seeds Distribution and the Australian Cotton Research Institute	Medium term		
	1.4 Prepare a Rural Lands Study and review every four years to ensure that land use standards enable a productive agricultural sector	Medium term		
	1.5 Review planning controls in the LEP and DCP to accommodate agribusiness and to encourage intensive food production and more intensive agribusiness.	Short term		

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Planning Priority	Action	Timeframe	Relationship to other plans and policies	
			Planning Priority is consistent with Council's CSP Themes	Planning Policy gives effect to the New England North West Regional Plan 2036 Directions
2. Protect primary production and employment lands	2.1 Review controls within LEP and DCP to provide identification of and protection to important agricultural lands	Short term	2. Our Environment 3. Our Economy	3. Protect and enhance productive agricultural lands
	2.2 Review controls within LEP and DCP to manage the interface between other land uses and important agricultural lands, intensive agriculture, and employment lands, to manage compatibility between land uses including requirements for land use conflict risk assessments	Short term		
3. Build strong economic centres	3.1 Identify and develop a Precinct Plan for an integrated manufacturing, freight and logistics precinct.	Short term	3. Our Economy	7. Build strong economic centres
	3.2 Complete an employment lands study	Medium term		
	3.3 Review and implement the Economic Development Strategy with a focus on innovative and knowledge jobs, and leveraging the agriculture and tourism sector	Medium term		
	3.4 Review of industrial lands in Narrabri, Boggabri and Wee Waa to consider constraints, opportunities, and demand	Medium term		
	3.5 Identify and development a Precinct Plan for the CBD based on constraints and opportunities	Medium term		

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Planning Priority	Action	Timeframe	Relationship to other plans and policies	
			Planning Priority is consistent with Council's CSP Themes	Planning Policy gives effect to the New England North West Regional Plan 2036 Directions
4. Manage and support the transition to renewable energy	4.1 Complete a Solar Feasibility Study to identify preferred locations best suited for solar energy development in Narrabri, Wee Waa and Boggabri	Medium term	2. Our Environment 3. Our Economy	5. Grow New England North West as the renewable energy hub of NSW 6. Delivery new industries of the future
	4.2 Identify locations for EV charging sites within Narrabri including Tourism Precinct and ensure statutory planning documents facilitate EV charging infrastructure to be located in appropriate zones	Medium term		
	4.3 Identify a renewable energy sub-precinct in the Precinct Plan for an integrated manufacturing, freight and logistics precinct.	Medium term		
5. Promote tourism	5.1 Amend the LEP to permit the temporary use of Council owned land for community/public events and festivals	Short term	3. Our Economy	7. Build strong economic centres 8. Expand tourism and visitor opportunities
	5.2 Identify and development Precinct Plan for a tourism precinct in Narrabri	Medium term		
	5.3 Expand nature-based adventure and cultural tourism places	Medium term		
	5.4 Monitor, update and implement the Destination Management Plan	On-going		
6. Sustainably Manage Mineral Areas	Prepare a Mining Areas Land Use Strategy	Short Term	2. Our Environment	4. Sustainably manage mineral resources

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5.3 Implementation of Our Places

Planning Priority	Action	Timeframe	Relationship to other plans and policies	
			Planning Priority is consistent with Council's CSP Themes	Planning Policy gives effect to the New England North West Regional Plan 2036 Directions
7. Provide new space to grow and deliver greater housing diversity to suit changing needs	7.1 Revise the Growth Management Strategy to reflect the current trends.	Short term	3. Our Economy	17. Strengthen community resilience 18. Provide great places to live 20. Deliver greater housing diversity to suit changing needs
	7.2 Prepare a Housing Strategy to ensure sufficient housing is delivered to meet community needs and demand	Medium term		
	7.3 Review the LEP and update planning controls to implement the recommendations and directions made in the Housing Strategy.	Medium term		
	7.4 Review areas in close proximity to the Narrabri CBD for opportunities to provide higher density residential development	Medium term		
8. Provide for healthy communities	8.1 Assist with implementation of the <i>Sport, Recreation and Open Space Plan 2017-2032</i> from a land use planning perspective through including relevant considerations in the DCP.	Short Term	1. Our Society	19. Support healthy, safe, socially engaged and well-connected communities.
9. Manage and enhance the distinctive character of towns	9.1 Update the DCP to include locality statements and tailored development controls for identified character areas	Short term	1. Our Society 3. Our Economy	17. Strengthen community resilience 18. Provide great places to live
	9.2 Deliver a town centre precinct plan for Wee Waa, Narrabri and Boggabri	Medium term		

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Planning Priority	Action	Timeframe	Relationship to other plans and policies	
			Planning Priority is consistent with Council's CSP Themes	Planning Policy gives effect to the New England North West Regional Plan 2036 Directions
10. Protect Aboriginal culture and heritage	10.1 Complete an Aboriginal Heritage Study	Short Term	2. Our Environment	23. Collaborate with Aboriginal communities to respect and protect Aboriginal culture and heritage 24. Protect the region's historic heritage assets
	10.2 Support and drive LALC application for State Heritage Listing of Waterloo Creek Massacre site	ongoing		
	10.3 Review and update LEP and DCP requirements for Aboriginal heritage protection considerations	Short Term		
11. Protect European heritage	11.1 Carry out a European heritage study	Medium Term	2. Our Environment	24. Protect the region's historic heritage assets
	11.2 Review and update LEP following completion of European heritage study	Medium Term		
12. Education and research	12.1 Prepare a Precinct Plan in consultation with Federal and State Government representatives to develop a Country Education Hub in Narrabri to service the North-West Region	Medium Term	1. Our Society	7. Build strong economic centres
	12.2 Identify land-use for a potential new high school and special needs school.	Medium Term		
	12.3 Review the LEP for opportunities to enable future growth of the research centres and to provide protection from impact on functionality and capacity.	Medium Term		

Narrabri LSPS 2040

5.4 Implementing Our Infrastructure

Planning Priority	Action	Timeframe	Relationship to other plans and policies	
			Planning Priority is consistent with Council's CSP Themes	Planning Policy gives effect to the New England North West Regional Plan 2036 Directions
13. Support the emerging N2IP	13.1 Amend the LEP to facilitate the delivery of N2IP master plan.	Short Term	3. Our Economy	6. Deliver new industries of the future 7. Build strong economic centres 13. Expand emerging industries through freight and logistics connectivity 14. Enhance transport and infrastructure networks
14. Facilitate and enhance transport and infrastructure networks	14.1 Deliver the airport upgrade master plan project	Short Term & ongoing	1. Our Society 3. Our Economy 4. Our Civic Leadership	14. Enhance transport and infrastructure networks 15. Facilitate air and public transport infrastructure
	14.2 Review the LEP for opportunities to protect land necessary to support the operation of the airport in accordance with the masterplan	Short Term		14. Enhance transport and infrastructure networks 15. Facilitate air and public transport infrastructure
	14.3 Develop a Long-term Transport Strategy to align with State Government priorities and documents	Medium Term		
	14.4 Work with the Transport for NSW to ensure transport decisions promote the best outcome for Narrabri communities.	Ongoing		

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Narrabri LSPS 2040

Planning Priority	Action	Timeframe	Relationship to other plans and policies	
			Planning Priority is consistent with Council's CSP Themes	Planning Policy gives effect to the New England North West Regional Plan 2036 Directions
	14.5 Review the LEP for opportunities to enable future growth of transport infrastructure and to provide protection from impact on functionality and capacity	Short Term		
15. Coordinate infrastructure delivery	15.1 Review the Development Contributions Plan to determine gaps and update where necessary	Short Term	3. Our Economy 4. Our Civic Leadership	16. Coordinate infrastructure delivery
	15.2 Consider and provide contributions framework required to deliver N2IP precinct	Short Term		

Narrabri LSPS 2040

5.5 Implementing Our Environment

Planning Priority	Action	Timeframe	Relationship to other plans and policies	
			Planning Priority is consistent with Council's CSP Themes	Planning Policy gives effect to the New England North West Regional Plan 2036 Directions
16. Protect areas of high environmental value and significance	16.1 Prepare an Environmental Lands Study identifying areas of biodiversity significance, wildlife corridors and high environmental value to guide strategic decisions.	Long term	2. Our Environment	10. Sustainable manage and conserve water resources 11. Protect areas of potential high environmental value
	16.2 Prepare a comprehensive koala plan of management	Long term		
	16.3 Investigate opportunities to protect high priority biodiversity areas including koala habitat corridors.	Long term		
	16.4 Investigate mechanisms that support native vegetation retention	Long term		
	16.5 Consider terrestrial biodiversity mapping and provisions in LEP	Long term		
	16.6 Consider riparian land and watercourses mapping and provisions in LEP	Long term		
17. Adapt to natural hazards and climate change	17.1 Council will complete Flood Studies for Wee Waa, Narrabri, Boggabri	Short term & Medium Term	2. Our Environment	12. Adapt to natural hazards and climate change
	17.2 Council will complete Flood Risk Management Plans for Wee Waa, Narrabri, Boggabri	Short term & Medium Term		

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Narrabri LSPS 2040

Planning Priority	Action	Timeframe	Relationship to other plans and policies	
			Planning Priority is consistent with Council's CSP Themes	Planning Policy gives effect to the New England North West Regional Plan 2036 Directions
	17.3 Council will amend the LEP zones to restrict development in high flood-risk constrained areas	Short term & Medium Term		
	17.4 Review and update the Bush Fire Prone Lands map	Short term		
	17.5 Develop an urban greening strategy to combat the urban heat island effect	Long term		
18. Sustainably manage and conserve water resources	18.1 Council will develop an Integrated Water Cycle Management Strategy	Short term	2. Our Environment	10. Sustainable manage and conserve water resources 11. Protect areas of potential high environmental value
	18.2 Implement the integrated water management policy and strategy through a review of the LEP and DCP provisions.	Short term		
	18.3 Consider requirement for Water Sensitive Urban Design in DCP	Short term		
	18.4 Consider wetlands, water catchment areas and groundwater sensitive areas mapping and provisions in LEP	Short term		

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Narrabri LSPS 2040

6 ACRONYMS

CP	Contributions Plan
CPP	Community Participation Plan
CSP	Community Strategic Plan
DCP	Development Control Plan
DPIE	Department of Planning, Industry and Environment
EP&A Act	Environmental Planning & Assessment Act 1979
IP&R	Integrated Planning and Reporting
LALC	Local Aboriginal Land Council
LEP	Local Environmental Plan
LGA	Local Government Area
LG Act	Local Government Act 1993
LSPS	Local Strategic Planning Statement
LSPS	Local Strategic Planning Statement
NENWRP	New England North Regional Plan 2036
NSC	Narrabri Shire Council
NSW	New South Wales
RMS	Roads and Maritime Services
TAFE	Technical and Further Education NSW
TfNSW	Transport for NSW

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Draft Narrabri Growth Management Strategy

Client: Narrabri Council

Date: 31 January 2020

ELTON CONSULTING

Contact:

Jenny Rudolph
Nita.scott@elton.com.au
02 9387 2600

SYDNEY02 9387 2600

332 – 342 Oxford Street Bondi Junction NSW 2022

www.elton.com.au
consulting@elton.com.au
Sydney | Brisbane | Canberra | Darwin | Melbourne | Perth
ABN 56 003 853 101

Prepared by	Nita Scott
Reviewed by	Jenny Rudolph and Liz Densley
Date	31 January 2020
Version	Draft V5

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Glossary

The following terms and definitions apply throughout this document:

Table 1 Glossary of terms

Term	Definition
Act	Refers to the Environmental Planning and Assessment Act 1979. Where other statutes are referenced in this document, they are spelled out in full
ABS Census Data	Refers to Australian Bureau of Statistics, unless stated otherwise. The data in this document is sourced primarily from ABS Census Data. Where other data sources have been used, they are referenced accordingly.
Affordable housing	Refers to housing that meets the needs of very low to moderate income households and priced so that these households are also able to meet other basic living costs, such as food, clothing, transport, medical care and education.
ANEF	Australian Noise Exposure Forecast
Council, Shire	Refers to Narrabri Shire Council
DCP	Refers to Narrabri Development Control Plan
DPIE	NSW Department of Planning Industry and Environment
ERP	Estimated Resident Population
FIFO/DIDO	Fly in, Fly Out, and Drive in, Drive out employees
FPMP	Floodplain Management Plan
HCA	Heritage Conservation Area
LEP	Narrabri Local Environmental Plan 2012
LGA	Refers to the Narrabri local government area
LSPS	Local Strategic Planning Statement
NENW RP	New England and North West Regional Plan 2036
Strategy	Refers to draft Narrabri Growth Management Strategy (this document)
STRA	Short term rental accommodation
URP	Usual Resident Population
VPA	Voluntary Planning Agreement

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Executive Summary

The population of the Narrabri Local Government Area (LGA) in 2016 was 13,084 people. There were 5,903 people living in Narrabri, 2,080 in Wee Waa and 1,130 in Boggabri, with the balance of the population living in rural areas, localities and villages. The population is forecast by Department of Planning Industry and Environment to remain relatively static in terms of number of people by 2036.

The relatively stable population means different dwelling types to cater for the needs of the population will generate demand for up to 300 to 400 new dwellings over the next 15-20 years. Most new dwellings are expected to be in Narrabri, with opportunities for infill development in Wee Waa and Boggabri, if demand increases.

The Narrabri LGA is positioned to reap the benefits of the Melbourne to Brisbane Inland Rail which may result in additional population growth (Council anticipates a potential of up to an additional 1000 people) as well as jobs and economic opportunities. The Inland Rail will also support strong growth in agriculture, particularly intensive cropping and the continued strong performance in broadacre cropping and livestock. With over 20% of the labour force employed in agriculture and value adding, it is critical that Council's Local Environment Plan (LEP) and local planning framework promotes and protects the economic base, rather than inhibiting it.

In preparing a new LEP, Council must consider the New England and North West Regional Plan (NENW RP) which is the NSW Government's strategy for guiding land use planning decisions for the New England and North West region to 2036. The NENW RP outlines a 20-year vision to build sustainable communities by directing urban growth in the right location, protecting the region's natural environment and resources and creating local jobs for local people. Any local planning decisions need to be made in the context of, and be consistent with, the Directions in the NENW RP.

In addition to the NENW RP, there are several other policy considerations and requirements. The policy framework ultimately provides the basis for discussion, analysis and recommendations in this Strategy.

This Strategy considers several earlier studies and reports prepared by Council, as well as the Narrabri Local Environmental Plan 2012 (NLEP). Natural hazards and constraints and land suitability were also considered and provide guidance for the key recommendations, particularly in terms of the location of, and access to, employment generating development, urban development and infrastructure.

The key recommendations include:

- » The need to introduce protections and buffers around key infrastructure and employment generating development such as the Inland Rail corridor, Narrabri airport, railways, intermodal freight and logistics development, agricultural research stations, industrial land, so to manage potential land use conflict, maintain employment generating industries and improve liveability for the community.
- » Review NLEP in order to manage and protect areas of high environmental value and natural constraints, such as bushfire and flooding, and introduce appropriate amendments to protect natural resources and prevent exposure to risk.
- » Council undertake a comprehensive review of the NLEP land use zones, specifically:
 - > Residential zones: consider options to encourage increased dwelling opportunities and diversity within existing zoned areas to support a changing demographic profile;
 - Reviewing and rationalising the R5 Residential zone where unserviced, exposed to natural hazards and located near employment generating land uses including intensive plant agriculture and mining;
 - Investigate land for potential greenfield release in accordance with the Interim Settlement Guidelines.

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-
- Review the minimum lot sizes in the Villages having regard to the access to reticulated services and the ability to accommodate on-site effluent disposal.
 - > Rural zones: in the context of the updated policy framework and expected increased growth in primary production and value adding, renewables, mining and tourism:
 - Review LEP land use tables to remove risk of potential rural land use conflict from non-strategic settlement and inappropriate land uses;
 - Undertake a review of LEP rural minimum lot sizes for dwellings using best available data, mapping and methodology;
 - Phase out LEP provision c14.2b(3)(e) and (5) within an appropriate timeframe.
 - > Business zones: continue to prepare and implement a CBD precinct plan to improve the functionality and appeal of the Narrabri.
 - > Industrial zones: considering the proposed Inland Rail corridor and the need for future capacity to support ancillary development:
 - Carry out comprehensive analysis of the proposed new freight and logistics facility, known as the Northern NSW Inland Port (N2IP) to manage environmental impacts, exposure to natural hazards and impacts on surrounding land uses. Prepare a planning proposal to amend the NLEP to rezone the site where appropriate.
 - Assess the function and suitability of vacant IN2 zoned land in North Narrabri with a view to partially converting to IN1 zone.
 - Investigate land and develop a detailed master plan for the land in West Narrabri to accommodate new IN1 industrial land uses associated with the Inland Rail corridor and rail connections, with appropriate buffers incorporated into the IN1 zone.
 - > Environmental zones, Recreation zones, Special Use zones: update zone boundaries, land use tables to reflect updated mapping and recommendations in this Strategy including preventing exposure to natural hazards.
 - » Introducing design guidelines in the DCP for new housing in Narrabri LGA that will meet the needs of a smaller households adapting to a changing climate;
 - » Council to continue the implementation of the Upper and Lower Namoi Flood Studies and preparation of a Floodplain Risk Management Plan when finalised, to inform new investigation areas.
 - » Promote and facilitate growth in health and education facilities in the town/village centres, and related employment opportunities. Review LEP provisions to facilitate ancillary infrastructure and development near existing facilities to reinforce and support investment.
 - » Create healthy and safe environments in urban zones, focusing on increasing the standard of servicing, open space and resilience to climate change impacts.
 - » Promote, protect and enhance tourism opportunities in accordance with the NSW Destination Management Strategy.
 - » Prepare new heritage studies to assess cultural heritage and update LEP schedules accordingly.

This Growth Management Strategy provides Council with recommendations to inform the Local Strategic Planning Statement (LSPS) and review of the NLEP. It has been prepared in such a manner as to inform the requirements of a Local Housing Strategy, support the Development Control Plan (DCP) and inform local policy and land use decision-making.

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1 Introduction and Context

This Strategy (GMS, Strategy) has been prepared in response to policy requirements for a comprehensive strategic land use plan to guide growth and development in Narrabri Shire Council over the next 20 years, and to inform the Narrabri Local Strategic Planning Statement (LSPS).

The aim of this Strategy is to provide direction for future growth in the right places, create a more diverse and prosperous economy and maintain a healthy environment and great places to live. The Strategy identifies the drivers of change and opportunity in Narrabri and, consistent with the policy framework, makes recommendations that can guide amendments to planning instruments and local land use decision making.

Fundamental to the Strategy are the needs of the current and future population across a range of elements: housing choice and residential amenity, employment generating development, protection of natural resources and adaptation to climate change impacts and the opportunities from transformative infrastructure projects. Underscoring these elements are the priorities of preservation and protection of natural resources, environment, primary production and infrastructure.

This Strategy has been developed to comply with, and address, the NENW RP Directions and Interim Settlement Guidelines prepared by the Department of Planning, Industry and Environment (Department). The endorsed Strategy will guide land use and planning decisions, inform Council's Local Strategic Planning Statement and amendments to the Narrabri Local Environmental Plan 2012.

This document is structured as follows:

- » **Chapter 1- Introduction and Context** - planning and policy context and snapshot of the Narrabri LGA.
- » **Chapter 2 – Demography** - highlights the key demographic and future trends in the Narrabri LGA and implications for strategic land use planning.
- » **Chapter 3 – Policy framework** - a summary of policy and considerations for this Strategy.
- » **Chapter 4 – Economic drivers** – summary of the employment generating industries and potential opportunities.
- » **Chapter 5 - Environment and Heritage** – summary of Narrabri LGA's environmental assets, constraints and hazards and potential opportunities for future management.
- » **Chapter 6 - Transport and Infrastructure** – snapshot of existing and proposed development, options for future management.
- » **Chapter 7 - Communities** – summary of the hierarchy of settlement in Narrabri, and the needs of the future population.
- » **Chapter 8 – Growth Management Strategy** –recommended strategies guided by the NENW RP
- » **Chapter 9 – Priorities, and implementation** and delivery plan for the GMS
- » **Appendices**

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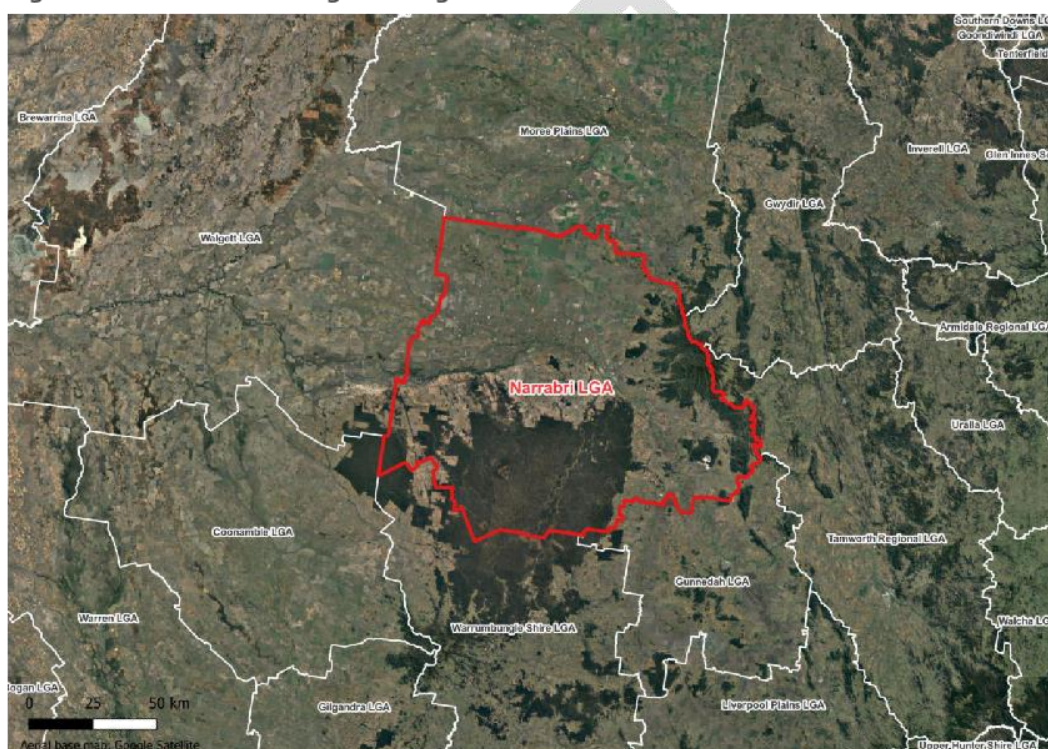
1.1 Snapshot of Narrabri LGA

Narrabri LGA is located on the western border of the New England North West region of NSW, in the Namoi Valley. The Narrabri Shire covers an area of around 13,000 km² and includes the Nandewar Ranges, Namoi River Valley and Pilliga Forest. The LGA is in the North West climate region as identified by the Bureau of Meteorology.

Narrabri town is the administrative centre of the Shire, located on the crossroads of the Newell and Kamilaroi Highways, and operates freight services to major cities and ports by air, rail and road. Boggabri and Wee Waa are large towns in the Shire, with smaller villages of Bellata, Edgeroi, Baan Baa, Pilliga and Gwabegar, (see Figure 2).

Adjoining LGAs are Walgett, Moree Plains, Gwydir, Tamworth Regional, Gunnedah, Warrumbungle and Coonamble, (see Figure 1).

Figure 1 Narrabri and neighbouring LGAs



Source: Narrabri and neighbouring LGAs

The Narrabri LGA has a stable population of around 13,000 people, with minor growth between census periods. Aboriginal and Torres Strait Islander people made up 12.2% of the population in 2016, Narrabri being centre of Kamilaroi or Gamilaraay country.

Narrabri is located approximately seven hours drive from Sydney or Brisbane and is accessible by train, bus and plane.

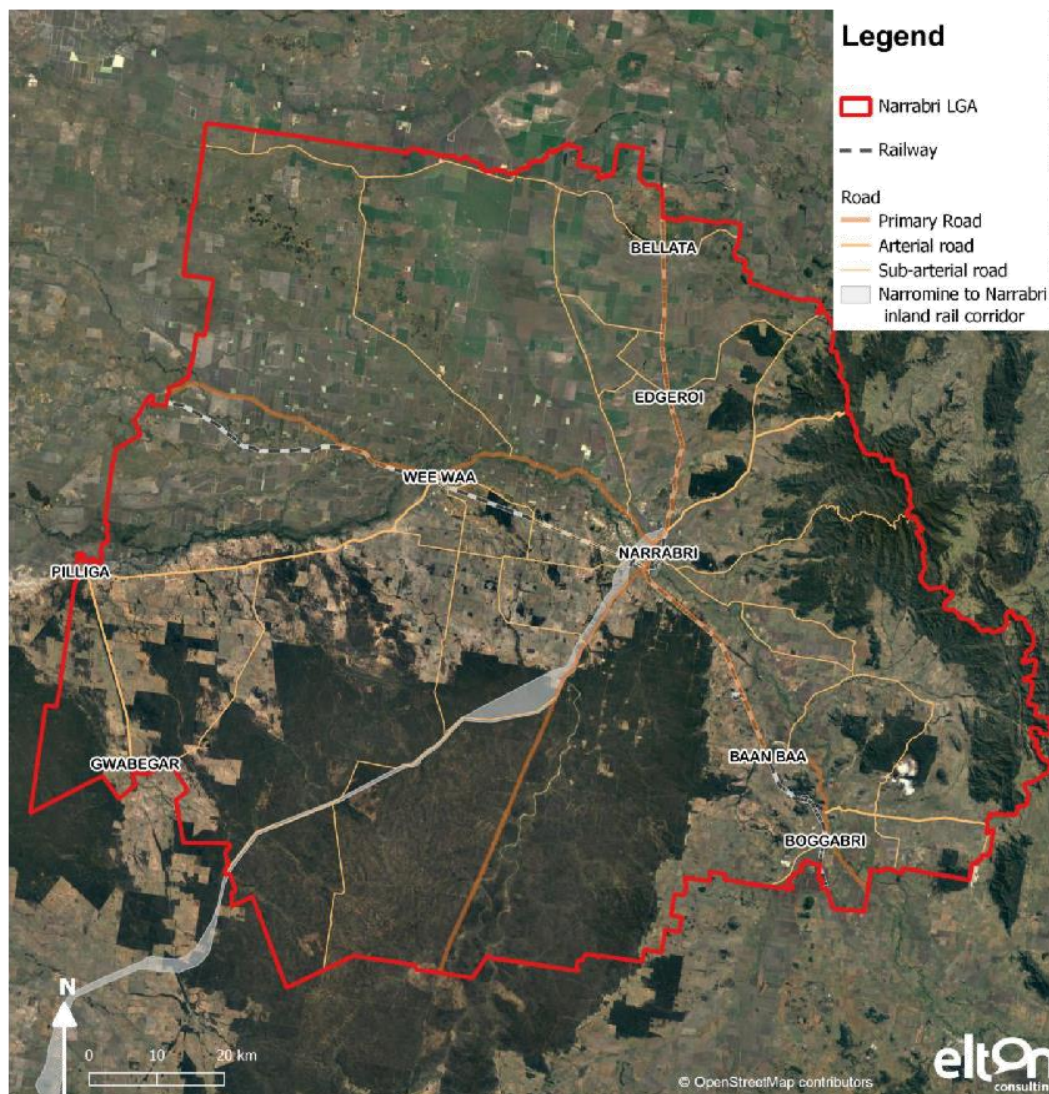
Narrabri has a district hospital providing integrated acute and sub-acute care, primary and community health services, ambulance, helipad for transfers and visiting specialist facilities. A regular community bus service and links the towns of Narrabri to Tamworth. Health care is a major employer in the

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Narrabri LGA. Narrabri and its villages have primary schools, and one high school, the Narrabri High School. Higher education is provided by TAFE in Narrabri and the Northern Inland Community College.

In terms of Commonwealth infrastructure, the Australian Telescope Compact Array is located 25km west of Narrabri, operated by the CSIRO. The Melbourne-Brisbane Inland Rail project traverses Narrabri LGA, providing a unique opportunity to expand the existing intermodal freight and logistics hub to manage containerised produce from the local area. Council is preparing a transport and manufacturing hub masterplan that will take advantage of the existing infrastructure investment in the local government area.

Figure 2 Map of the Narrabri LGA

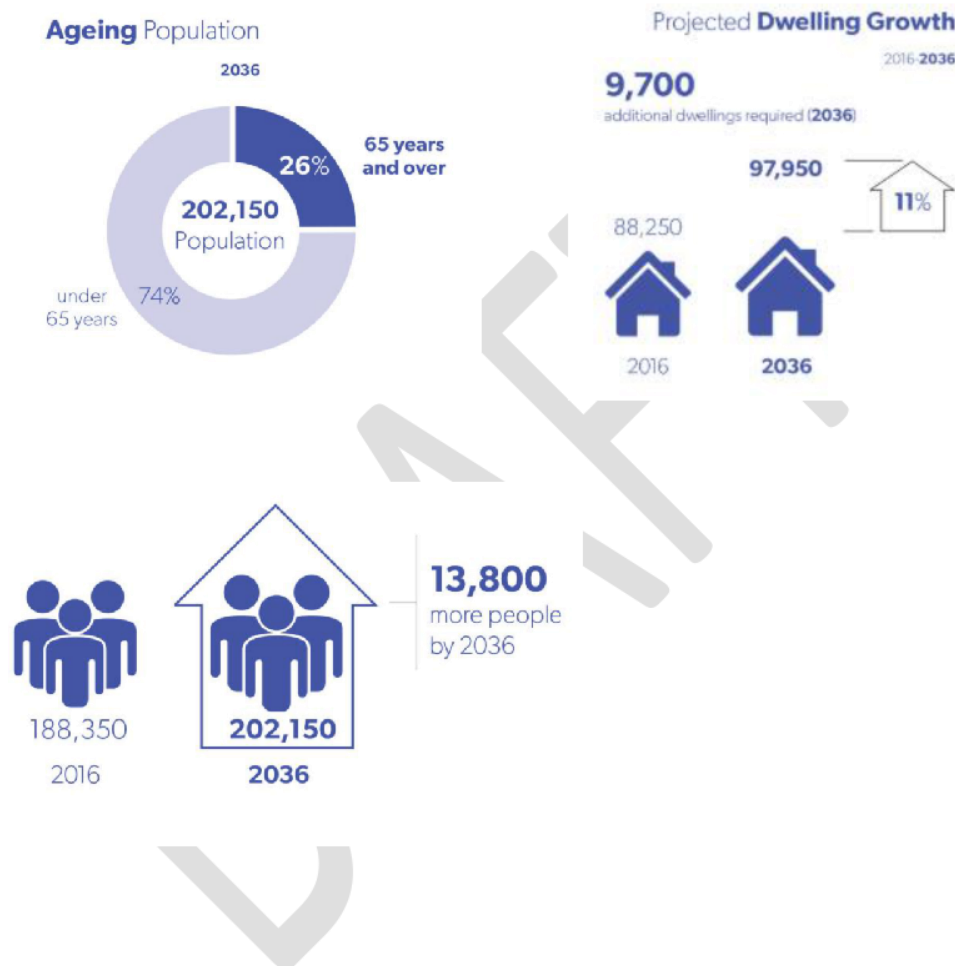


Narrabri is two hours drive from the regional city of Tamworth. Tamworth Regional Council's population is around 60,000, with the city providing higher order services such as health, education, government

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administration, retail, economic infrastructure and industry, and recreation facilities. Tamworth has the Hunter New England Base Hospital, a regional airport with flights to Sydney, agricultural clustering, rail freight facilities linking to Newcastle and Brisbane and hosts international annual tourism events. Tamworth and Armidale will be the place of most population growth in the New England North West Region.

Figure 3 NENW Regional Plan 2036 Population and housing projections



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Figure 4 Communities in Narrabri LGA

The topography of the Narrabri Shire is predominantly open plains to the west and south to the Pilliga Forest, steeper land associated with the Nandewar Ranges and Mount Kaputar and associated ranges to the east (see Map 2). Mount Kaputar National Park provides a unique backdrop to the Shire, based on an extinct volcano complex with a maximum elevation of 1511 metres and is host to unique vegetation and rock formations.

Narrabri is part of the Northern Plains agricultural zone, and with Moree, has some of the most productive soil landscapes in NSW, with 85% of land under agricultural production. Soils to the north, south and west of the Shire are deep, fertile alluvial associated with the Namoi floodplain and basalt derived soils from Mount Kaputar. Combined, Narrabri and Moree produced 54% of the region's agricultural output, \$1,338 million in 2011. Narrabri LGA produced \$2 billion economic output in 2019,

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8% of regional output, with mining accounting for \$421.8 million (21%) and Agriculture, Forestry and Fishing \$393.46 million or 20%¹ of local output.

The Narrabri Shire has traditionally relied on agriculture and agribusiness as the main economic drivers, producing a range of commodities such as grains, cotton, wool and meat, and ancillary agribusiness. Freight and logistics and research facilities are other important economic drivers for the region. The 2010's resources boom diversified employment opportunities for the LGA with coal mining and gas exploration. However, mining development is generally owned by foreign or national corporate entities, with profits not necessarily flowing back through the local economy as with agriculture.

1.2 Planning context

This Strategy is the result of a review of the 2009 Narrabri Shire Growth Management Strategy (GMS 2009) and will provide the strategic direction for the Councils LSPS required under the *Environmental Planning and Assessment Act 1979* (EP&A Act). The NENW and other policies and directions provide the policy framework for this Strategy, which is outlined in Chapter 3.

The GMS 2009 included a detailed review of land use and land capability across the LGA. Since the preparation of the 2009 GMS there have been many changes in land use across the LGA, most likely due to the resources boom and continued growth in agriculture. Council prepared the Narrabri LEP, notified in 2012 which reflected the provisions of the now-repealed Narrabri LEP 1992, Narrabri LEP No 2 and Narrabri LEP No 5 – Village of Boggabri.

Since commencement of the Narrabri LEP, there is new evidence and updated information on land use management: natural resource mapping, demography, the policy framework and studies on opportunities for new development in Narrabri LGA. There has also been evidence of climate change impacting on Narrabri's people, natural resources and industries.

The NLEP 2012 is the statutory instrument that Council uses for land use decision making. The LEP is the mechanism to implement the agreed initiatives and directions of this Strategy when endorsed. Recommendations for amendments to the LEP are made in Chapter 8.

The NENW RP has several land use priorities for the Narrabri LGA around the protection of existing resources, environmental assets and industries, providing strategic opportunities for new economic development and ensuring settlements meet the future needs of the community.

The NENW RP's Narrative and Priorities for Narrabri are as follows:



Narrabri LGA is located on the western border of the New England North West. At its heart is the Namoi Valley renowned by its rich fertile soils producing some of the world's highest quality wheat, cotton, lamb and beef.

Narrabri provides essential retail, commercial and community services to a range of local communities. The centres of Wee Waa and Boggabri, with a number of smaller settlements including Pilliga, Gwabegar, Baan Baa and Bellata, fulfilling local services needs and contribution to the unique local character of the area.

Narrabri has a strong and growing economy centred on agricultural production, agribusiness and mineral resource production and includes several research institutions. It is home to the Pilliga State Forest or Pilliga Scrub, which is the largest semi-arid woodland in the state. This rare forest type supports approximately 900 native plants and over 100 native animal species.

Priorities:

- > *Deliver a variety of housing options in Narrabri and promote development that contributes to the unique character of Wee Waa, Pilliga, Bellata, Gwabegar, Baan Baa and Boggabri.*

¹ RDA, Northern Inland Narrabri economic profile, 2019

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- > *Support economic diversification and strengthening including upskilling health and education workers.*
- > *Encourage diversification in agriculture, horticulture and agribusiness to grow these sectors and harness domestic and international opportunities.*
- > *Continue to develop access and logistics infrastructure on appropriate sites to encourage new industry opportunities.*
- > *Expand nature-based adventure and cultural tourism places and enhance visitor experiences.*
- > *Identify and promote wind, solar and other renewable energy opportunities.*

It is these drivers and the policy framework that provide the strategic direction for this Strategy. This is more fully described with the context explained in Section 3.

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2 Population and Demographics

2.1 2016 Census Snapshot

Data from the ABS 2016 Census provided for Narrabri in Table 2 below, with comparisons to the Tamworth LGA as the major regional city near Narrabri and the rest of NSW. Age group data from the ABS Census 2016 is provided in Appendix D.

Table 2 2016 Census Snapshot data – Narrabri, Tamworth and NSW

	Narrabri LGA	Tamworth LGA	NSW
Population	13,084 Median age: 40	59,663 Median age: 40	7,480,242 Median age: 38
Males	6,528 or 49.9%	48.7%	49.3%
Females	6,559 or 50.1%	51.3%	50.7%
People over 65	17.6%	18.7%	20.8%
Average children per family:	2	1.9	1.9
Children 0-14	21.3%	20.3%	18.7%
Seniors 65+	17.6%	18.7%	17.6%
Aboriginal or Torres Strait Islander People:	1,595 or 12.2% Median age: 22	6,031 or 10.1% Median age: 21	216,176 or 2.9% Median age: 22
Household composition	Family: 69.5% Single/lone: 27.7% Group: 2.8%	69.4% 27.5% 3.1%	72% 23.8% 4.2%
Private dwellings	5,370 dwellings	24,325 dwellings	2,889,061 dwellings
Occupancy rate:	2.5	2.5	2.6
Separate house	89%	87%	66.4%
Semi detached	3.5%	8.4%	12.2%
Flat or apartment	5.4%	2%	19.9%
Other	1.5%	1.9%	0.9%
Average bedrooms	3.2	3.2	3.0
Household income, gross weekly	< \$650: 24.3% > \$3000: 10.8%	< \$650: 23.6% > \$3000: 9.3%	< \$650: 19.7% > \$3000: 18.7%
Dwellings: Owned outright	34.6%	33.9%	32.2%
Owned with mortgage	28.6%	31.1%	32.3%
Rented	31.9%	30.9%	31.8%
Not stated	4.9%	4.1%	3.7%
Rental Stress >30% income	8.5%	11.1%	12.9%

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Source: Comparison of key ABS 2016 Census household statistics for Narrabri, Tamworth and NSW.

In summary the assessment of the data provides the following: -

- » While Narrabri compares with Tamworth Regional and the rest of NSW in several demographic categories, housing diversity is low, dominated by detached dwellings. There is a high proportion of families with children aged 0-14 and people over 65. There is also a high proportion of lone households. Aboriginal and Torres Strait people make up over 12% of the population. There is a high percentage of people with low incomes.
- » The above combination of factors means there is likely a mismatch between household type and housing availability. Housing affordability is also potentially an issue. Narrabri has a low proportion of semi-detached housing, and this is an option that can be encouraged through the LEP.
 - > Well-designed smaller housing options can be delivered in locations that have supporting services and facilities while also enhancing local character.
 - > It is important to avoid development of enclaves; increased housing choice should be available across the R1 residential zones where sites are appropriate.
 - > DCP guidelines can provide detailed requirements for design, amenity, access and climate variability.

2.2 Demographic overview

Narrabri LGA had a population of 13,084 in 2016 and an area of approximately 13,000sqkm. The population is mainly distributed over the main urban centre of Narrabri, with townships of Wee Waa and Boggabri and rural villages of Baan Baa, Bellata, Gwabegar, Pilliga and rural areas, shown in Table 3.

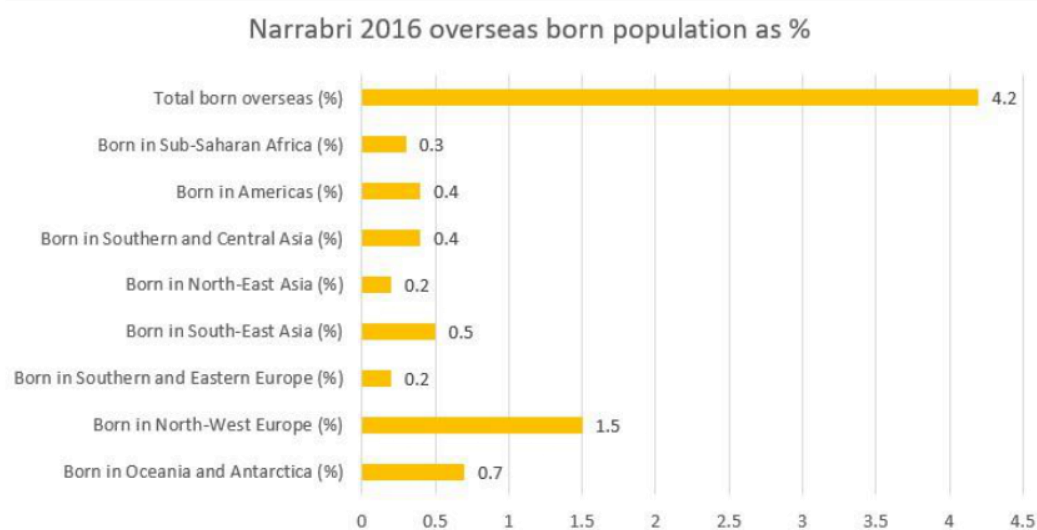
Table 3 Narrabri population distribution

Locality	Population (SSC 2016)	Dwellings	Settlement Type
Narrabri	5,903	3,408	Town
Baan Baa	163	85	Village
Bellata	350	144	Village
Boggabri	1,130	584	Village
Gwabegar	162	76	Village
Pilliga	217	126	Village
Wee Waa	2,080	943	Town
Rural areas	3,106	604	Rural locality
TOTAL	13,084	5,970	LGA

Source: SSC was used instead of UCL as some localities did not have UCL data. Source: ABS Quickstats

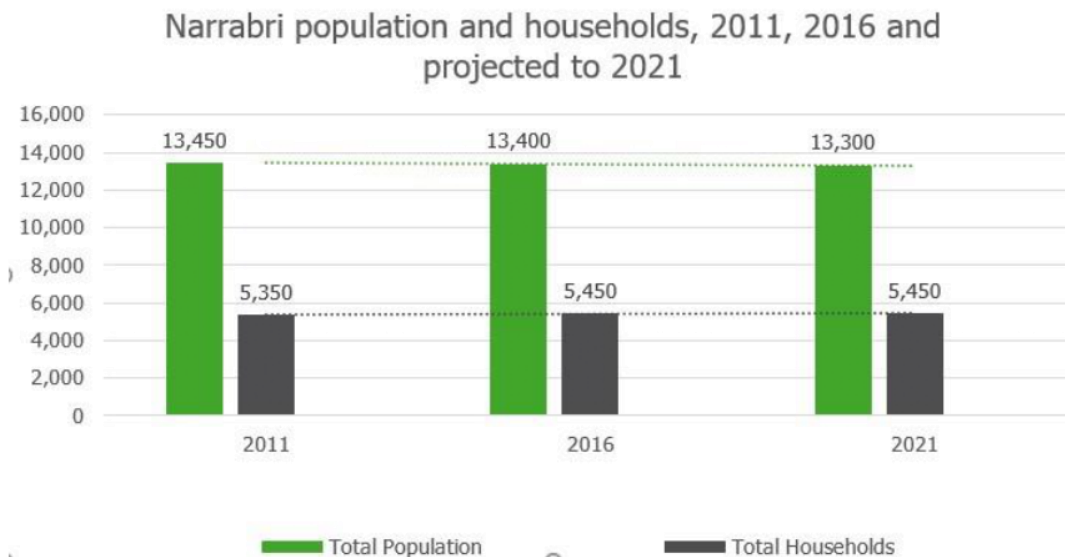
The majority (95.8%) of Narrabri's residents are born in Australia, with the origin of remaining 4.2% shown in Figure 5.

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Figure 5 Narrabri population born overseas

Source: Narrabri population born overseas, ABS population data for Narrabri LGA, (cat 15750).

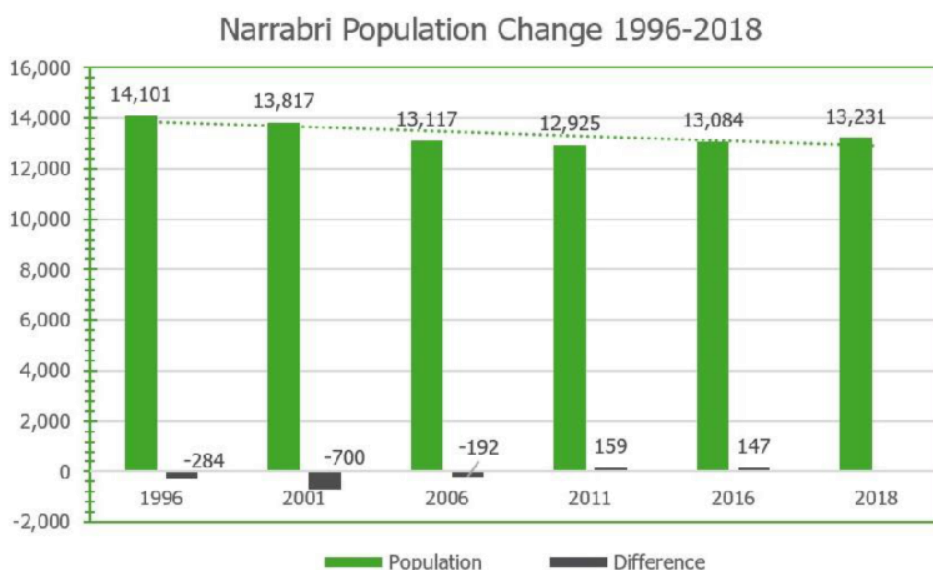
Growth across the Narrabri LGA has been relatively static over the past decade, with a nominal increase of 159 people between 2011 and 2016 Census periods, see Figure 6 below, also showing indicative population projected to 2021.

Figure 6 Narrabri population projections

Source: ABS Population figures for Narrabri LGA, 1996-2018 (itt.abs.gov.au)

However, since 2016 there has been some population growth according the Australian Bureau of Statistics, with 147 additional people estimated in the LGA. This is shown in Figure 7 below, with a slight and recent reversal of the declining trend 2016 to 2018:

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Figure 7 Narrabri Population Change 1996 - 2018

Source: ABS Population figures for Narrabri LGA, 1996-2018 (itt.abs.gov.au)

Table 4 Population figures for Narrabri 1996 - 2018

Year	Population	Difference
1996	14,101	-284
2001	13,817	-700
2006	13,117	-192
2011	12,925	159
2016	13,084	147
2018	13,231	

Source: ABS Population figures for Narrabri LGA, 1996-2018 (itt.abs.gov.au)

2.2 Age distribution

Between 2001 and 2016, a clear trend toward an ageing profile is evident, see Table 5 below.

Table 5 Population Trends

ABS Census	2001	2006	2011	2016
Narrabri LGA	13,800	13,119	12,925	13,084
Males	7,053	6,595	6,479	6,528
Females	6,747	6,524	6,446	6,559

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ABS Census	2001	2006	2011	2016
0-14	23.3%	22.9%	22.2%	21.3%
65+	12.4%	14.2%	15.7%	17.6%

Source: comparison of population totals, gender and 0-14 and 65+ age groups, ABS 2016 Census Quickstats

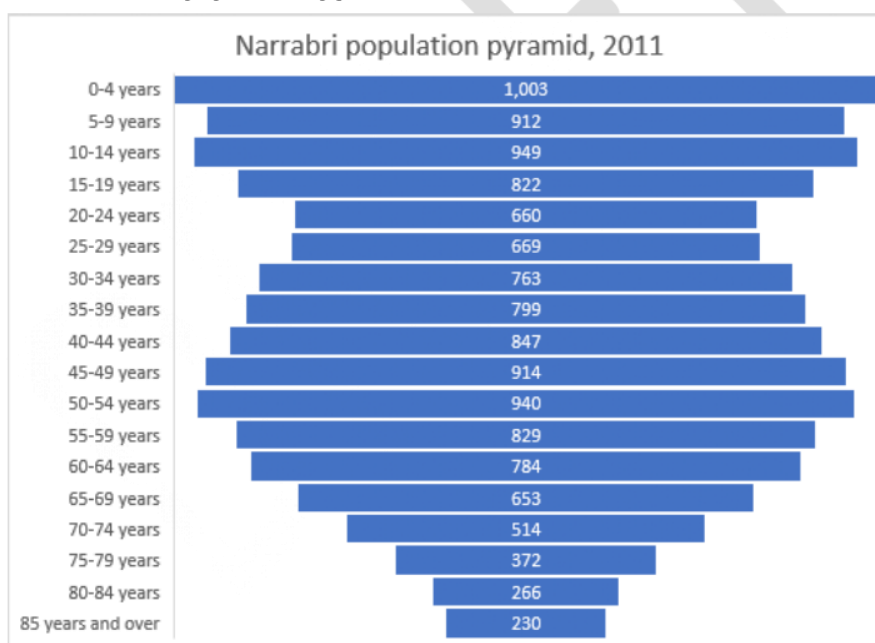
In 2016, compared to the rest of NSW and Australia, Narrabri has a higher percentage of its population in the 0-14 age groups, and in the 65+ age groups.

At the 2011 Census, there were 12,925 people in the Narrabri LGA, with 6,479 males and 6,446 females. The median age was 39. Children aged 0-14 years made up 22.2% of the population and people 65+ made up 15.71% of the population.

At the 2016 Census, there were 13,084 people in Narrabri LGA, with 6,528 males and 6,559 females. The median age was 40 years. Children aged 0-14 years made up 21.3% of the population and people aged 65 and over made up 17.6% of the population, see table in Appendix D and following population pyramids for 2011 (Figure 8) and 2016 (Figure 9).

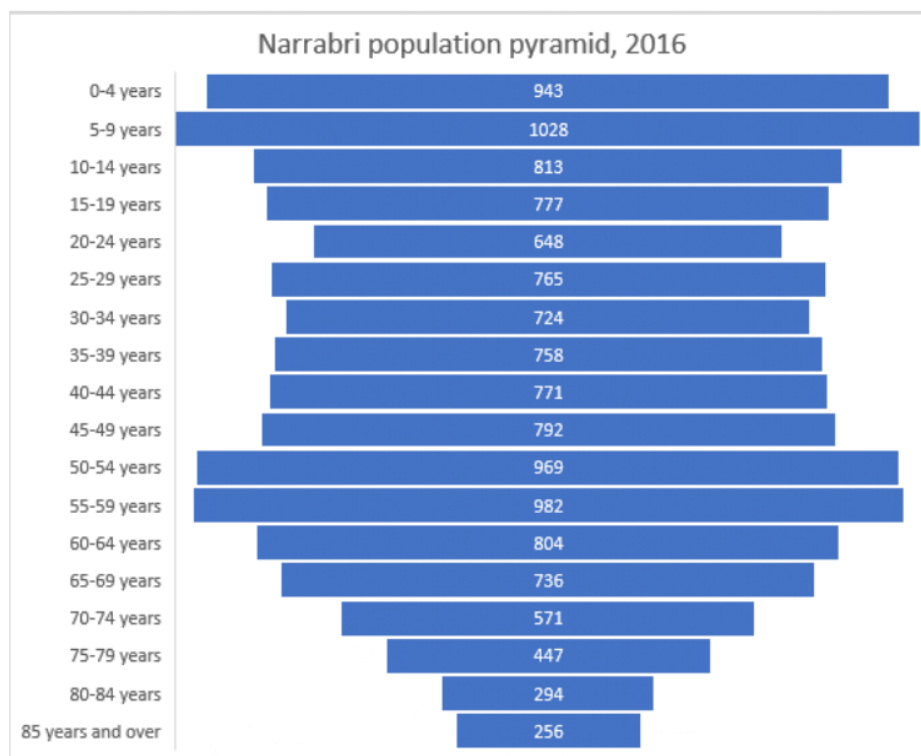
The data indicates the population is generally maturing and staying in Narrabri, with people 'aging in place'.

Figure 8 Narrabri population pyramid, 2011



Source: ABS 2011 Census Quickstats

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Figure 9 Narrabri population pyramid, 2016

Source: ABS Quickstats for 2016 Census

2.3 Household characteristics and projected change

2.3.1 Households size and type

Household size has slightly declined over the past three census periods from 2.66 in 2001 to 2.43 in 2016.

Household type is shown in the following Table 6, with Narrabri LGA having a high proportion (70%) of family households, which is typical of a rural area. Couples-only and lone person households increased over the timeframe 2011 to 2016, consistent with an ageing population profile.

Table 6 Household sizes from 2011 and 2016 census periods

HOUSEHOLD TYPES:	2011	2016	Difference
Couple only	1,550	1,600	50
Couple with children	1,600	1,550	-50
Single parent	550	550	-
Other family households	50	50	-

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HOUSEHOLD TYPES:	2011	2016	Difference
Multiple-family households	50	50	-
Lone person	1,450	1,500	50
Group	150	100	-50
<i>Total family households</i>	<i>3,800</i>	<i>3,800</i>	-
<i>Total non-family households</i>	<i>1,550</i>	<i>1,600</i>	50
Total	5,350	5,450	100

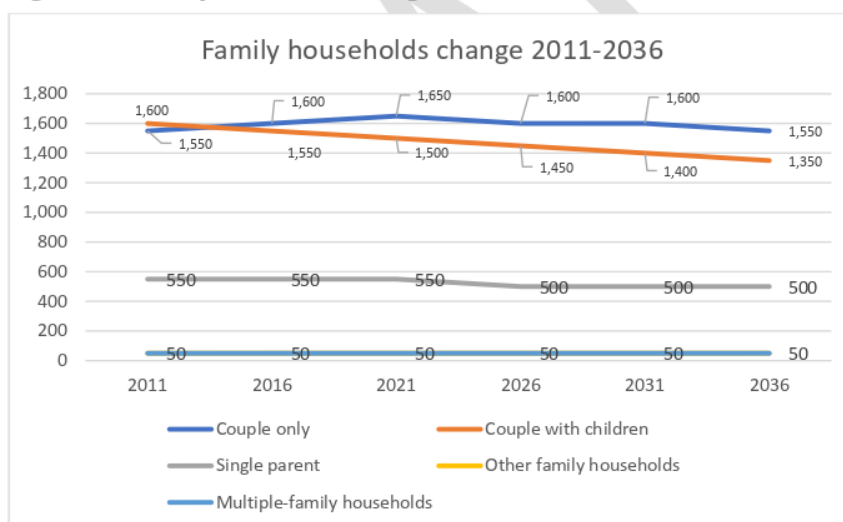
Note: Family includes couple with children, couple without children, single parent family, other family

Source: Compiled from ABS Census of Population and Housing, 2011 and 2016, and ABS Regional Statistics 2016

2.3.2 Forecast household types, 2016-2036

All household types except for couples with children are expected to increase or remain static between 2016 and 2036, Figure 10. The 'couples only' household type is expected to increase to 1,650 in 2021 then flatten out as numbers are expected to slightly decline from 1,600 in 2031 to 1,550 in 2036. At the same time, average household size is expected to decline from 2.43 in 2016 to 2.32 in 2036.

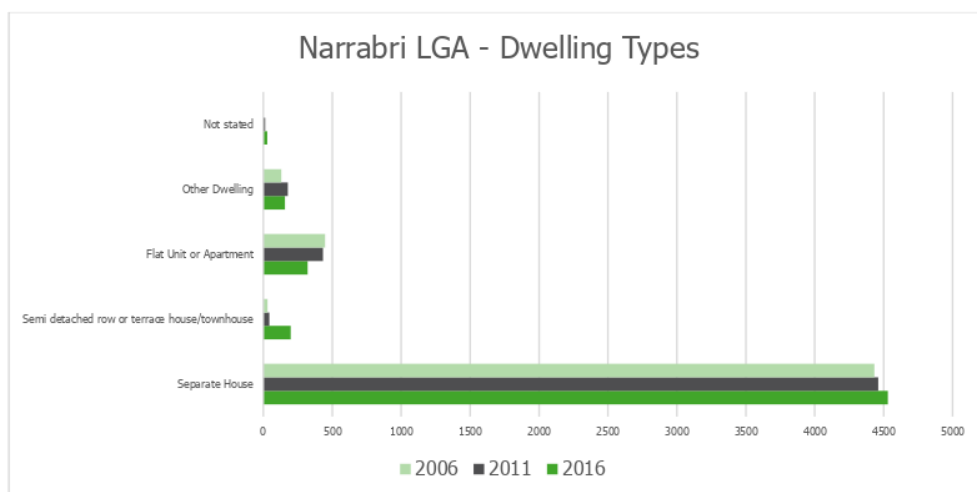
Figure 10 Family household change 2011-2036



Source: ABS Family household change 2011-2036 Dwelling Types

Separate houses are by far the most common dwelling type in Narrabri LGA, Figure 11. Other dwelling types, including semi-detached houses, terraces, townhouses and apartments represent a very small proportion of Council's dwelling supply. The approvals data also indicates very limited development of new dual occupancy and multi dwelling housing in the LGA.

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Figure 11 Narrabri LGA – Dwelling Types

Source: Dwelling types 2006-2016 (ABS Quickstats Census data for 2006, 2011, 2016)

However, the demographic trends from the DPIE projections illustrate that lone person households will form a significant proportion of the overall type of households as the age profile of the Narrabri LGA changes over time.

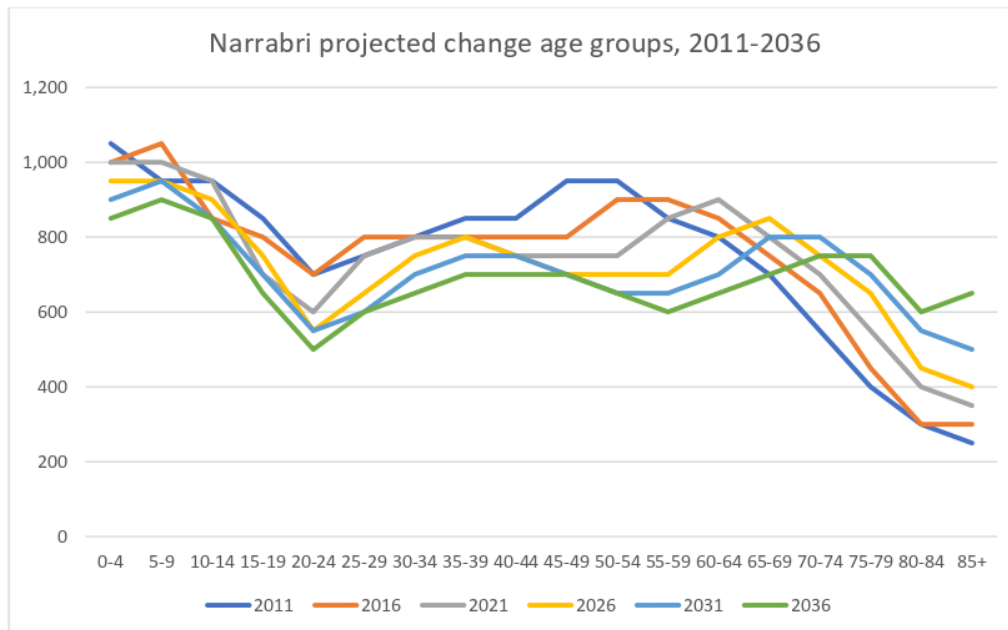
2.4 Population projections

Population projection data obtained from NSW DPIE and Australian Bureau of Statistics is reproduced in the following sections.

2.4.1 Age groups

DPIE projections for population age groups from 2011 to 2036 show there has been little change between census periods, with a largely static but ageing population for Narrabri LGA. In terms of the projected age group change, there are similar trends in size across each age group, with the exception of the older age groups (70+) which show an increase in 2036, Figure 12 and Table 7. This is consistent with all other regions in Australia, particularly rural.

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Figure 12 Narrabri projected change age groups, 2011 - 2036Source: DPIE NSW Population Projections by LGA, www.planning.nsw.gov.au**Table 7 Age groups (Figure 12)**

AGE GROUPS	2011	2016	2021	2026	2031	2036
0-4	1,050	1,000	1,000	950	900	850
5-9	950	1,050	1,000	950	950	900
10-14	950	850	950	900	850	850
15-19	850	800	700	750	700	650
20-24	700	700	600	550	550	500
25-29	750	800	750	650	600	600
30-34	800	800	800	750	700	650
35-39	850	800	800	800	750	700
40-44	850	800	750	750	750	700
45-49	950	800	750	700	700	700
50-54	950	900	750	700	650	650
55-59	850	900	850	700	650	600
60-64	800	850	900	800	700	650
65-69	700	750	800	850	800	700
70-74	550	650	700	750	800	750

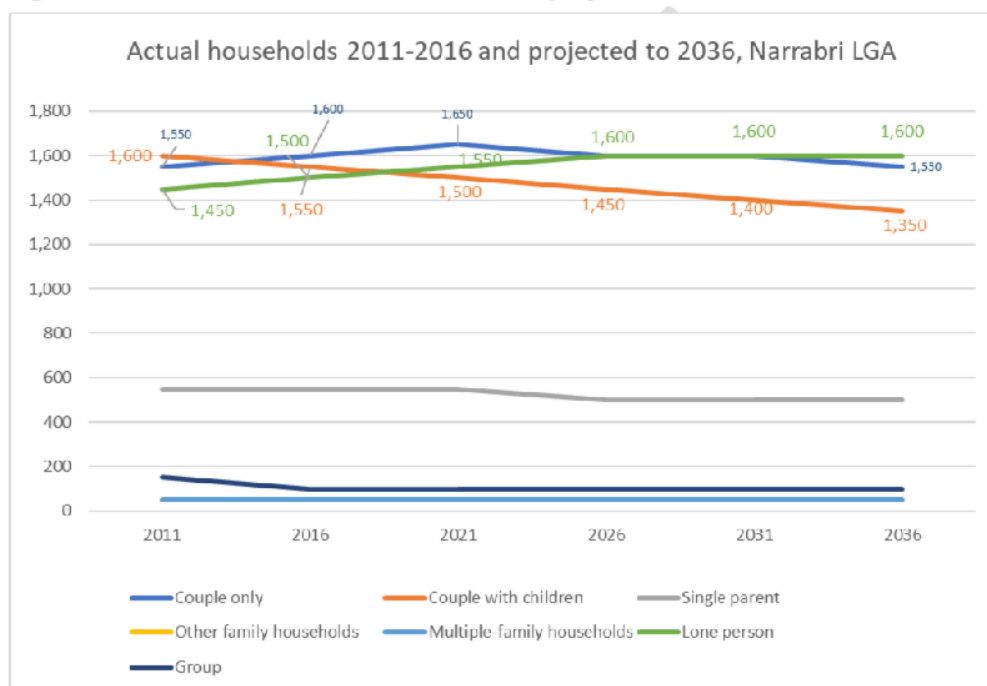
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AGE GROUPS	2011	2016	2021	2026	2031	2036
75-79	400	450	550	650	700	750
80-84	300	300	400	450	550	600
85+	250	300	350	400	500	650

Source: DPIE 2016 NSW State and Local Government Area Population and Household Projections and Implied Dwelling Requirements

DPIE projections for the number of households by type are shown in the following Figure 13:

Figure 13 Actual households 2011-2016 and projected to 2036



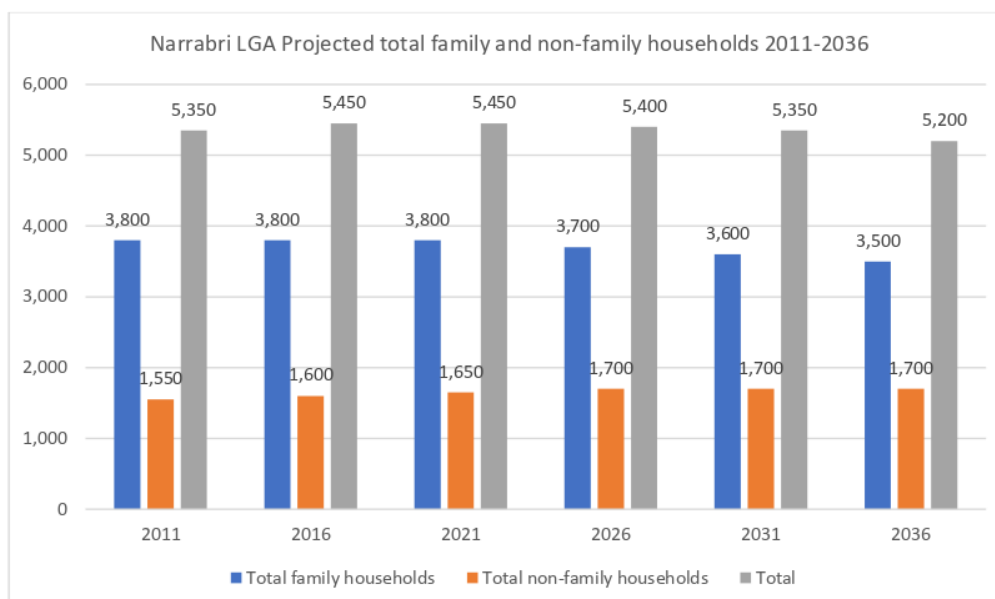
Source: DPIE projected household type 2011-2036

Figure 13 shows relatively static growth in the number of families comprised of couples, single parent, and multiple family households for the period 2011 to 2036. A decline of 150 households consisting of couples with children (orange line above) is expected to 2036. Lone person households (green) are projected to increase by 150 by 2036. Therefore, new dwelling construction over the next twenty years will need to factor a higher proportion of smaller housing and properties, semi-detached or unit/apartment as part of the overall housing mix to cater for an ageing demographic.

By combining households into 'family' and 'non-family' (mostly lone person), an indication of overall household requirements is shown in the following Figure 14. Consistent with Figure 13 above, there is a slight decline in the amount of family households and an increase in the 'non-family' households. Non-family members are a lone person, a group household member or an unrelated individual living in a family household².

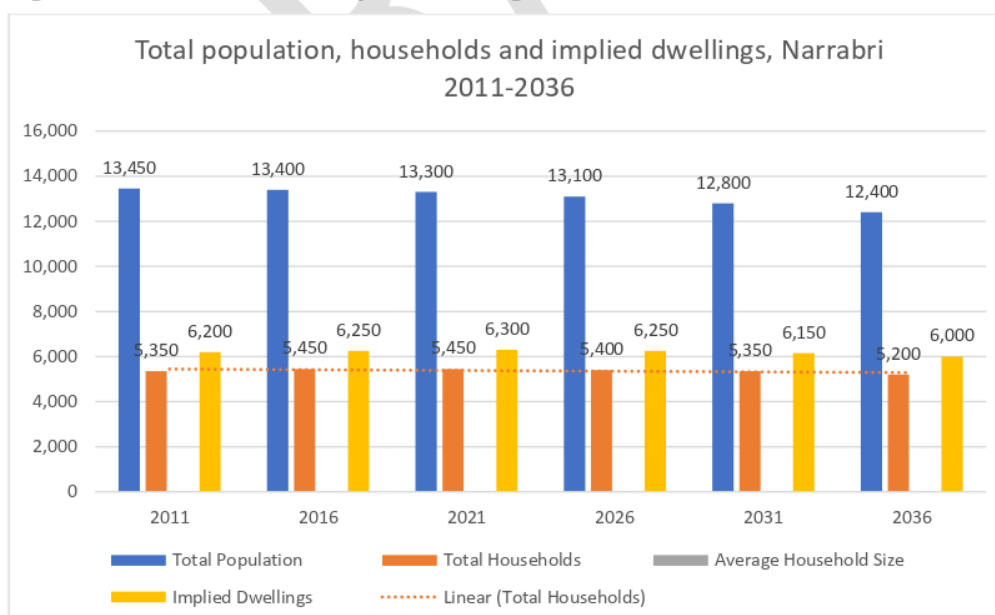
² ABS Dictionary

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Figure 14 Projected family and non-family households 2011-2036

Source: DPIE projected household type 2011-2036

Figure 15 below shows the established trend for a declining population, but with a relatively static number of households and implied dwellings, fluctuating between 6,000 and 6,300 (0-300 new) dwellings being required over the timeframe. This projection is the result of the changing demographic make-up of the LGA, with more lone-person and couple-only households, and an overall ageing trend.

Figure 15 households and implied dwellings, 2011-2036

Source: DPIE projected households 2011-2036

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Discussion

While Narrabri's population growth projections indicate a relative decline to 2036, there is acknowledgement that population growth is not necessarily linear. There is always possibility that population trends may be positive, as indicated in Figure 24 where growth occurred in 2018. It is prudent to plan both for a reasonable increase in population as well as the projected reduction in household size, which combined will increase demand for more dwellings than suggested by projections.

In 2016 there were 5,970 dwellings in the Narrabri LGA. The DPIE projections to 2036 suggest a range of between 180 and 330 new dwellings are required to accommodate expected households. Council predicts that Narrabri could reach a population of close to 14,000 people by 2040, which could require approximately 400 new dwellings from 2016 numbers based on a declining average household size of 2.32 in 2036.

Council predicts an increased population based on proposed and potential major employment generating and infrastructure projects, particularly during the construction phase, which may lead to increased demand for housing in the short to medium term. This will depend on several factors, such as the amount of FIFO or DIDO employees which form part of the construction phase or increase in the number of locally based employees that choose to live in the Narrabri LGA during the operational phase. Population projections however also need to take into account the community's liveability preferences and other unpredicted factors, such as climate change and associated impacts on agriculture and settlement, which may have a negative impact on any dwelling projections or may have a positive effect with adaptation projects and initiatives.

It is acknowledged by Council that mining projects in the Narrabri LGA has most probably had an impact on some of the demographic profile in recent years. However, it should be noted that anecdotal evidence has suggested that mining to date has not delivered the expected population and economic growth outcomes.

Hence in summary the following has informed this Strategy: -

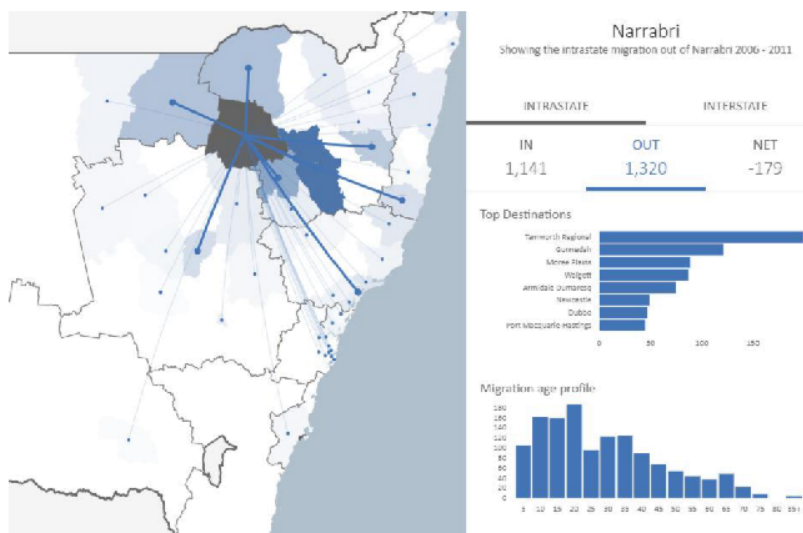
- » There is a stable population, however the opportunity to have a significant (and short term) increase due to critical infrastructure and major projects
- » Smaller household sizes as well as a slightly ageing population
- » High proportion of young families
- » High and increasing proportion of lone households
- » Single dwellings are not providing housing choice for changing demographics.

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2.5 Migration

Between **2006 and 2011** Census periods, there was a net loss of 179 people from the Narrabri LGA. The figures below show where people migrated to from Narrabri in this timeframe, with Tamworth Regional LGA being the main destination, followed by Gunnedah, Walgett and Moree Plains as shown in Figure 16:

Figure 16 Narrabri Migration



Source: DPIE Population projections, Narrabri migration 2006-2011

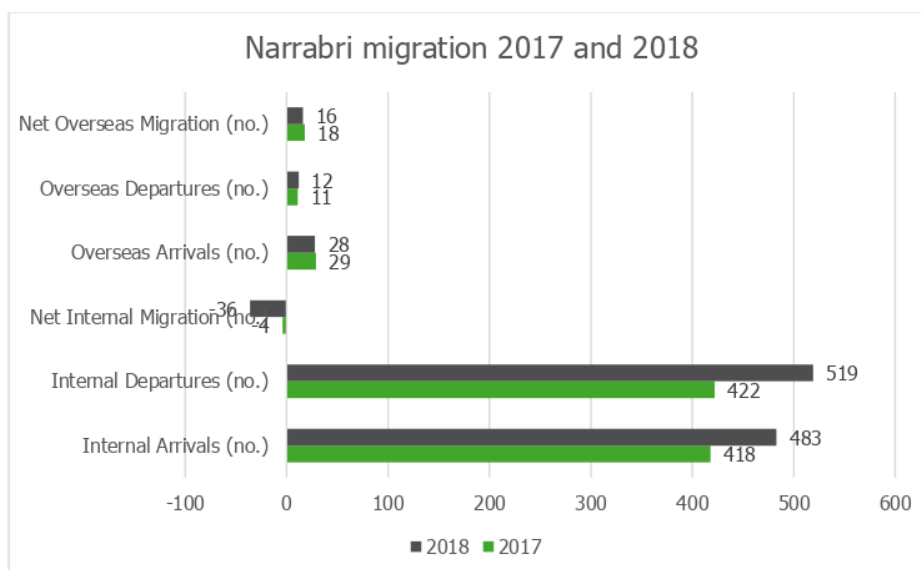
According to DPIE³, net migration in **2017 and 2018** for Narrabri LGA was as follows:

- » In 2018, there was internal migration of 827 persons, with a loss of 985 persons, resulting in net migration of -158 persons, the greatest losses in the 10-20- and 30-35-year age groups. This trend would be associated with education and employment. The top destinations for people leaving Narrabri are Tamworth Regional, Gunnedah, Moree Plains and Walgett, followed by Armidale, Newcastle, Dubbo and Port Macquarie. Education is a tangible reason for outmigration (schools in Tamworth and universities at Newcastle, Armidale, Dubbo).
- » Internal migration in 2017 resulted in 717 arrivals and 876 departures, a total of -159 people (Figure 17). The top origins for in-migration were Gunnedah, Walgett, Moree Plain and Tamworth Regional LGAs.

Tamworth is the major supplier of higher order goods and services and employment opportunities for the New England and North West Region, and anecdotally also a destination for retirees in the region. Gunnedah is 97km and one hour's drive from Narrabri and has employment opportunities in mining and agriculture and education. Similarly, Walgett and Moree Plains have employment opportunities and probable family linkages with Narrabri. Internal arrivals and departures in Narrabri over the period 2017-2018 (Figure 17) may be also attributed to fluctuations in employment opportunities.

³ DPIE Population Explorer, <https://migration.arup.digital/>

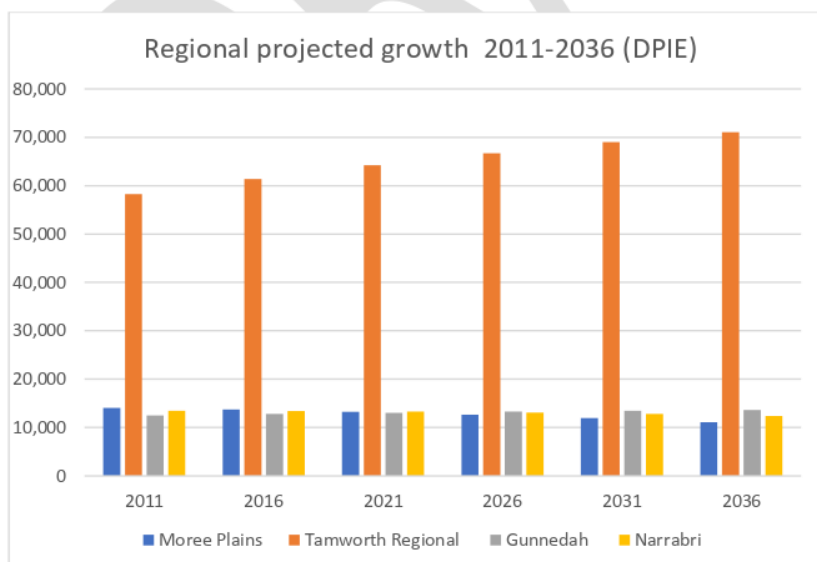
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Figure 17 Narrabri Migration 2017 and 2018

Source: Narrabri migration 2017-18, ABS population data for Narrabri LGA, (cat 15750).

2.5.1 Population growth comparison with adjoining LGAs

The DPIE projections for population growth in the adjoining and similar-sized LGAs of Moree Plains and Gunnedah, and the regional city of Tamworth Regional are shown in the following figures, with Gunnedah expecting some growth and Moree Plains, decline (Figure 18 and Table 8):

Figure 18 Regional projected growth 2011-2036

Source: DPIE projected households 2011-2036

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Table 8 Regional growth figures 2011-2036

TOTALS:	2011	2016	2021	2026	2031	2036
Moree Plains	14,050	13,750	13,250	12,650	11,950	11,100
Tamworth Regional	58,250	61,400	64,200	66,700	69,000	71,050
Gunnedah	12,500	12,800	13,050	13,300	13,450	13,600
Narrabri	13,450	13,400	13,300	13,100	12,800	12,400

Source: DPIE projected households 2011-2036

Discussion

The implications for this Strategy are to facilitate strengthening the long standing social and economic links with Moree Plains, Gunnedah and Tamworth Regional LGAs. The Strategy can provide directions that capitalise on Narrabri's position in the region, particularly with the proposed Melbourne-Brisbane Inland Rail project and freight and logistics, but also with agribusiness services and renewable energy generation. Narrabri can be a supplier of services, infrastructure and products to other centres through already existing relationships and interdependencies. This can lead to jobs and services and retention of population.

2.6 Employment

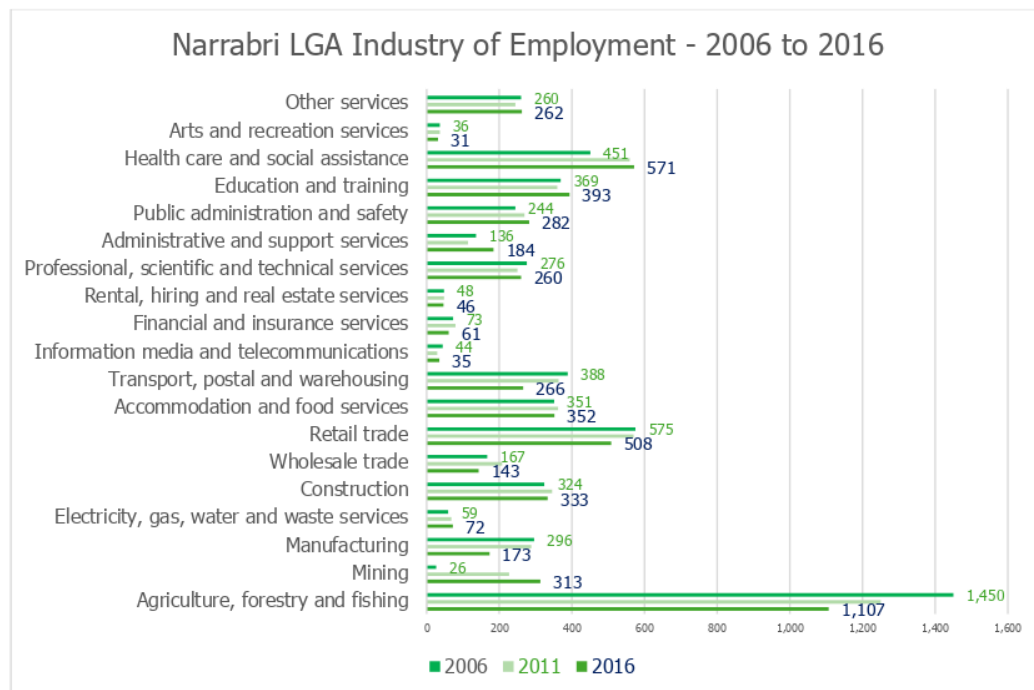
The ABS category of Industry of Employment over the years 2011-2016 is shown in Figure 19. This shows the continued dominance of agriculture, forestry and fishing as the main employer (around 20% of all people employed) in Narrabri LGA. There has been a 1.8% decline from 1,450 to 1,107 people employed in this category over the timeframe, possibly related to increased efficiencies in the industry.

Health care and social assistance, retail trade, construction and education follow agriculture as the most consistent and prominent employment industries.

Mining as an employer made up 5.5% of the population in 2016, an increase of 1.6% since 2011. There were 646 people from outside the LGA employed in the LGA in 2016. Census 2016 data for employment (Place of Residence vs Place of Work) in 2016 suggests that of the people employed, 5.5% in the mining industry live in the LGA, whereas 18% employed (mostly in mining) do not live in the LGA. All other industries in the LGA are dominated by locals, with 4% of the 20% of people employed in agriculture working outside the LGA.

Employment in mining has increased since 2006 in line with major project approvals and development. Over the same period, public sector employment such as health care, research, administration and education have remained relatively strong, though retail trade has decreased slightly.

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Figure 19 Narrabri LGA Industry of employment – 2006 to 2016

Source: ABS Industry and Employment statistics for Narrabri LGA, 2006-2016

Over the next twenty years, population and dwelling requirements will need to consider the trend toward mining jobs being filled by those living outside the LGA, according to Council⁴. Other trends that may impact employment, particularly mining, in Narrabri are increased mechanisation and increased renewable energy generation, agricultural and agribusiness activity.

The top five industries in Narrabri at the 2016 Census are summarised in Table 9:

Table 9 Top five industries in 2016 (ABS Census)

Top 5 Industries 2016	1	2	3	4	5
Narrabri	Agriculture, Forestry and Fishing	Health Care and Social Assistance	Retail Trade	Education and Training	Accommodation and Food Services
Regional NSW	Health Care and Social Assistance	Retail Trade	Education and Training	Construction	Accommodation and Food Services
NSW	Health Care and Social Assistance	Retail Trade	Construction	Education and Training	Professional, Scientific and Technical Services

⁴ Pers.comm.

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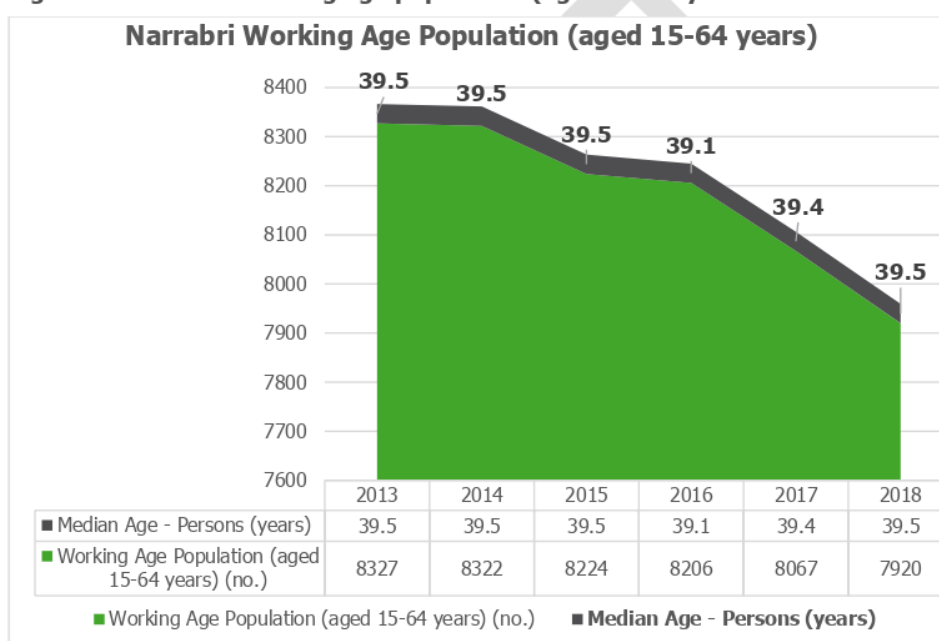
Top 5 industries 2016	1	2	3	4	5
Australia	Health Care and Social Assistance	Retail Trade	Education and Training	Construction	Professional, Scientific and Technical Services

Source: ABS 2016 Census data

As noted on page 30, in 2016 there was a large amount of people (1,124 or 18% of all employed people) living outside the LGA employed in mining in Narrabri LGA.

The ABS provide estimates of the 'working age' population (15-64), for the years 2013-2018, as shown in the following Figure 20:

Figure 20 Narrabri working age population (aged 15-64 years)



Source: ABS Regional Statistics 2011-2018 Summary for Narrabri LGA cat 15750

This data shows the working age of the population remaining static around 39 years over the period 2013-2018, however there is a decline in the number of working age people over the same timeframe. This will have implications for Narrabri in terms of providing and fulfilling future employment opportunities.

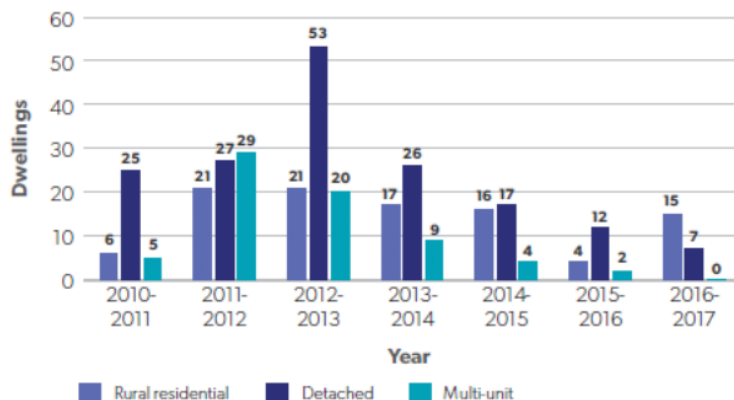
2.7 Housing and employment land, actual and projected

The graph below, sourced from 2006-2016 ABS Census data, shows separate detached houses are the most popular form of dwelling across the Narrabri LGA.

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The New England North West Housing Monitor 2018 (Department of Planning) shows annual dwelling approvals in Narrabri for the period 2010 – 2017, with significant growth in approvals for the period 2012-13. The most recent period shows 15 approvals for rural residential housing, 7 approvals for detached dwellings and no multi-unit dwellings:

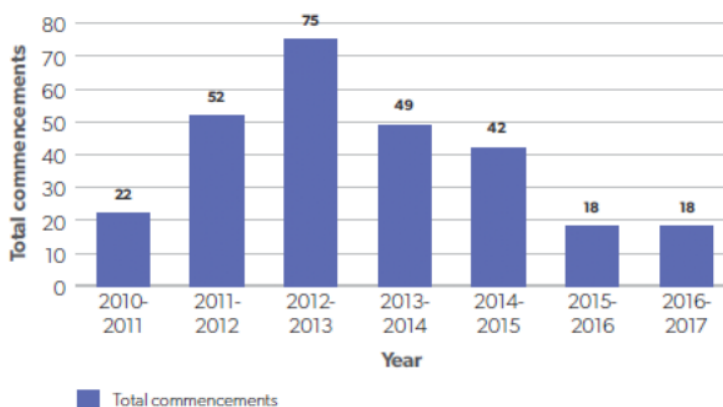
Figure 21 Dwellings, rural residential, detached and Multi-unit



Source: DPIE Housing Monitor, 2018

Total commencements for residential accommodation over the same period show a declining trend over the period 2014-2017:

Figure 22 Housing commencements



Source: DPIE Housing Monitor, 2018

The Housing Monitor notes that commencements are generally reflective of the approvals in the corresponding years.

In terms of the availability of employment land, in 2016-17 Council had a total of 561.3ha of land zoned for employment purposes, with approximately 165.7ha or 30% vacant⁵. According to the NENW

⁵ NENW Housing Monitor 2018, pp 16, 24

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Housing Monitor, there has been no change in the amount of developed and available vacant land in Narrabri since 2013, see Figure 23. The NENW Housing Monitor notes that the data on vacant employment land is a guide for Councils in determining the amount of employment land likely to be required in the future, not all employment land is deployable due to varying constraints on the land, such as 'slope, or infrastructure servicing constraints, such as the provision of water or sewer'.

Figure 23 Remaining vacant zoned land and land developed

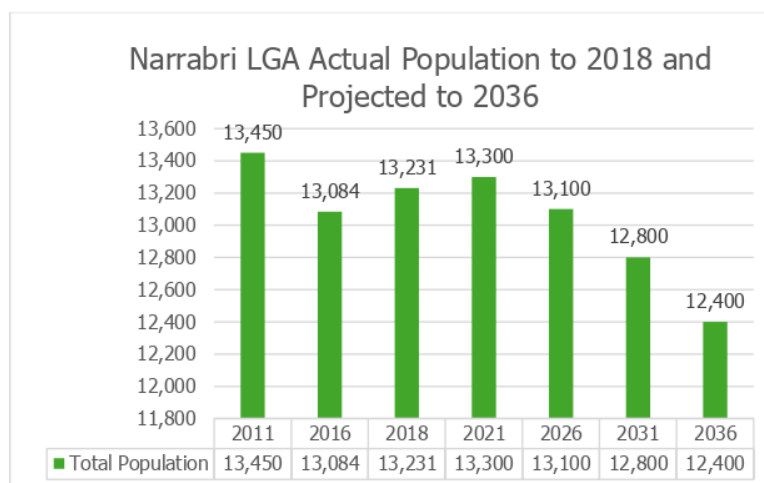


Source: NENW Housing Monitor 2018

2.8 Population and Housing Summary

- » The population for the Narrabri as at the 2016 Census shows both a younger and ageing population compared to NSW and Australia. This trend is expected to continue in the years leading up to 2036. This is likely to be a similar trend across many regional areas in NSW.
- » The nearby city of Tamworth is the largest centre in the New England and North West region, which the Department of Planning has projected to grow to beyond 70,000 in 2036. Tamworth is the destination for most out migration from Narrabri LGA.
- » The ABS population estimate for Narrabri LGA in 2018 (Figure 24) shows that population growth is proceeding as expected to 2021, thereafter a decline is projected to 2036.

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Figure 24 Narrabri LGA Actual population to 2018-19 and projected to 2036

Source: ABS 2018 LGA Projected Population 2011-2036

- » The NENW Housing Monitor indicates that there has been a slowing of dwelling approvals in the past 4-5 years after a boom period in the early 2010's.
- » The demographic trends from the DPIE projections illustrate that couples and lone person households will form a significant proportion of households as the population ages over time. This will create a demand for a range of 180 to 330 new dwellings to 2036, and potentially 400 to 2040.
- » The employment base is declining gradually although the average age of employed persons is static at 39 years.
- » Mining development in Narrabri LGA (and adjoining Gunnedah LGA) has likely had an impact on the demographic profile in recent years, with a slight population increase between 2011 and 2018 in the workforce age groups. Employment in mining is strong, however only 6% of all employed people live in Narrabri LGA and work in mining, compared to the 16% employed in agriculture (4% work in other LGAs). This trend is projected to continue; and it should be noted that empirical and anecdotal evidence shows that mining has not delivered the expected population and economic growth outcomes.
- » The impact of future mining activities in the Narrabri and Gunnedah LGAs will be difficult to predict; and care must be taken in assumptions about mining related workforce and dwelling demand required over the next 20 years. However, it is possible that other major projects will have a positive impact on population growth, as opportunities arise in renewables and agribusiness, for example.
- » Climatic considerations (drought, temperature extremes, flood and fire) are likely to have an impact on agricultural output across LGAs, but as with other industries, adaptation is a mechanism for positive change and opportunity.

2.9 Implications for the Strategy

- » There is a consistent but not significant population increase forecast, however with major infrastructure and other projects being planned, the Council forecasts a population of up to 14,000 by 2040. Growth in industrial/employment land as well as housing does need to be planned, however perhaps not activated at this time.

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- » Provision of housing choice is essential in the supply of new housing stock. Existing residential zones in Narrabri's urban areas need to be assessed for infill and serviced new settlement potential.
- » Planning provisions in the short term will need to be tailored to provide increased housing choice in Narrabri LGA, to increase the proportion of smaller dwellings, semi-detached or unit/apartments to cater for an ageing population and smaller, new households.
- » For population growth to occur over the next twenty years, Council and the community needs to actively consider how to increase and retain the number of Narrabri people and families living and working in the Narrabri LGA. Maintaining and enhancing relationships with adjoining LGAs through service delivery and infrastructure provision, such as the Melbourne-Brisbane Inland Rail project, agribusiness and renewables, will provide employment opportunities for Narrabri.
- » It can be expected that the demand for a range of health and aged care services will increase in proportion with an ageing population.
- » The protection and facilitation of the land and resources that agriculture, forestry and fishing as the major employment generating industries rely upon is critical.
- » The Department's Interim Settlement Guidelines will provide advice on considerations for new settlement when demand is projected to exceed supply.

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3 Policy Framework

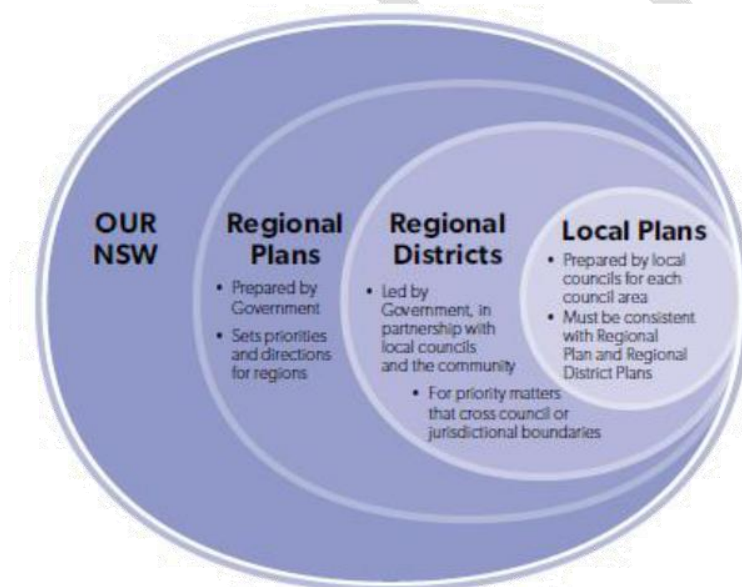
The *Environmental Planning and Assessment Act 1979* (EP&A Act) provides the statutory framework for land use planning in NSW. The objects of the EP&A Act are set out in Appendix A and include promotion of the social and economic welfare of the community and a better environment through the proper management, development and conservation of the State's natural resources, and promotion of the orderly and economic use of land.

Recent changes to the legislation have strengthened the emphasis on strategic planning, reinforcing it as the basis of the NSW planning system. Strategic plans tell the story of a place: its background and history, its vision and aspirations for the future and plans to achieve these.

The EP&A Act provides for plans at the regional level. Council has the local knowledge and expertise in strategic planning that is necessary to translate higher-order planning objectives in the NENW RP into implementable strategic plans at the local level.

The NSW planning policy framework is illustrated in Figure 25:

Figure 25 Regional plan relationship with the planning framework



Source: NENW Regional Plan 2036

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3.1 New England North West Regional Plan 2036



The NENW RP was introduced in 2017 and outlines a 20-year vision to build sustainable communities through complementary development and natural resource protections. The Plan covers the council areas of Armidale Regional, Glen Innes Severn, Gunnedah, Gwydir, Inverell, Liverpool Plains, Moree Plains, Narrabri, Tamworth Regional, Tenterfield, Walcha and Uralla.

The NENW RP provides the region's Councils with clear direction and focus on the key economic, environmental and social drivers that impact and influence the New England and North West.

The overarching vision for the region is: *'Nationally valued landscapes and strong, successful communities from the Great Dividing Range to the rich black soil plains'.*

The Region is strategically located between Sydney and Brisbane along high-quality transport networks to Newcastle, Sydney and South-East Queensland. Regional cities and centres provide opportunities for employment, health, education services and higher order services, with Tamworth and

Armidale just one and a half hours apart. The Gross Value of agriculture for the region is \$2.1b, with beef, cotton, sorghum and horticulture being the most valuable commodities.

The Plan anticipates that 13,800 additional people are expected to populate the region by 2036, with an additional 9,700 dwellings required.

The Plan sets out a vision for the protection of important agricultural land, with agricultural producers leading sustainable and water-efficient food and fibre production to meet demand from domestic and international markets. Communities are well-connected, attractive, healthy, safe and prosperous with a strong sense of identity, resilience and respect for Country. Access to a range of employment, housing choice and high-quality education, health, recreational and other community services.

Residents and visitors enjoy a natural environment that include wetlands, and the headwaters of the Murray Darling Basin. Nature based and cultural heritage tourism, visitation to the World Heritage-listed New England and Oxley Wild Rivers National Parks, festivals and events attract investment and sustain vibrant communities. Acknowledging, protecting and celebrating Aboriginal cultural heritage and historic heritage reinforces the character of the region, while consolidating community wellbeing and a strong sense of belonging.

The Key Priorities outlined in the Local Government narrative for Narrabri identified in the Plan⁶ related to future strategic planning are:

- » Deliver a variety of housing options in Narrabri and promote development that contributes to the unique character of Wee Waa, Pilliga, Bellata, Gwabegar, Baan Baa and Boggabri.
- » Support economic diversification and strengthening including upskilling health and education workers.
- » Encourage diversification in agriculture, horticulture and agribusiness to grow these sectors and harness domestic and international opportunities.

⁶ New England North West Regional Plan 2036, p63

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- » Continue to develop access and logistics infrastructure on appropriate sites to encourage new industry opportunities.
- » Expand nature-based adventure and cultural tourism places and enhance visitor experiences.
- » Identify and promote wind, solar and other renewable energy opportunities.

These priorities will form the basis of this Strategy, with recommendations, principles and actions set out in Chapter 8.

Planning Goals in the NENW Regional Plan

There are four goals in the Plan aimed at achieving the vision of building resilient and sustainable communities, enhancing growth opportunities with protecting the region's diverse environment and lifestyles. The goals are supported by a number of directions and actions. The goals are as follows:

- » Goal 1: A strong and dynamic regional economy
- » Goal 2: A healthy environment and pristine waterways
- » Goal 3: Strong infrastructure and transport networks for a connected future
- » Goal 4: Attractive and thriving communities

The key directions and actions under each of these goals have been considered in the development of this Strategy to the extent that they provide the broad policy direction for the strategies and actions identified in the Growth Management Strategy in **Chapter 8**. A detailed summary of the directions and actions that relate to the Strategy, how they have been considered in terms of actions in the Strategy and the outcome or implementation measure is expressed in a table in **Chapter 9**.



Local growth management strategies will be developed by councils and endorsed by the Department of Planning and Environment prior to preparing a local environmental plan to rezone land for residential, rural residential, commercial and industrial land uses.

Local growth management strategies will address and deliver the location of employment land supply, where supported by freight access and protected from encroachment by incompatible development. Certain industries may need to be located away from centres due to their type, scale and nature. Local growth management strategies will plan for timely and economically viable infrastructure and support proposals that minimise expenditure or duplicated services.

Local growth management strategies will limit urban and rural residential development on and near important agricultural land, including mapped Biophysical Strategic Agricultural Land through consistency with the Interim Settlement Guidelines and by managing the interface between important agricultural lands and other land uses.

Local growth management strategies will consider facilitating and supporting tourism and visitor accommodation and appropriate land uses.

Local growth management strategies must consider local housing needs based on household and demographic changes, and plan for a range of housing choices. These strategies should address housing affordability and social housing needs and recommend appropriate controls and incentives. Retirement villages, nursing homes and opportunities to modify existing dwellings to enable people to stay in their homes as they age are further considerations. New rural residential housing must promote sustainable land use outcomes, with local growth management strategies considering and addressing Principles 1-5 of the Interim Settlement Planning Principles.

The strategies should be consistent with the Interim Settlement Planning Principles.

NSW Government, New England North West Regional Plan 2036

The Regional Plan sets the high-level strategic planning priorities for the NENW region through the Implementation Plan. All subsequent local growth management strategies and plans are to be

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consistent with the NENW RP as guided by the NENW Implementation Plan. The following table provides a summary of the Regional Plan Goals and Actions that directly affect Narrabri Shire Council through local planning instruments and decision making, and implications for the GMS.

Table 10 NENW Priority Action Theme

NENW Priority Action Theme	Summary for Narrabri LGA
Primary Production	Protect resources, land and infrastructure associated with ongoing sustainable primary production across all sectors
Economy	Build strong economic centres, promote new industries, and tourism
Environment	Sustainable management of water resources, areas of high environmental value, adapt to natural hazards and climate change
Infrastructure	Build connectivity through transport links, promote emerging industries
Community	Strengthen community resilience, provide great places to live, housing choices, deliver economic self-determination of Aboriginal communities
Heritage	Protect cultural and built heritage

3.2 State Policies

3.2.1 State Environmental Planning Policies

A State Environmental Planning Policy (SEPP) is a land use planning policy prepared by the NSW Government for matters that are considered to be of State or regional environmental planning significance, a list of applicable SEPPs is provided in **Appendix A**.

3.2.2 Section 9.1 Ministerial Directions

The full set of Ministerial Directions (**Appendix B**) will need to be addressed in any planning proposal. The Strategy provides the evidence and analysis to enable the identification of land suitable for future development.

3.2.3 NSW Agricultural Land Mapping

There are a number of agricultural, soil and land mapping datasets used for strategic land use planning in NSW, with varying purpose, strengths and limitations.

Historically, agricultural land use decisions have relied on the Soil Classification Mapping. This dataset and Biophysical Strategic Agricultural Land mapping were developed using biophysical soil, climate or topographic data. A more recent approach to agricultural land mapping is the mapping of Important Agricultural Land being produced by the Department of Primary Industries (now Department of Planning, Industry and Environment).

Biophysical Strategic Agricultural Land

Biophysical Strategic Agricultural Land (BSAL) Indicative Biophysical Strategic Agriculture Land maps were introduced in 2012. These maps identify land and water resources that are important on a national and state level for agriculture – particularly (but not exclusively) broadacre cropping across NSW. These lands are naturally capable of sustaining high levels of agricultural productivity. BSAL is

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used for the purposes of assessing impacts from state significant mining and coal seam gas proposals and is referenced in the Mining SEPP.⁷

Important Agricultural Land Mapping

In April 2017, the Department of Primary Industries published *A Method for Identifying Important Agricultural Lands in NSW*. The guideline proposes a new methodology for mapping agricultural land. The development of Important Agricultural Land (IAL) maps will assist in:

- » the development of strategic plans to retail important food and fibre production lands, and
- » avoid land use conflicts and the associated community and environmental impacts, particularly in regions where competition for land is significant.⁸

Delivery of Important Agricultural Lands mapping across the region is an action under the NENW RP. Once available, this mapping will provide more up to date information about agricultural land capability and agribusiness potential in Narrabri.

3.2.4 NSW Right to Farm Policy

In 2015 the NSW Government adopted the *Right to Farm Policy*. The policy is supported by the Regional Plan and has been given effect by the PPRD SEPP and amended S9.1 Directions outlined above. It outlines the need to ensure that adjoining land users recognise the legitimate right of farmers to carry out agricultural practices.

The policy highlights the importance of planning for agricultural industry development and maintain access to agricultural resources including land. It emphasises the need for appropriate zoning and permissible land uses that are compatible with agricultural activities and supports local strategies that guide land use and minimise conflict.

The Right to Farm policy brings together a collection of actions including:

- » reinforcing rights and responsibilities
- » establishing a baseline and ongoing monitoring and evaluation of land use conflicts
- » strengthening land use planning
- » ensuring ongoing reviews of relevant environmental planning instruments, including consideration of options to ensure best land use outcomes and to minimise conflicts
- » improving education and awareness on management of land use conflicts
- » considering potential future legislative options, should additional Government intervention be required.⁹

3.2.5 Maintaining Land for Agricultural Industries 2011

This policy prepared by the NSW Department of Primary Industries (DPI) provides direction and guidance to planning authorities and communities in developing and implementing environmental planning instruments.

⁷ Department of Industry, Agricultural Land Use Mapping Resources in NSW - User's guide, 2017 Prime Facts.

⁸ <http://www.dpi.nsw.gov.au/agriculture/lup/agriculture-industry-mapping/pub16-323-a-guideline-to-identifying-important-agricultural-lands-in-nsw>

⁹ <http://www.dpi.nsw.gov.au/agriculture/lup/legislation-and-policy/right-to-farm-policy>

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The purpose of the policy is to provide certainty and security for agricultural enterprises over the long term and to enable those businesses to respond to future market, policy, technology and environmental change. The key elements of the policy are:

- » land with the best combination of soil, climate, topography and water for agricultural production is a limited resource in NSW and should be maintained for future generations;
- » agricultural land should not be alienated directly through lands being used for non-agricultural purposes and indirectly by incompatible developments on adjacent land restricting routine agricultural practices; and
- » agricultural industries are a fundamental asset to the state of NSW as they provide a long term means of providing employment, raw materials and fresh safe secure food while supporting regional communities.¹⁰

3.3 Local Strategic Planning Statements

Changes to the EP&A Act introduced in early 2018 recognise the critical role of councils in strategic planning for their local area and require all councils in NSW to prepare LSPS. The LSPS will set out the 20-year vision for land use in the local area, the special character and values that are to be preserved and how change will be managed into the future, see Figure 26.

The statements will shape how the development controls in the LEP evolve over time to meet the community's needs, with the LEP the main tool to deliver the council and community's plan.

Identifying the strategic direction for development in rural areas, including the villages and smaller settlements will be important in the formulation of the LSPS over the coming 12 months.

The statements must identify the planning priorities for an area and explain how these are to be delivered. They must also show how the council will monitor and report on how the priorities will be implemented.

DPIE have released guidelines for the preparation of LSPS.¹¹ The LSPS will be a key part of the local strategic planning framework, linking NSW Government planning policy to local land use policy as illustrated below.

This Growth Management Strategy has been prepared to inform the preparation of an LSPS for Narrabri.

¹⁰ NSW Department of Primary Industries, *Policy: Maintaining Land for agricultural industries*, 2011.

¹¹ <https://www.planning.nsw.gov.au/-/media/Files/DPE/Guidelines/local-strategic-planning-statements-guideline-for-councils-2018-06-12.ashx?la=en>

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Figure 26 Local Strategic Planning Statements

Source: Guidelines for the Preparation of LSPS, NSW Government 2018.

3.4 Council Plans and Strategies

There are a number of local strategic policy documents and initiatives which influence the recommendations and outcomes of this Strategy. These are detailed below.

Table 11 Local Strategic Planning Context

Document	Author
Draft Narrabri Growth Management Strategy 2009	Edge Planning
Council Community Strategic Plan	Council
Employment Strategy 2011	Hill PDA
Northern Inland Industrial Hub	Council
Draft Upper Namoi Flood Study	TBC
Open Space Strategy	Council
Airport Master Plan 2014	Council

Local strategic planning statements are being prepared by all Councils in NSW. This Strategy is being prepared to inform Council's LSPS.

3.5 Narrabri Local Environmental Plan 2012

The Narrabri LEP 2012 (NLEP) is the statutory instrument that provides for land use planning in the LGA. The LEP is prepared in accordance with the Standard Instrument Order 2006, and broadly reflects and translates the previous planning instruments, the Narrabri LEP 1992 and Narrabri LEPs No 2, No 5 (Township of Boggabri).

The particular aims of the LEP are as follows:

- » *to encourage the orderly management, development and conservation of resources by protecting, enhancing and conserving -*
- » *land of significance for agricultural production, and*

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- » *timber, minerals, soil, water and other natural resources, and*
- » *areas of high scenic or recreational value, and*
- » *native plants and animals including threatened species, populations and ecological communities, and their habitats, and*
- » *places and buildings of heritage significance,*
- » *to provide a choice of living opportunities and types of settlements,*
- » *to facilitate development for a range of business enterprise and employment opportunities,*
- » *to ensure that development is sensitive to both the economic and social needs of the community, including the provision of community facilities and land for public purposes.*

The following is a summary of the NLEP that relates to this GMS.

Table 12 Narrabri LEP 2012 Land uses zones

Narrabri LEP 2012 Land use zones		
Zone	Lot Sizes	Comment
RU1 Primary Production	100ha, 40ha	Zone land use table permits a wide range of land uses specific to primary production and value adding such as <i>aquaculture, cellar door premises, extensive agriculture, intensive animal agriculture, intensive plant agriculture, farm stay accommodation, open cut mining and rural industries</i> ; and a range of non-agricultural land uses including <i>dual occupancies, air transport facilities, boat sheds, community facilities, cemeteries, depots, freight transport facilities, landscaping material supplies, plant nurseries, recreation facilities, water recreation structures</i> etc
RU3 Forestry	No MLS	Applies to large amounts of the LGA (>500,000ha)
RU4 Primary Production Small Lots	10ha – 40ha	Zone land use table permits land uses specific to primary production such as <i>intensive plant agriculture, extensive agriculture, cellar door premises, intensive livestock agriculture, rural workers dwellings</i> ; and a range of non-agricultural uses: <i>boat sheds, boat launching ramps, community facilities, cemeteries, depots, dual occupancies, freight transport facilities, landscaping material supplies, plant nurseries, recreation facilities, water recreation structures, etc</i>
RU5 Village	2000sqm	Applies to Pilliga, Gwabegar, Bellata, Baan Baa, Edgeroi, permits a range of urban residential, industrial and commercial development typical to rural villages.
R1 General Residential	550sqm	Applies to Narrabri, Wee Waa and Boggabri; <i>Residential accommodation</i> permitted including <i>attached dwellings, secondary dwellings, dual occupancies, semi detached dwellings, seniors housing, shop top housing</i> .
R5 Large Lot Residential	5000sqm, 2ha	Areas near Narrabri, Boggabri and Wee Waa. Permits <i>dual occupancies, dwellings, group homes and seniors housing</i> .
B1 Neighbourhood Centre	No MLS	Applies in Narrabri town. Permits range of <i>business, retail and commercial premises and dwelling houses, seniors housing and shop top housing</i> .

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Narrabri LEP 2012 Land use zones		
B2 Local Centre	No MLS	Applies in villages, permits range of <i>commercial</i> and <i>community services</i> uses, also <i>dwelling houses</i> , <i>shop top housing</i> and <i>seniors housing</i> .
B4 Mixed Use	No MLS	Applies in limited areas in Wee Waa, Boggabri and Narrabri, permits range of <i>commercial</i> and <i>light industrial development</i> , <i>community facilities and services</i> , <i>dwelling</i> , <i>semi-detached dwellings</i> and <i>seniors housing</i> .
IN1 General industrial	No MLS	Applies in Narrabri, Wee Waa and Boggabri, permits wide range of development including <i>depots</i> , <i>general industries</i> , <i>light industries</i> , <i>neighbourhood shops</i> , <i>warehouse or distribution centres</i> , <i>offensive and hazardous industries</i>
IN2 Light industrial	No MLS	Applies in Narrabri, Boggabri and Wee Waa; more restrictive than the IN1 zone, permits <i>depots</i> , <i>light industries</i> , <i>rural supplies</i> , <i>timber yards</i> , <i>vehicle sales or hire premises</i> , <i>warehouses etc</i>
SP2 Special use zone	No MLS	<i>Railways</i> , <i>electricity generating works</i> , <i>telecommunications etc</i>
RE1 Public recreation	No MLS	Narrabri Showground, racecourse, rugby fields and riverfront
RE2 Private recreation	No MLS	Golf course, bowling club
E1 National parks and nature reserves	No MLS	Applied over Mt Kaputar National Park and other reserves and conservation areas
E3 Environmental management	No MLS	The E3 zone is similar to the RU1 zone in terms of <i>permitting dwelling houses</i> , <i>dual occupancies</i> , <i>extensive agriculture</i> . Applied to isolated pockets of land, such as adjoining the Newell highway on Amy Street in Narrabri.
Local provisions	Schedule 1 Additional Permitted Uses – 3 items	
Other provisions	Range of subdivision and dwelling provisions including cl 4.2B(3)(e)&(5) existing holding provisions Schedule 1 permits development on land at Narrabri and Boggabri (3 items)	

3.6 LEP Health Check

Council carried out an 'LEP Health Check' as part of the background for the Growth Management Strategy:

- » Council compared the NLEP against the NENW RP Goals, Actions and Directions. Much of the LEP Health Check suggests considering the NENW Directions and themes in the LS PS.
- » The LEP Health Check identified potential amendments to the NLEP to implement NENW RP Directions, *with suggestions* for further actions:

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- > Broadly, **facilitating and protecting Agriculture (Goal 1) and building agricultural productivity (Directions 1,2,3)**, in the Narrabri LGA can be achieved through adjustments to the LEP provisions as suggested by the NENW; *for example*:
 - Prevent potential land use conflict potential across all rural land, infrastructure, value-adding industries and related development through management of subdivision and land use zone permissibility.
 - Incorporation of improved agricultural land mapping, and LEP provisions to guide land use decision making.
 - Restricting urban development from encroaching on rural land use zones, implementing measures to manage the interface between rural and urban uses, including buffers.
 - > In the sustainable management of **Mineral resources (Direction 4)**, the NENW requires the protection of future resource and energy potential. This can be achieved through the same approach to LEP provisions for agriculture, agribusiness, and ancillary infrastructure above.
 - > For **Renewable energy, (Direction 5)** Council can seek out best practice guidelines for the location of new development and implement through adjustments to the LEP consistent with the policy framework, where possible. Council can continue to advocate for improved electricity transmission to the north and south of the LGA to link these areas.
 - > **New industries** and diversification can be facilitated in existing LEP industrial and rural zones (**Direction 6**).
 - > In strengthening Narrabri's economy and building **Strong economic centres (Direction 7)**, this Strategy will provide direction on the location and management of commercial centres and supply of employment land.
 - » NENW RP sets out **Interim Settlement Planning Guidelines** that have an impact on the location of all development. Council's LEP provisions should be reviewed and revised where appropriate to reflect best practice land use allocation such as:
 - > Facilitating economic activity around industry anchors such as health and education facilities, commercial centres and provide an appropriate mix of land uses while preventing the encroachment of sensitive uses on employment lands.
 - > Keeping a check on development activity through the NENW Housing and Land Monitor.
 - » In expanding opportunity for **Tourism and visitors (Direction 8)**, the Council's LEP can be reviewed and updated. Preparation of a Destination Management Plan and implementation of LEP recommendations. Work with the State Government for enhanced visitor experience at Mount Kaputar and other natural features.
 - » In sustainably managing the environment and **Water resources (Goal 2, Direction 10)** improved water use efficiencies and avoidance of development impacts can be practically achieved through implementing the Interim Settlement Planning Guidelines.
 - » In protection of areas of potential **High Environmental Value, (Direction 11)**, incorporating HEV mapping and appropriate LEP provisions.
 - » For adapting to **natural hazards and climate change, (Direction 12)**, LEP mapping can be updated to reflect the latest endorsed hazard constraints mapping for flood and bushfire risk. Climate change impacts need to be assessed and LEP amendments made when available.
 - » For **Goal 3** concerning **infrastructure and transport, (Directions 13-16)**, general LEP provisions to facilitate and protect development such as airports, rail, freight and logistics facilities should be implemented.
 - » **Goal 4** is for attractive and thriving **communities, (Directions 17-24)**, and there are a range of outcomes that Council can pursue through this Strategy and the LEP, such as:

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- > Precinct plan for the CBD
 - > Mining accommodation recommendations
 - > Implementation of the Interim Settlement Planning Principles for new releases
 - > Housing supply and diversity
 - > Improved accessibility in towns and villages
 - > 'Greening' of open space and public areas for aesthetics and comfort
 - > Update heritage studies.

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4 Economic Drivers

In developing this Strategy it is critical to understand the economic drivers of the Narrabri LGA, to ensure sustainability for jobs and employment, investment and growth for the community. In this respect, this chapter summarises the substantial economic contribution made by agriculture, mining, renewables and tourism, broad economic policy drivers and the supply of employment land. Information for this chapter has been derived from a number of sources, including the Australian Government Department of Agriculture (ABARES), the ABS, the NENW Regional Plan 2036, Regional Development Australia (RDA), and the NSW Department of Premier and Cabinet (DPC). Data from local studies and reports is also included.

4.1 Introduction

Narrabri Shire Economic Development Strategy 2011

The *Narrabri Shire Economic Development Strategy 2011* (Economic Development Strategy), identified agriculture and mining as the key sectors for Narrabri Shire, providing significant value to the economy as well as being major employers. There are numerous opportunities to grow and diversify the economy in Narrabri. Four key areas identified in the Economic Development Strategy are:

- a) **Target Industry Sectors** – these industries were identified to guide investment attraction activities and include:
 - » Mining services
 - » Machinery and equipment manufacturing
 - » Professional services
 - » Transport and logistics
 - » Hospitality and tourism
- b) **Labour Attraction and Retention** – the Narrabri Shire records an outflow of Narrabri population between the ages of 20-30 years who leave in search of better education and employment opportunities, resulting in the loss of potential skilled workers. Narrabri's significant agricultural sector experiences labour supply issues with the seasonality and casualisation of employment with the result some residents are unable to find full time work. Attracting and retaining labour is therefore a key opportunity to promote growth in the region and attract new companies to the area. Opportunities include expanding local tertiary education services, promoting employment programs and maintaining a high standard of living and amenity that will make the LGA an attractive location for new residents.
- c) **Climate Change** – while climate change is likely to have some negative impacts on the economy, it is also likely to result in significant opportunities for economic growth and investment globally. Potential opportunities for business growth and investment in Narrabri Shire specifically related to climate change and reducing GHGs include:
 - » Renewable energy generation
 - » Water efficiency
 - » Environmental services
 - » Biofuels
 - » Recycling and waste management
 - » Construction and ancillary service industries.

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- d) **Infrastructure Provision** – having access to adequate infrastructure is crucial in facilitating investment by existing businesses and attractive new companies to establish operations in the Narrabri Shire.

Upper North West Regional Economic Development Strategy 2018-2022

The *Upper North West Regional Economic Development Strategy 2018-2022* similarly identifies agriculture, mining, renewable energy, tourism and manufacturing as the key sectors and opportunities for Narrabri. Key challenges and risks are poor telecommunications, transport infrastructure issues and labour force issues. The four strategies for the realisation of the opportunities are:

- A. Improve freight efficiency in agriculture and mining:**
 - a. Upgrade roads to improve connectivity for high productivity vehicles
 - b. Upgrade and extend the freight rail network and ensure full and efficient connectivity to the proposed Inland Rail route.
- B. Encourage investment, increased productivity and value adding:**
 - a. Provide a supportive environment to facilitate industry and business growth, improve telecommunications, retain air services, support the agricultural sector to improve productivity, build resilience and reduce risk and position the region for investment.
 - b. Key infrastructure priorities are improving telecommunications infrastructure, eg mobile phone service, internet services, airport infrastructure and a new dam (if feasible).
- C. Invest in people, skills, community and lifestyle to address the region's skills gap:**
 - a. Define and assess labour force needs.
 - b. Improve and expand education, health and other services.
 - c. Improve the liveability of the region
 - d. Invest in key sporting, recreation and cultural facilities.
- D. Diversify the economy through emerging industry sectors:**
 - a. Continue to grow and strengthen the region's tourism industry
 - b. Encourage and support the growth of the renewable energy sector
 - c. Leverage and support the coal seam gas sector (if extraction is approved)
 - d. Support the growth of manufacturing and processing
 - e. Upgrade and develop tourist attractions and assets such as Yarrie Lake
 - f. Improve conference, meeting and event venues
 - g. Augment electricity transmission infrastructure to enable renewable energy generators to connect to the grid.

Further to the 2011 Economic Development Strategy, the NENW RP has been endorsed and implemented across the regions LGAs. There are specific Directions in the NENW RP that have implications for Narrabri's economy, and guide the preparation of local growth management strategies. The NENW RP Directions for each industry are provided at the end of each section, along with a description of the implications for this Strategy and Narrabri Council.

4.2 Agriculture

Regional context

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The NENW of NSW includes some of Australia's most productive agricultural land, with Narrabri and Moree LGAs combined producing over 50% of the region's gross regional product¹². The region is home to some of Australia's largest, most efficient and productive farmers and graziers, utilising and diversifying on superior soils, good rainfall and a temperate climate. The NENW region produced \$2.13 billion Gross Value of Agricultural Production in 2017-18¹³ or 23% of total NSW output. The region produces a greater value of irrigated agricultural production per ML of irrigation water applied than any other area in the state.



Source: NENW Regional Plan 2036

Over the past 30 years, opportunities to increase production and productivity have been seized in the NENW as agricultural production has diversified from agriculture dominated by grazing, to grazing and cropping and then further to include both intensive summer and winter cropping (including irrigation).

The key underlying trends and emerging agricultural industries include:

- » Growth in cotton production
- » Steady cereal and grain production
- » A move to increasing meat production
- » New industries such as vertically integrated poultry processing
- » Local high performers such as hydroponic fruit and vegetable growing¹⁴.

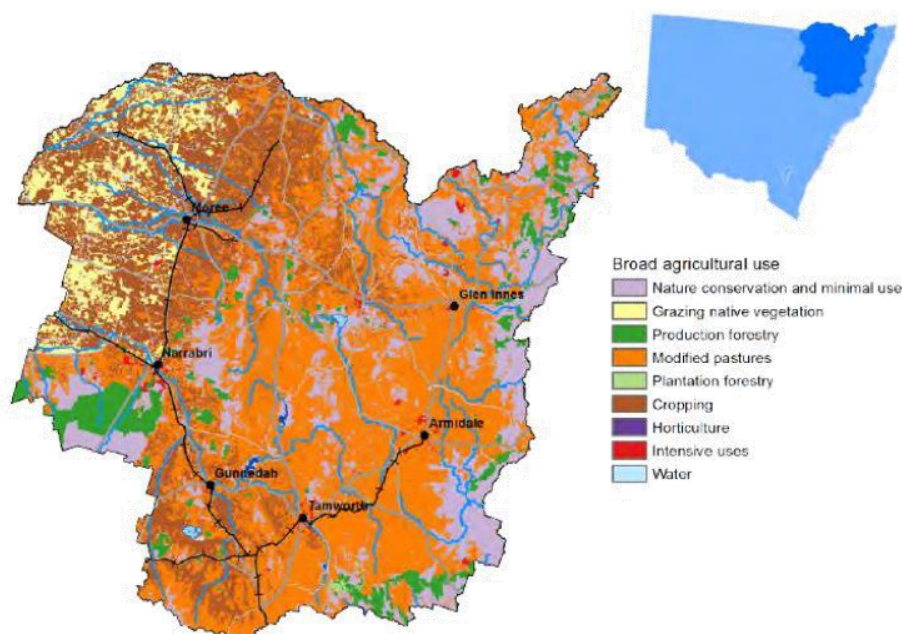
¹² RMCg, 2015, *Agricultural Expansion Analysis: New England North West NSW Final Report*, rmcg.com.au

¹³ ABARES, 2019, About my Region – New England and North West NSW, <https://www.agriculture.gov.au/abares/research-topics/aboutmyregion/nsw-new-england>

¹⁴ RMCg, 2015, *Agricultural Expansion Analysis: New England North West NSW Final Report*, rmcg.com.au

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Figure 27 Broad agricultural use in New England and North West Region, ABARES 2015
Narrabri LGA



For the purpose of this analysis, rural land refers to those areas across the LGA zoned RU1 Primary Production and RU4 Primary Production Small Lots. There are small clusters of RU4 zoned land predominately located near the town of Narrabri, however the majority of rural land is zoned RU1 Primary Production.

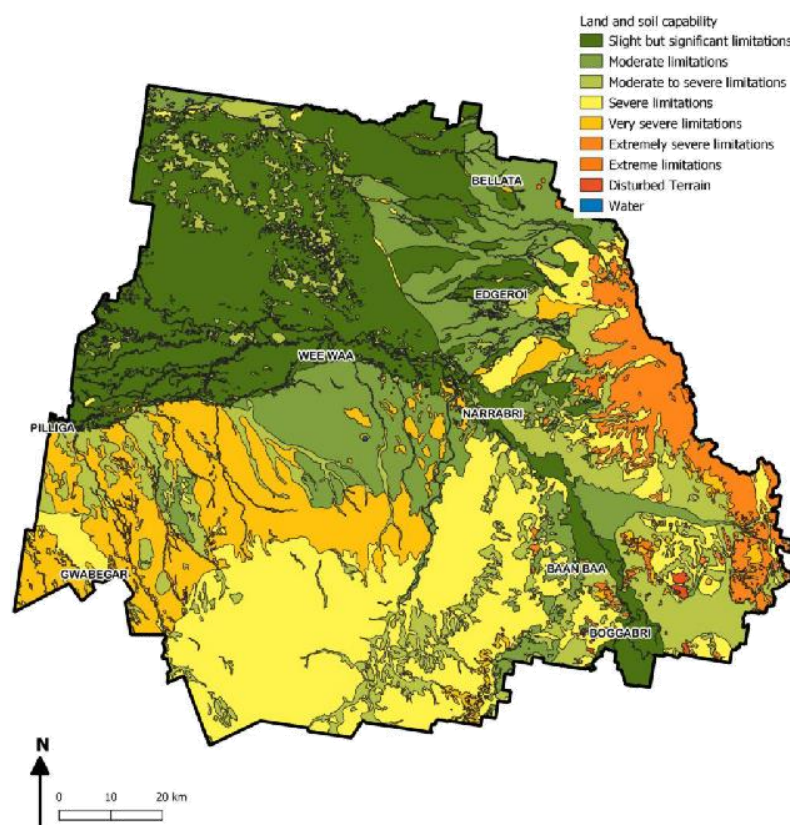
The RU1 zone covers most kinds of commercial primary industry production, including extensive agriculture, irrigation, livestock and plant agriculture, horticulture, forestry, mining and extractive industries, see Figure 27 above.

Figure 28 shows the land and soil capability for the LGA, with the alluvial spine along the Namoi floodplain and related watercourses and volcanic derived soils evident around Mt Kaputar.

According to the ABS, Narrabri's agricultural production accounts for 4.8% of the State's gross agricultural value¹⁵. The strength of the sector relies upon favourable climate and soils, access to national and international markets, strong broadacre cropping and grazing sectors and irrigated crops.

¹⁵ ABS Value of Agricultural Commodities Produced, NSW and Local Government Areas 2015-16

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Figure 28 Agricultural Land and Soil Capability in Narrabri LGA

Source: DPIE 2017

4.2.1 Importance of Agriculture

The importance of agriculture to Narrabri and the NENW is well established. Agriculture is the largest employer by industry in the Narrabri LGA, employing 19.6% of the workforce in 2017/18. The Gross Value of Agricultural Production (GVAP) to the NENW region is around 14%. Agriculture also occupies the greatest land area covering over 7,000 square kilometres. Rural land is used mainly for grazing and cropping (over 90%) with irrigated crops making a significant contribution to the local, regional and NSW GDP.

In 2015 the total value of agriculture in the Narrabri LGA was \$374,989,804. Dominating in terms of value is cropping, \$331,996,347, including cotton, \$140,297,751, wheat \$78,937,649, chickpeas \$41,972,600, livestock slaughtering \$38,013,497, followed by wool \$4,613,883, and hay contributing \$4,552,914.¹⁶ The following table provides a summary of the key commodities by value.

¹⁶ <https://economy.id.com.au/Narrabri/value-of-agriculture> Note: data sourced from Australian Bureau of Statistics, Value of Agricultural Commodities Produced, Australia, 2015-16 . Cat. No. 7503.0

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Table 13 Value of Agricultural production

Commodity	Value (\$)	Share (%)	NSW %	Narrabri LGA as a % of NSW
Total value of crops	331,996,347	87.25	53	4.8
Cereal crops (wheat)	78,937,649	21	14	4.23
Crop non-cereal (cotton)	140,297,751	37.4	7	16.0
Crop chickpeas	41,972,600	12.8	3	2.3
Crops for Hay	4,552,914	1.38	3	2.5
Livestock products total	4,979,961	1.3	14	0.27
Wool	4,613,883	1.38	7	0.06
Livestock slaughtered Total	38,013,497	41.8	34	0.86
Agriculture - Total Value (2015)	374,989,804			2.86% \$13,085,845,904

Source: ABS Value of Agricultural Commodities Produced, NSW and Local Government Areas 2015-16

Narrabri is informally known as part of Australia's cropping 'golden triangle' in the north west slopes and plains of NSW and produced 4.8% of NSW's crops (as a % of total value) in 2015. In terms of individual commodities as a percentage of value to NSW in 2015, the LGA also produced 16% of cotton and 4.23% of wheat. Therefore, broadacre cropping and livestock production is significant in terms of the total contribution to the region and the land area required, and cotton production both irrigated and dryland makes a substantial contribution to the LGA and NSW.

There is an extensive value chain including cotton ginning, grain storage and freight and logistics hubs located in Narrabri and in the NENW region. Regional Development of Australia (RDA) published information on Narrabri in terms of output and value adding, with an estimated \$349.489million and value add of \$152.741 million from Agriculture, forestry and fishing¹⁷.

The Upper North West Regional Economic Development Strategy has a list of value-add industries that are established in the Narrabri LGA:

- » Cotton gins – seven in Narrabri
- » Cotton seed storage and distribution facilities in Narrabri and Wee Waa
- » Cotton storage warehouses in Narrabri and Wee Waa
- » Saleyards at Narrabri
- » Major cattle feedlot

¹⁷ RDA Northern Inland, 2019 Economy profile for Narrabri

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-
- » Agricultural research stations

4.2.2 Drivers and trends

In the agricultural industry in the region and across NSW and Australia, the recognised trends in agriculture that also affect Narrabri are, (and not limited to):

- » Increasing scale and intensity of operations to increase productivity through economies of scale.
- » Increasing number of larger farms and lower number of small farms (mainly through consolidation). The 2018 national average farm size is 4,331ha, which is an increase of 0.3% since 2015
- » Larger farms are more profitable, using more capital and inputs to generate greater levels of output. The largest 10% of broadacre farms produced just under half of total output in the period 2015-2018 (ABARES¹⁸).
- » Increasing use of technological innovation, correlated with productivity growth.
- » Outsourcing labour and contract hire as management tools
- » Increase in intensive agriculture, particularly pigs for slaughter and poultry including egg production;
- » Reduction in the number of farming businesses and an increase in the adoption of commercial management techniques within agribusiness and the supply chain, and
- » Expanded demand for Australian produce from Asian markets, particularly grains, protein and dairy – the 'megatrends'¹⁹.

4.2.3 Agricultural land use

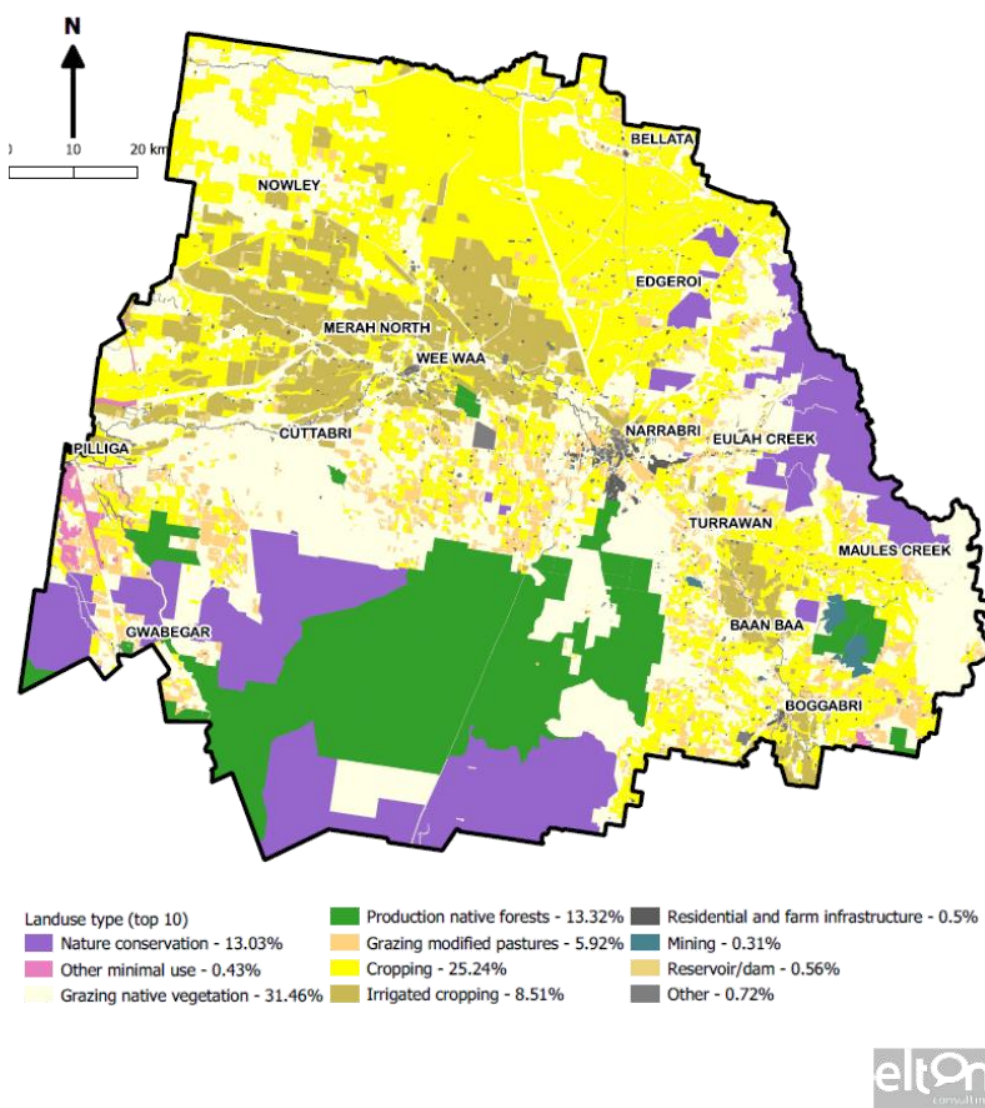
The NSW Government produces a range of data including mapping to support and inform decision-making and agricultural and land economics policy. The dominant land uses in the Narrabri LGA are broadacre cropping, both irrigated and dryland as shown in **Figure 29**. Narrabri's agricultural potential is a function of soil capability, climate and topography to support broad acre agriculture. The productivity of the agricultural land is reflected in the value of agriculture to the region, which was \$349.48 million²⁰ as at June 2018.

¹⁸ ABARES <https://www.agriculture.gov.au/abares/research-topics/productivity/related-research/disaggregating-farm-size#statistical-tables>, ABS catalogue 7121.0 Agricultural commodities, DPIE

¹⁹ Rural Industries Research and Development Corporation 2015

²⁰ Regional Development Australia, 2019

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Figure 29 Narrabri agricultural land use²¹

²¹ NSW Government, 2019 <https://datasets.seed.nsw.gov.au/dataset/91be0aef-e9af-403d-8d4f-e204d829210c>

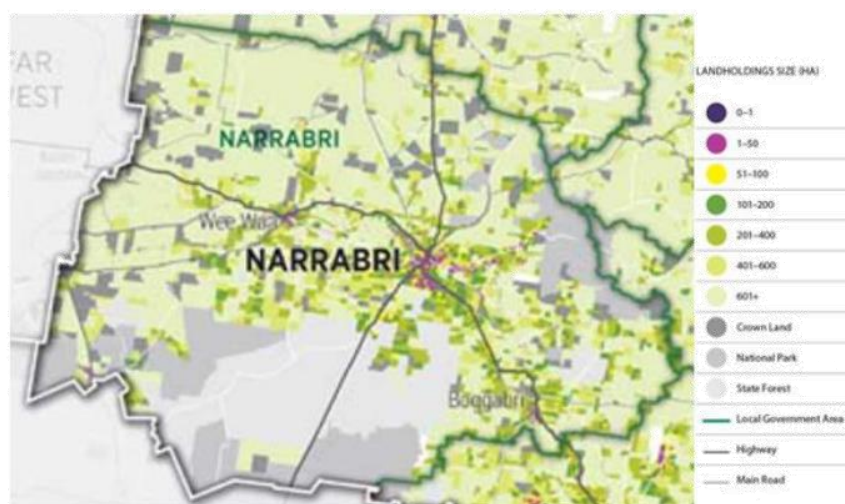
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4.2.4 Holding size and distribution

The draft Narrabri Shire GMS prepared by Edge Land Planning in 2009²² compiled a comprehensive summary of rural land holdings at the time. Over the past 10 years, Narrabri's rural land holdings have been subjected to the same trends and forces as summarised earlier with a trend towards larger and more productive farms.

In 2009 it was noted that despite the 100ha minimum lot size for rural dwellings, 62.1% of all rural holdings were greater than 100ha, with the total land area of rural holdings over 100ha estimated at over 95% of the LGA. The distribution of holding sizes follows landscape and land capability, with the Bellata Plain to the north and Wee Waa to the west of the LGA supporting the largest holdings over 2,500ha to 267,000ha. There are also holdings over 2,500ha in area to the south and east of the LGA, consistent with productive agricultural landscapes. Rural holdings closer to Narrabri township generally exceeded 100ha in areas, with the majority in the 400ha to 2,500ha area range, Figure 30.

Figure 30: Excerpt from DPIE NENW landholding size analysis map



4.2.5 LEP controls

In considering rural holding sizes it is acknowledged that there is little correlation between the minimum lot size for the erection of a dwelling in the RU1 Primary Production zone, and actual farm size. That is, despite having minimum lot sizes of 100ha and 40ha for subdivision for the erection of a dwelling in the RU1 zones, farms are typically much larger. There is no evidence that increasing the minimum lot size for the erection of a dwelling in the rural zone would impact the ongoing viability of the use of the land for agriculture.

It is also acknowledged that nothing in the LEP land use controls prevent rationalisation of property boundaries, farm adjustments of consolidation of a neighbouring title or part thereof to increase the holding size taking advantage of economies of scale.

²² Edge Land Planning, November 2009

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There has been a new clause inserted in the NLEP following the commencement of the PPRD SEPP in February 2019. The new clause outlines the matters to be taken into consideration when determining whether to grant development consent for both subdivision for the purpose of a dwelling or the erection of a dwelling in any rural zone. This standardised zone applies to all LEPs with the land use zones mentioned:

5.16 Subdivision of, or dwellings on, land in certain rural, residential or environmental protection zones

- (1) The objective of this clause is to minimise potential land use conflict between existing and proposed development on land in the rural, residential or environment protection zones concerned (particularly between residential land uses and other rural land uses).
- (2) This clause applies to land in the following zones:
 - (a) Zone RU1 Primary Production,
 - (b) Zone RU3 Forestry,
 - (d) Zone RU4 Primary Production Small Lots,
 - (e) Zone RU6 Transition,
 - (f) Zone R5 Large Lot Residential,
 - (g) Zone E2 Environmental Conservation,
 - (h) Zone E3 Environmental Management,
 - (i) Zone E4 Environmental Living.
- (3) A consent authority must take into account the matters specified in subclause (4) in determining whether to grant development consent to development on land to which this clause applies for either of the following purposes:
 - (a) subdivision of land proposed to be used for the purposes of a dwelling,
 - (b) erection of a dwelling.
- (4) The following matters are to be taken into account:
 - (a) the existing uses and approved uses of land in the vicinity of the development,
 - (b) whether or not the development is likely to have a significant impact on land uses that, in the opinion of the consent authority, are likely to be preferred and the predominant land uses in the vicinity of the development,
 - (c) whether or not the development is likely to be incompatible with a use referred to in paragraph (a) or (b),
 - (d) any measures proposed by the applicant to avoid or minimise any incompatibility referred to in paragraph (c).

Source: NLEP 2012 Clause 5.16

Subdivision for agricultural purposes

The NLEP permits the subdivision of land for the purpose of primary production to create a lot less than the minimum lot size, if the lot, when created does not contain an existing house and a house cannot be erected on such a lot. These provisions are mandated in the Standard Instrument LEP and will remain in place.

The benefit of this clause is that landowners seeking to expand their operation can acquire additional land and retain the house on the remainder of the property, provided the existing house is on a lot that meets the minimum lot size. This standard clause is in all LEPs with rural zones.

In contrast, Clause 4.2B(3)(e) & (5)²³ of the NLEP 2012 refers to 'existing holdings' which are historic rural holdings maintained intact since a certain previous date. Existing holding provisions are usually carried over from previous planning instruments and have no relationship to strategic planning outcomes. These provisions are indiscriminate in bestowing benefit to certain landowners. It will be

²³ <https://www.legislation.nsw.gov.au/#/view/EPI/2012/636/part4/cl4.2b>

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recommended that the existing holding provisions are extinguished as part of any subsequent LEP review.

4.2.6 Rural land use conflict

Agriculture is also practised on small rural holdings distributed across the LGA. This type of activity is generally of a sub-commercial²⁴ part-time style and scale. It can include 'niche' enterprises such as olives and small-scale grazing. Much of this land use could be called rural residential or 'rural lifestyle' as residents do not obtain a commercial income from the land.

Council, as with most in rural and regional areas, has experienced contention over incompatible land uses being proposed on highly productive agricultural land. It is important that Council's strategic and statutory decision making is consistent with the NENW RP in planning for appropriate use of all land, particularly rural. Council has advised that pressures on rural land have been presented in the Narrabri LGA from the rapidly developing coal and coal seam gas industries.

Management of land use conflict is an issue that is recognised in the NENW RP, where all Councils are required to implement **Actions 2.3** and **3.3** to protect agricultural assets and agribusiness from encroachment of incompatible land uses.

4.2.7 Agricultural land mapping

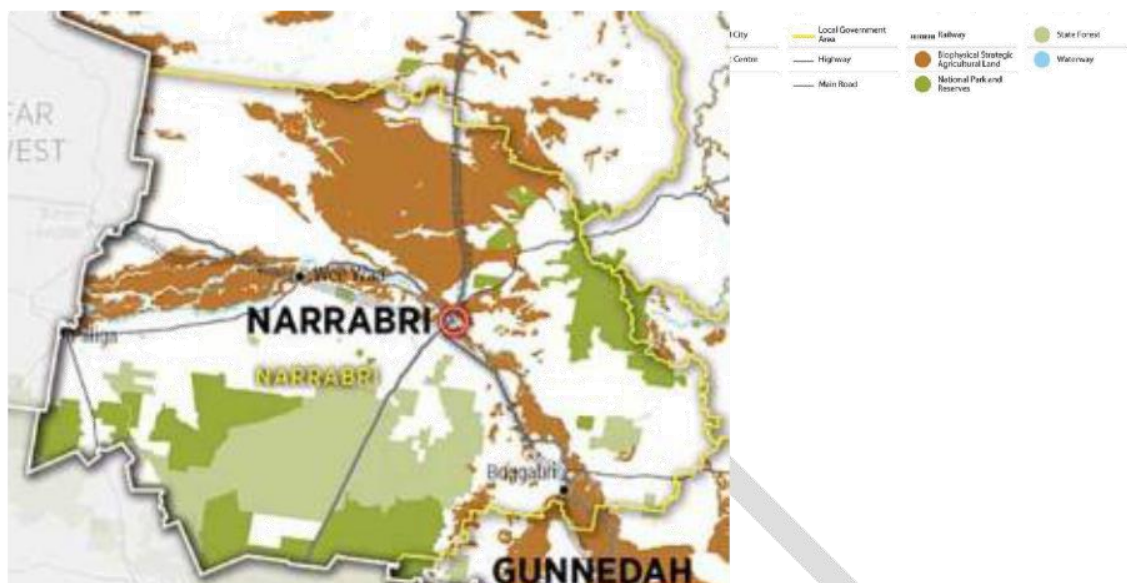
The NENW RP also highlights the Important Agricultural Land mapping project being prepared by the State Government which will map the location of important local and regional agricultural land and industries. This contemporary mapping will be used to guide land use planning in LEPs and is separate to the BSAL mapping. Once available, it is suggested that Council use the mapping to verify the LEP zones, provisions and maps in relation to rural land.

In 2012 the NSW Government prepared maps of the state's farming land – known as biophysical strategic agricultural land (BSAL), excerpted from the NENW Regional Plan²⁵ in **Figure 31**. BSAL land needs to be verified by an expert panel in the event of a state significant mining or CSG proposal.

²⁴ The ABS Estimated Value of Agricultural Operations is \$40,000 per annum for collection of agricultural production data in 2017-18

²⁵ <https://www.planning.nsw.gov.au/Plans-for-your-area/Regional-Plans/New-England-North-West/Draft-New-England-North-West-Regional-Plan/A-growing-and-diversified-agricultural-sector>

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Figure 31: BSAL

Source: NENW Regional Plan 2036

The **NENW Intensive Agribusiness Strategy**²⁶ identifies the need for sound strategic planning being essential to ensure that land use and development achieves Council's vision, objectives and outcomes for intensive agribusiness. This will ensure that:

- » Intensive agribusiness fits into the overall strategic planning of the municipality;
- » Areas for intensive agribusiness are protected and will not be encroached by incompatible or sensitive uses;
- » The effects of intensive agribusiness on environmental values (biodiversity, landscapes, water and air quality) are minimised; and
- » The most appropriate LEP tools (for example, the right zone) are used to achieve the strategic planning objectives.

4.2.8 Agricultural Research

There are several major companies and research institutions located in the Narrabri LGA, supporting the agricultural sector including storage, process, transporting and wholesaling operations. These include Cotton Research and Development Corporation, I.A. Watson Grain Institute (operated by Sydney University), Australia Cotton Research Institute and Cotton Catchment Communities Cooperative Research Centre, shown on Figure 32.

²⁶ DPIE, 2019, <https://www.planning.nsw.gov.au/Plans-for-your-area/Regional-Plans/New-England-North-West/Draft-New-England-North-West-Regional-Plan/A-growing-and-diversified-agricultural-sector>

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Opportunities for rural research and development institutions need to be secured with suitable rural land unencumbered by potential rural land use conflict. Other organisations such as the Cotton Research and Development Institute have established in Narrabri town in the CBD. It is important to permit new research stations on rural and employment land, including the creation of clusters around key education institutions, and by incorporating tools into local planning policies to encourage establishment. Rural research institutions require access to transport and protection from encroachment by sensitive or incompatible land uses.

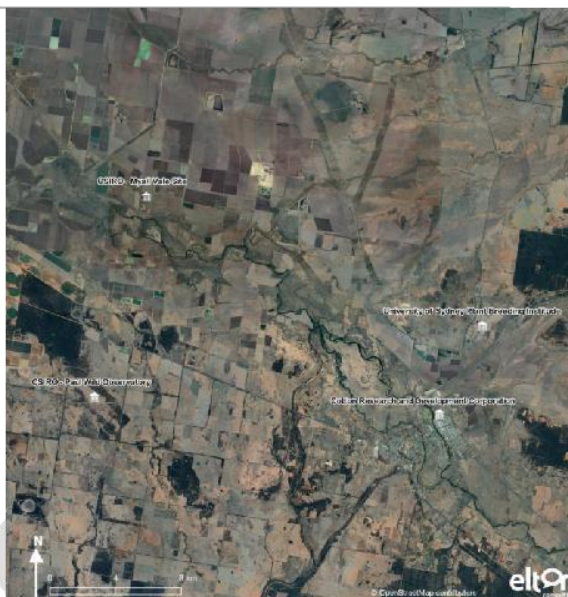


Figure 32: Location of Research stations

4.2.9 Neighbouring LGAs

It is recognised that there are a number of synergies between the LGAs of Narrabri, Moree and Gunnedah within the agricultural sector. Given this, the three Councils have decided²⁷ an industry specific action plan could be developed for the agricultural sector that includes:

- » Refined Biophysical Strategic Agricultural Land or Important Agricultural Land mapping;
- » Develop guidelines to protect and enhance important strategic agricultural land to secure ongoing agricultural viability or rural landholdings;
- » Facilitate research and development institutes;
- » Build upon the draft NENW Intensive Agribusiness Strategy and identifying opportunities for growth and development in the Narrabri, Moree and Gunnedah LGAs;
- » Identify opportunities to grow and promote innovation in the agricultural sector;
- » Address sector specific considerations through planning policies to support agriculture and intensive agribusiness;
- » Retention and/or relocation for those working in this sector.

The suggested measures above are disseminated through this Strategy in alignment with the NENW RP.

4.2.10 Agriculture Summary

- » Agriculture is the largest employer by industry in the LGA, employing 19.6% of the workforce in 2017/18. Most agricultural jobs are held in Narrabri LGA by local residents. In 2015 the total value of agriculture in the LGA was \$374,989,804. The multiplier effect of agriculture is generally acknowledged as 2.5 to 3.0²⁸

²⁷ Narrabri Shire Council, 2019

²⁸ Cotton Catchment Communities CRC 2009, Social and Economic Analysis of the Narrabri Community

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- » Rural land is used mainly for grazing and cropping (over 90%) with irrigated crops making a significant contribution to the local, regional and NSW GDP. Over 95% of Narrabri's land area is occupied by rural holdings over 100ha in area. The draft GMS 2009 analysed holding sizes across the LGA and found a range of productive farm sizes generally ranging from 2,500ha to in excess of 260,000ha.
- » The Narrabri LEP subdivision minimum lot sizes for the purpose of a dwelling house are 100ha for RU1 zone and 40ha for the RU4 zone.
- » Australian farms are increasing in scale and intensity of operations to increase productivity through economies of scale. Growth in agribusiness and value adding industries is projected to occur as Australian farming areas respond to global trends for high quality protein and grains, horticultural products and technology and innovation services.
- » Rural land use conflict generally arises when incompatible land uses are allowed to encroach on productive agricultural activities. While the NSW Government introduced the Right to Farm policy in 2015, there are no legislative protections afforded to farmers. Councils can assist the operation of primary production and value adding by preventing encroachment of incompatible land uses and implementing appropriate minimum lot sizes through planning instruments.
- » Narrabri, Moree Plains and Gunnedah Councils recognise the benefits of complementarity between the three LGAs and have prepared an industry specific action plan to secure the future of agriculture and agribusiness as a sub region.

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4.2.11 Recommendations for Rural land and Agriculture

The following recommendations are made for rural zoned land, agribusiness and agriculture, consistent with the NENWP Directions and Actions:

- » Review the NLEP 2012 RU1 and RU4 land use tables, minimum lot sizes and mapping to:
 - > ensure permissibility of agriculture and value adding industries in the rural land use zones;
 - > reduce risk of encroachment and impediments to the expansion and intensification of agribusiness and primary production;
 - > ascertain permissibility of appropriate and complementary land uses;
 - > remove risk of encroachment of incompatible development onto rural zoned land;
 - > implement appropriate controls including buffers to reduce risk of land use conflict with rural zones;
 - > provide for innovative agribusiness and value adding industries on rural zoned land where there is low risk of conflict or impacts on commercial primary production, and where services and infrastructure are in place,
 - > ensure land uses adjacent to key infrastructure and facilities such as research stations are appropriately zoned to prevent encroachment of incompatible urban development;
- » Review the extent of undeveloped and unserviced R5 zoned land for potential impacts on agriculture and employment generating activities;
- » Use Important Agricultural Land mapping to allocate land use to protect and facilitate agriculture and agribusiness and prevent rural land use conflict;
- » Investigate and develop the Bio-Hub and Indian mustard industry for Narrabri including identification of appropriately zoned land.

4.3 Mining and Renewable Industries

4.3.1 Mining

Coal mining commenced in the Gunnedah Basin over 120 years ago. The Gunnedah Basin is the latest area to be developed for large scale coal mining in NSW, largely due to the remoteness and transport costs compared to the Hunter Valley and Illawarra. There are 17 mining developments in the LGA, mainly located to the south of Narrabri around Boggabri, and an underground coal mine near Wee Waa, see **Figure 33**. Commercial coal seam gas extraction is also proposed in the Pilliga Forest, with pipe infrastructure along the Inland Rail route. There is a gas fired electricity plant located to west of Narrabri.

There has been substantial investment in transport infrastructure for mining projects, including rail and road upgrades, such as spur lines east and north of Boggabri and a rail overpass on the Kamilaroi highway. Coal is transported to the Port of Newcastle via the Werris Creek Mungindi railway.

Mining has had beneficial impacts on employment diversity in Narrabri LGA, increasing to over 5% of employment since 2011. Regional Development of Australia (RDA) published information on Narrabri

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mining in terms of output and value adding, generating an estimated \$421.7million and \$929 million value-add²⁹.

Mining has also had an impact on housing in the LGA, with increased demand for long term rental and short-term accommodation across towns and villages most evident through the construction phase of mining projects. A mining village was constructed in Narrabri in 2012 to cater for 900 FIFO workers, which absorbed demand for short term accommodation³⁰.

It is difficult to estimate the longevity of coal mining in the LGA. Mining development is generally of a scale to be defined as a State significant 'major project' that is permissible across the LGA wherever agriculture or industry is permissible under the Mining SEPP³¹. The Mining SEPP overrides LEPs wherever there is an inconsistency, however the NLEP 2012 permits 'open cut mining' in the RU1 Primary Production, IN1 General Industrial and IN2 Light Industrial zones.

Large scale mining projects are generally assessed and determined by the NSW State Government's Independent Planning Commission (IPC). Mining and petroleum exploration are development permissible without consent under the Mining SEPP. The *State Environmental Planning Policy State and Regional Development 2011* sets thresholds for development such as mining that triggers assessment by the IPC. The BSAL mapping must be considered by the IPC before determining mining or petroleum proposals on agricultural land.

Local councils do not have a role in the control or determination of major project developments. It is important that Council continues to provide advocacy to the government and mining companies for retention and enhancement of community assets through mechanisms such as Voluntary Planning Agreements.

²⁹ RDA Northern Inland, 2019 Economy profile for Narrabri

³⁰ Sydney Morning Herald, 2012, <https://www.smh.com.au/business/companies/the-outsiders-mining-camp-splits-a-town-20120803-23kot.html>

³¹ SEPP (Mining, Petroleum Production and Extractive Industries) 2007

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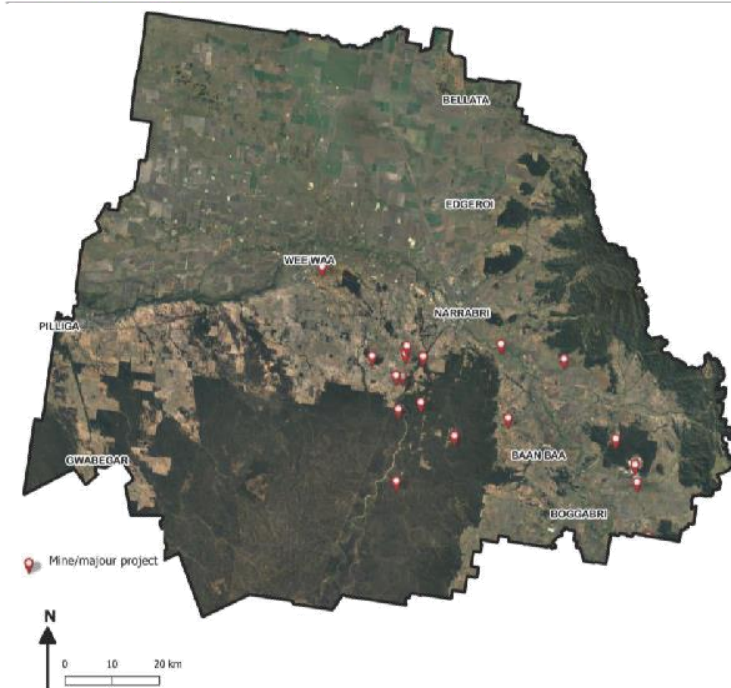


Figure 33: Location of mining and extractive industries

It is noted that the Australian Energy Market Operator (2018) has projected a reduced reliance on black thermal coal such as that mined at Narrabri in the future (2039), see excerpt below in Figure 34. This means that a transition from mining to alternative sources of energy is an opportunity for the industry and investors.

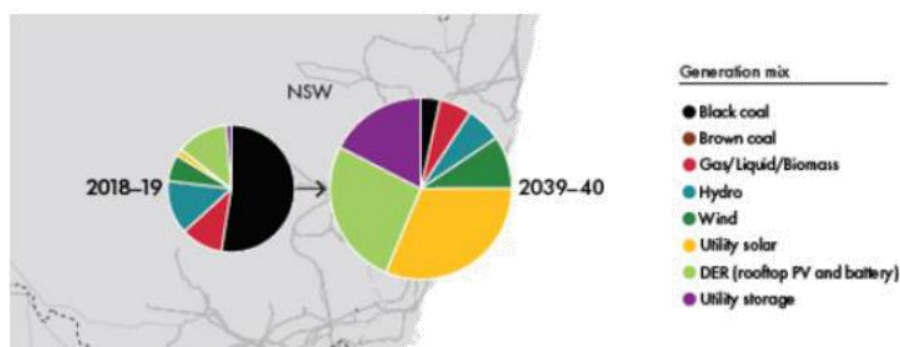


Figure 34: AEMO, 2018 Integrated System Plan for energy mix 2018-2040

4.3.2 Renewable Energy

The NENW RP identifies that the region can be a leader in renewable energy with potential development of solar, bio-waste, hydro, wind and geothermal resources. The strategic position between Sydney and South East Queensland provides potential employment opportunities in large- and small-scale renewable energy and green technology industries. The NENW RP suggests identifying

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renewable energy precincts and infrastructure corridors with access to the electricity network. The region is the second highest solar penetration in NSW, receiving 19 to 20 megajoules daily³².

The NSW Government has set the goal of carbon-neutral NSW by 2050 and supports the national target of 20% renewable energy by 2020. Large scale electricity generating works and solar energy systems are projects determined by the Regional Planning Panel or the IPC as State Significant development under the *State Environmental Planning Policy State and Regional Development*; the *State Environmental Planning Policy Infrastructure 2007* also provides for the delivery of critical infrastructure across the State. Both SEPPs prevail over LEPs to the extent of any inconsistency. Smaller scale proposals that do not meet state significant thresholds are determined by Council.

There are three solar farms proposed in Narrabri LGA, the Narrabri South Solar Farm (60MW), Silverleaf (120MW) and the Wee Waa Solar Farm (55MW) see Figure 35 below.

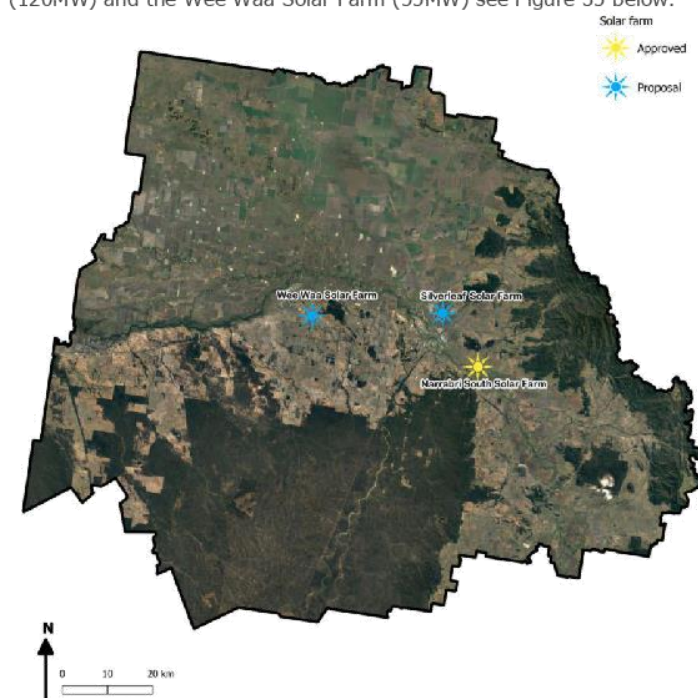


Figure 35: location of solar farms Source: NSW DPIE Major Projects

The Upper North West REDS³³ notes that development of a large solar farm (100MW) typically employs several hundred people. The key limiting factor for growth of large-scale renewables (wind and solar) is the capacity of the electricity grid. The Australian Energy Market Operator has identified (2018³⁴) the need for immediate (2020) upgrade to interconnecting grids between Northern NSW and Queensland to facilitate increased mix of renewables in the electricity grid. Other factors are a lack of certainty around State and Federal government energy policy and attracting a labour force, particularly if construction coincides with construction of a major mining project in the area. Council's Community Strategic Plan 2018-19 refers to encouraging the establishment of a commercial solar power industry in the LGA³⁵.

³² NENW Regional Plan 2036, p25

³³ NSW Department of Premier and Cabinet, 2018, Upper North West REDS, p51

³⁴ AEMO, 2018, Integrated System Plan, p83

³⁵ Narrabri Shire Council 2018-19 Community Strategic Plan, p44

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Wind generated energy appears to be feasible on the Nandewar Ranges footslopes and not the wider area of the LGA as with solar generated energy. The AEMO Integrated System Plan for renewables identifies at least potential for two wind projects between the LGAs of Narrabri and Moree Plains.

Narrabri Shire Council is investigating opportunities to develop an Indian mustard and Bio Hub industry in Narrabri. This will act to further diversify income streams within the Narrabri Shire. The development of a Bio Hub attached to the local sewage works, a supply of green waste from the local waste facility and other organic waste sources to produce methane gas, electricity and bio-diesel as an energy source, will incorporate co-generation from organic waste. This becomes a viable renewable industrial platform for the conversion of Indian mustard to high value products and later, other products.

Source: Narrabri Shire Council 2019

4.3.3 Summary of Mining and Renewables

- » There are 18 mining developments in the LGA, mainly located to the south of Narrabri around Boggabri
- » Narrabri mining in terms of output and value adding, generating an estimated \$421.7million and \$929 million value-add in 2019³⁶.
- » There has been substantial investment in transport infrastructure for mining projects, including rail and road upgrades, such as spur lines east and north of Boggabri and a rail overpass on the Kamlaroi highway. Coal is transported to the Port of Newcastle via the Werris Creek Mungindi railway.
- » Mining employment comprises approximately 23.5% of Narrabri's jobs, however 18% of these jobs are held by people outside the LGA.
- » The Australian Energy Market Operator has projected decreased reliance on black coal by 2039, meaning a transition from mining to alternative sources of energy is an opportunity that the industry and investors needs to capture.
- » The NENWP identifies that the New England North west as a leader in renewable energy with its potential source of solar, bio-waste, hydro, wind and geothermal. It is the second highest solar penetration region in NSW, receiving 19 to 20 megajoules daily.
- » Narrabri has three solar farms in assessment phase.
- » The Australian Energy Market Operator has identified (2018³⁷) the need for immediate (2020) upgrade to interconnecting grids between Northern NSW and Queensland to facilitate increased mix of renewables in the electricity grid.
- » Potential issues in capitalising on renewables is attracting a labour force, particularly if construction coincides with construction of a major mining project in the area.
- » As with agriculture and mining, renewables also need separation distance and protection from incompatible land uses such as settlement.

³⁶ RDA Northern Inland, 2019 Economy profile for Narrabri

³⁷ AEMO, 2018, Integrated System Plan, p 83

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4.3.4 Recommendations for Mining and Renewables

Mining and renewable energy development are likely to be a major land use and employer in the Narrabri LGA to 2036. It is also noted that Council is not likely to be the determining authority of major projects. It is therefore critical to protect the land and infrastructure resources on which these industries depend, and as practically possible, retain a labour force to service them.

- » Identify renewable energy resource precincts and infrastructure corridors with access to the electricity network;
- » Develop a strategic and integrated planning framework to encourage the alternative and renewable energy sector to invest in Narrabri LGA;
- » Use DPIE's Large scale solar energy guideline to guide the location of new development;
- » Review NLEP provisions, land use tables, mapping and minimum lot sizes and best practice guidelines to:
 - > assess RU1 and RU4 zones as appropriate zones for large scale mining, infrastructure and renewable projects; then
 - > ensure permissibility of appropriate employment generating development and ancillary industries;
 - > reduce risk of encroachment and impediments to the expansion and intensification of mining and renewable energy generation from incompatible development through increased separation distances and buffers via increased minimum lot size provisions;
 - > ensure land uses adjacent to key infrastructure and facilities such as transport routes are appropriately zoned to prevent encroachment of incompatible urban development;
- » Review the extent of undeveloped and unserviced R5 zoned land for potential impacts on mining, renewables and ancillary employment generating activities.

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4.4 Industrial land supply

The Narrabri LGA has large amounts of land zoned IN1 General Industrial and IN2 Light Industry in Narrabri, Boggabri and Wee Waa. An adequate supply of zoned employment land in the right location with the necessary infrastructure will attract investment in existing and emerging industry sectors.

Council has identified a demand for more industrial land in addition to the Logistics and Industrial Hubs in Narrabri, Wee Waa and Boggabri. The NENW RP recognises that 'green industries' will emerge as businesses identify new opportunities and productivity gains associated with environmental sustainability.

'Green' industries are businesses, facilities, services or technologies that provide sustainable alternatives or solutions to environmental challenges. Examples include bottle recycling plants, waste management and treatment or research and development for clean energy. These sectors will be at the heart of considerable innovation and can gain greater success with local partnerships between industry, government and educational facilities.

Australian Recycled Plastics located in Narrabri is a regional green industry success story. The facility processes recycled plastic waste that is obtained by 'back loading' empty cotton haulage trucks returning from Newcastle and Sydney. Each week the facility turns 50 tonnes of recycled plastic bottles into a flake material used in products from supermarket meat trays to outdoor decking material. This growing business employs 42 people.

Source: Narrabri Shire Council 2019

The following provides a summary of industrial land (employment land) in each town with recommendations for future land use investigations.

4.4.1 Narrabri

Narrabri has approximately 106ha of industrial land to the north of town on the Newell Highway, Wee Waa Road and 660m at the closest point to the Werris Creek Mungindi Railway Line to the east. The IN2 zone has light industrial development along the Wee Waa Road, silos and grain handling and freight and logistics facilities, see **Figure 36**. There is approximately 50ha of vacant land within the zone. The entire area is inundated by the 1% or 1 in 100 year flood.



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Figure 36: North Narrabri IN2 zone

In West Narrabri there is approximately 198ha of land zoned IN1 north and south of the Narrabri West Walgett Railway, bounded by Yarrie Lake Road and Williams Drive. There are some large lot lifestyle dwellings in the north Yarrie Lake Road area along with industrial development; freight and logistics developments are located north and south of the railway line, with spur line, see Figure 37 below. There is approximately 150ha vacant land in the IN1 zoned area.



Figure 37 West Narrabri IN1 land (partial excerpt from LEP maps LZN_004 and 4A)

The Inland Rail route is likely to traverse Lot 2 DP506645 vacant lot (102ha) on Yarrie Lake Road to the south west of the Railway line shown in Figure 38. Council has proposed the development of a freight and logistics hub west of this site adjacent to the Inland rail corridor, (see section 6.2 for more information).

A more detailed analysis of land is required to inform management of the Inland rail corridor in West Narrabri.



Figure 38 Lot 2 DP506645

4.4.2 Wee Waa

Wee Waa has 94ha of land zoned IN1 to the west of the town, inside the levee bank. The land is adjacent to the Narrabri West Walgett Railway and has a spur line into a freight and logistics complex south of the railway line. There are silos and grain handling development along a passing lane adjacent to the main railway line. The remainder of the IN1 zone is largely developed both sides of Boolcarrol Road. The adjacent B4 Mixed use zone appears to contain mostly dwellings with some business activity

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along Warriar Street. Figure 39 illustrates the LEP excerpt of IN zones and aerial photography of the same area.

There is approximately 7.5ha of undeveloped IN1 General Industrial land in the north on Boundary Street adjacent to the levee bank; 9.4ha adjacent to the Narrabri West railway and 7.2ha south of Leap Road. The parcel of land zoned IN2 Light Industry is developed and there is no other IN2 land in Wee Waa. There is 24 ha of IN1 zoned, flood free land in Wee Waa.



Figure 39: Wee Waa industrial land

4.4.3 Boggabri

Boggabri has approximately 42ha of IN1 land located to the north of the village next to the Werris creek Mungindi Railway and Kamilaroi Highway, see Figure 40. The only development evident on site is the grain handling silo and ancillary development adjacent to the railway line.



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Figure 40: Boggabri industrial zones

The IN2 zone includes SP2 zoned land over electricity generating works and the railway and silo complex in north Boggabri, directly adjacent to the IN1 land described above. There is approximately 10 ha of land available for light industry, not including the areas zoned SP2 Infrastructure. There are approximately 8 dwellings in the IN2 zoned land and there is a retirement home to the north east of the site, see Figure 41 below.

**Figure 41: Boggabri IN2 land**

4.4.4 Discussion

In West Narrabri the Inland Rail corridor traverses 74 Boundary Road (Lot 2 DP506645, 102ha Figure 42 below) which is currently vacant next to the Wee Waa railway line, and adjacent to existing freight and logistics development. A 100m wide rail corridor through this lot could take up an estimated 20ha of land, with access limitations for road traffic. This leaves 87ha of land for industrial development, which is considered to be ample for the medium term.



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Figure 42: 74 Boundary Road aerial photograph

If Lot 2 DP506645 is affected by Inland Rail, there may be a longer-term requirement for more IN1 land. Where possible, it is prudent to maintain land adjoining the Inland Rail as a buffer. While there is ample land zoned IN2 in north Narrabri, there is land along Yarrie Lake Road and Boundary Street that could be investigated for future IN1 purposes. As part of any assessment of suitability and capability, the northern extent of the existing IN1 zone on Yarrie Lake Road land should be reviewed for future requirements considering the proposed Inland Rail corridor, see Figure 43 below.

**Figure 43: Yarrie Lake Road**

4.4.5 Summary

- » There is ample, zoned IN1 (150ha) and IN2 (50ha) land in Narrabri; however North Narrabri is flood affected and West Narrabri, parts now potentially impacted by the Inland rail route. If more industrial land is required in Narrabri in the short to medium terms, there are options within the existing zoned land.
 - > Vacant North Narrabri IN2 land south of Francis Street could be investigated for rezoning to IN1 once flood modelling is completed.
 - > There is housing on Yarrie Lake Road in West Narrabri that is adjacent to the Inland Rail corridor that should be investigated in more detail for future management as a buffer.
- » Wee Waa has 24ha of IN1 zoned, flood free land and there is no vacant IN2 land. It may be appropriate to rezone some IN1 land to IN2 zone where adjacent to the B4 zone.
- » Boggabri has 42ha of IN1 land and 10ha of IN2 land that is largely undeveloped. The eastern edge of the IN2 land is located near residential development.

4.4.6 Recommendations for industrial land

Recommendations for industrial land and development are:

- » Review NLEP provisions, land use tables and minimum lot sizes to ensure 'green industries' are facilitated in appropriate locations;
- » Direct new urban development into existing zoned and serviced areas in accordance with the Interim Settlement Guidelines;

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- » Review NLEP minimum lot sizes and land use tables to ensure encroachment of incompatible development onto employment land is avoided in the Rural, Special use and Industrial zones;
- » Investigate the suitability and capability of land in the Yarrie Lake Road, Boundary Road and Culgoora Road area for future industrial land.

4.5 Tourism

The New England North West has the highest tourism expenditure in inland NSW, estimated to be worth \$740 million to the regional economy (NENW RP). There is an opportunity to expand tourism visitation and expenditure given the unique environment, diverse landscapes, climate and friendly communities. Nature based adventure and cultural tourism places are identified as a priority for Narrabri in the NENW RP as the Narrabri area is positioned and promoted as a region of potential and opportunity.

In 2017, Narrabri Shire attracted 261,000 visitors who stayed on average 3 nights in the Region with these visitors injecting an estimated \$50 million into the Region's economy. In addition, the towns and villages within the region are highway service centres, with hundreds of travellers each week stopping and spending money in the Council area.

Narrabri has several tourist attractions that are unique to the region and NSW. The Mt Kaputar National Park is a major topographic and geological feature on the northwest slopes and plains; and the ANSTO radio telescope array attracts a large amount of tourist interest. The Newell and Kamilaroi Highways provide access for tourists and are marketed as a 'trail' between towns and attractions such as the Siding Spring Observatory at Coonabarabran and the Moree Spa Baths. A strategy to capitalise on the existing and future traffic on the Newell and Kamilaroi Highways should be developed as a key aspect of any strategies addressing tourism.

Narrabri also hosts festivals and events which should be supported to enable continuation and expansion. Examples are food festivals in Narrabri, the annual Narrabri Show, Boggabri and Maules Creek campdrafts and other horse events. Rural and farm-based tourism is another area in which to grow visitation to Narrabri.

The marketing of the town and wider area relies on improvements to public domain and capital works to capitalise on the built and cultural heritage, CBD, riverbank and parkland setting of each of the towns.

4.5.1 Recommendations for Tourism

The following recommendations are provided, guided by the NENW RP as provided in Table .

- » Reviewing NLEP to assess the available opportunities for tourism related activities and development such as temporary events and permissibility of appropriate tourist and visitor accommodation in accordance with zone objectives;
- » Complete Aboriginal Heritage Study;
- » Support the planning framework of temporary events through the development of Council policy and processes to enable and encourage temporary events within the Narrabri LGA.
- » Review and implement the Narrabri Shire Tourism Destination Management Plan (2014-2019)
- » Prepare a Tourism Activation Strategy that:
 - » Encourages a growing visitor economy that benefits the LGA economically, socially and environmentally;
 - » Provides ongoing development and improvement to Tourism infrastructure;
 - » Identifies culturally appropriate Aboriginal tourism opportunities;

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- » Encourages tourism development in natural areas that supports conservation outcomes;
- » Strategically plans for a growing international tourism market;
- » Aligns with the Destination Management Plan prepared by Destination NSW/ Country Outback Plan of Management;
- » Continues to build the strategic alliances and partnerships needed to take the tourism industry forward.

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5 Environment and Heritage

5.1 Introduction

Narrabri LGA contains some of the North West's most significant natural assets. The rare sub-alpine communities at Mount Kaputar near Narrabri occur nowhere else in the world. The NENW RP identifies the natural assets that sustain productive agriculture, provide clean air and water and improve community wellbeing. These natural assets also provide opportunities for diversified nature-based tourism.

It is important to preserve and manage ecosystems holistically so that the natural and human communities that rely on them can co-exist. Natural hazards need to be managed to reduce risk and impacts on communities, and the natural and built environment.

Land use planning through the preparation of growth management strategies is the method of strategically allocating land uses and weighing the multiple considerations of identifying potential risk, climate change impacts, preservation of natural areas and directing development to the appropriate location.

Council's Community Strategic Plan identifies in Strategic Direction 2: Environmentally Sustainable and Productive Shire the following objectives for land use planning:

Table 14 Community Strategic Plan Objectives for environmental sustainability

Strategy	
2.1.1	Conserve our Aboriginal heritage through improved awareness
2.1.2	Planning controls appropriately identify and conserve open spaces and natural environmental areas
2.1.3	Existing passive recreational open spaces are well maintained and accessible for public use
2.2.4	Decision making will be informed by the principles of ESD
2.3.3	Conserve and manage our natural water resources for environmental and agricultural sustainability

This Strategy advocates for the continued and enhanced protections of Narrabri's environmental and heritage assets. A detailed description of these assets has not been provided here; instead a general overview is provided in reference the following documents, acknowledging the need for updated data and modelling.

Table 15 Environmental Information sources

Document	Author
NENW Regional Plan	NSW Government
Adapt NSW Climate Change Snapshot NENW	NSW Government
Flood study	TBC
HEV mapping	NSW Government
Bushfire mapping and updated legislation	RFS

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Document	Author
Draft GMS 2009	Edge Planning

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5.2 Flooding

The Namoi River in the Narrabri Shire floods to the extent of inundating large amounts of the floodplain. The extent of the 1% ARI flood, plus half a metre freeboard, is shown in the LEP Flood Area map excerpted below maps below for Narrabri (Figure 44) and Boggabri (Figure 45).

Narrabri LEP 2012 - Flood mapping



Figure 44: NLEP 2012 Flood Area mapping for Narrabri (excerpt from FLD_004F and FLD_004H)

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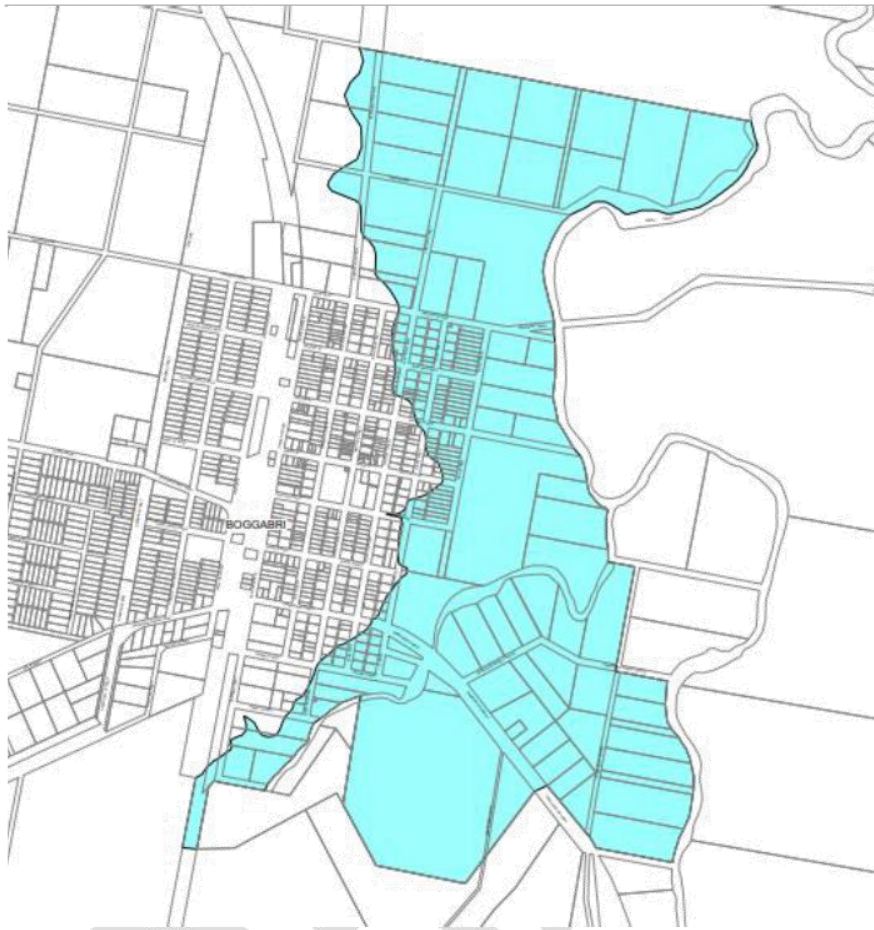


Figure 45: Boggabri Flood mapping (excerpt from FLD_004E)

Narrabri Shire Council has prepared new flood mapping for the LGA. This work is yet to be peer reviewed, incorporated into a Flood Plain Risk Management Plan, and endorsed by the NSW Government. Until this project is completed, the existing LEP flood planning maps will guide development decision making in accordance with the Interim Settlement Guidelines, provided in Appendix C.

5.3 Bushfire risk

In planning for the use of land in the rural or urban context, it is important to consider the potential threat from bushfire. Bushfire risk is a major constraint to future development, and with climate change is expected to get worse.

The abundance of native vegetation and the topography of the Shire particularly in the east makes it prone to bushfire. The Adapt NSW New England North West Climate change Snapshot³⁸ reports that in

³⁸ NSW Government, Adapt NSW New England and North West Climate Change snapshot, 2014

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the near future (2030), projected changes to the Forest Fire Danger Index (FFDI³⁹) will occur, increasing fire weather in summer, spring and winter and also increasing the number of fire weather days in summer and spring. Severe and average FFDI is projected to increase, particularly in spring and summer.

Bushfire hazard is comprised of typology of vegetation and proximity of urban environment. The RFS categorises vegetation into three groups being:

- » Category 1 – High Risk
- » Category 2 – Low Risk
- » Category 3 – Medium Risk

The Rural Fire Service's publication Planning for Bushfire Protection 2019, effective in 2020, will bring updated legislative provisions that set out developing in bushfire prone areas. New bushfire mapping is also expected, and once available will be used with the Interim Settlement Guidelines to assist Council guide the location of new development. The current bushfire prone land map below (Figure 46) shows the bushfire prone land broadly associated with stands of native vegetation, mainly the Pilliga Forest and Nandewar Ranges. The villages of Gwabegar, Pilliga and potentially Baan Baa are located close to bushfire prone land.

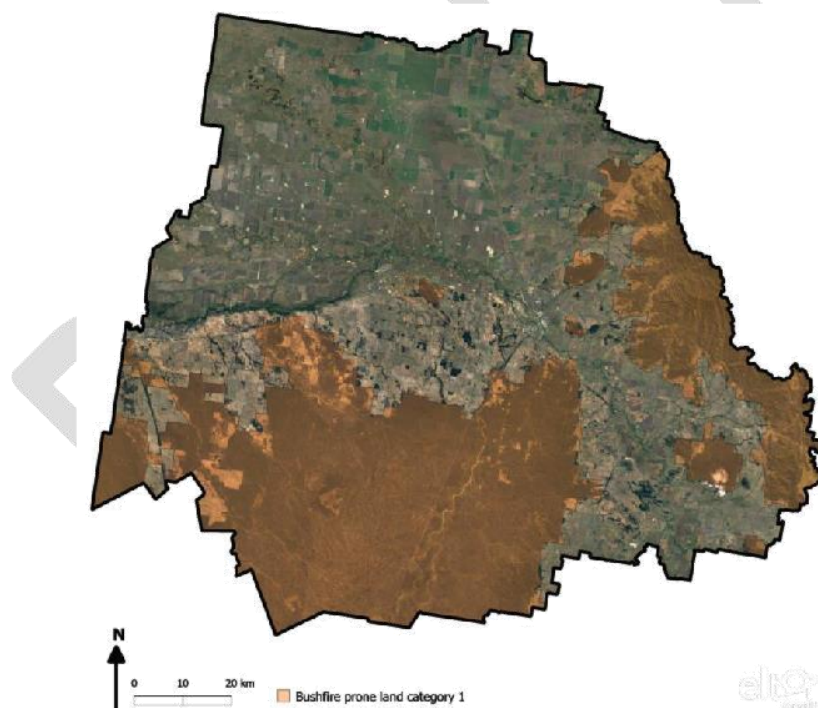


Figure 46: Bushfire Prone Land Map

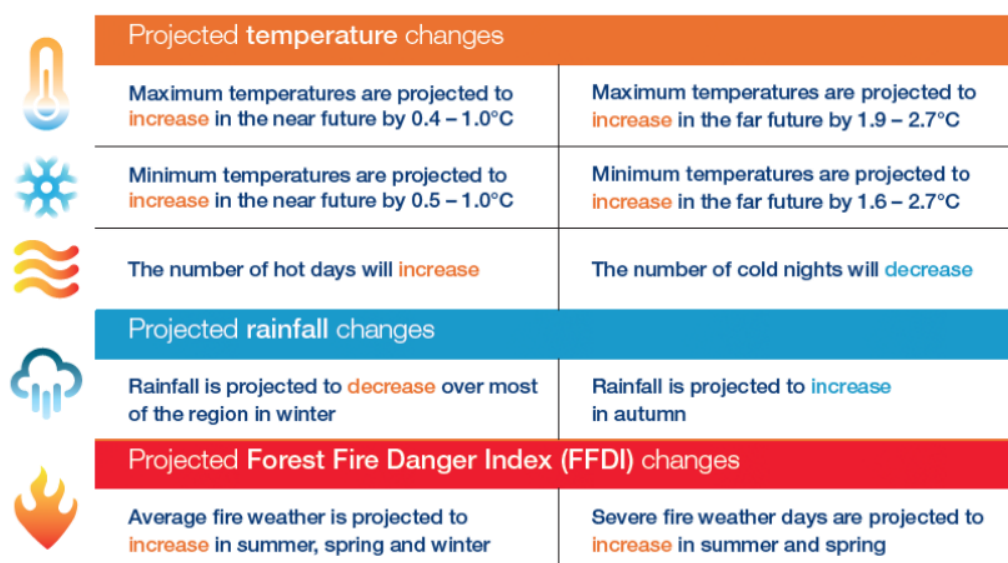
³⁹ Forest Fire Danger Index values are used when planning prescribed burn and is also an indication of the consequences of a fire – the higher the FFDI the more dangerous.

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5.4 Climate Change

The NSW Government's New England North West Climate change snapshot states that based on long term observations (1919-2011), temperatures have been increasing since about 1970, with higher temperatures in recent decades. The region is projected to continue to warm during the near future (2030) and 'far future' (2070) compared to 1990-2009. The warming trend and other implications are provided in the following infographic (Figure 47):

Figure 47: Projected climate change impacts for North West NSW



Source: (Adapt NSW, 2019)

It is clear from the above data that Council and the community needs to be prepared and adapt to the projected and currently experienced climate change impacts. It should be noted along with adaptation is the opportunity to reduce negative impacts and take advantage of the new opportunities that may arise. If changes are made and movement towards adaptation are taken, there is the potential to lessen some of the expected social, economic and environmental impacts of climate change.

People living in rural Australia have had a history of adaptation to the changing environmental conditions, however the changes are happening faster now. There are some potential adaptation measures outlined by the CSIRO⁴⁰ (2019) as follows:

- » Improving water-use efficiency across rural and urban areas.
- » Absorb heat impacts in urban areas with green shade such as tree canopies.
- » Reviewing flood and fire management arrangements to remove risk for people and economic assets.

⁴⁰ CSIRO. (2019). Case study Climate change information for Australia.

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- » Farming adaptations include changing planting times, plant varieties and practices for crops and pastures; providing more shade and cool areas for livestock and windbreaks to reduce wind speed and evaporation.
- » Providing migration corridors for vulnerable animal species.

The above measures connected to settlement and development are encapsulated in best practice strategic planning and are included in this Strategy's recommendations.

5.5 Biodiversity

Biodiversity is defined as the variety of living animal and plant life from all sources and includes diversity within and between species and diversity of ecosystems. Native vegetation is an important resource that is essential to ecological and land management as well as contributing to the visual landscape of the Council area. It provides habitat for native flora and fauna and is an integral part of the rural cultural and natural landscape.

Major pressures on native vegetation in the Shire arise from clearing the land for development, agriculture and service infrastructure. Secondary impacts of human activities such as bushfire, the spread of garden weeds, domestic pet and livestock damage and pollution from on-site sewage systems all need to be considered in a strategic approach to the planning.

Biodiversity needs to be protected when carrying out any planning exercise for new development. There are also implications for the conservation and expansion of existing wildlife corridors or linkages. There is significant vegetation and biodiversity habitat in road reserves and travelling stock routes which should be conserved as they can form wildlife linkages. Large areas of bushland remain on private land.

The waterways of the Shire provide habitat for the aquatic biodiversity. This includes a diverse range of habitats like floodplain areas, riparian vegetation, instream aquatic vegetation, snags and floodways. There are also some threatened species in these habitats.

The NSW Planning Industry and Environment has prepared mapping of areas of high environmental value (HEV) for the New England and North West region. The HEV in Figure 48 shows areas of potential high environmental values that will inform the GMS and new planning instruments.

Figure 48: High Environmental Value Map for Narrabri LGA

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Source: DPIE 2020

5.6 Heritage

The NLEP lists 40 heritage items, the majority of which are built European heritage items. An Aboriginal Cultural Heritage Study is currently being undertaken on behalf of Council, with a European Cultural Heritage Study to be completed directly after.

It is important to consider the heritage of the area when looking at the future for the urban and rural lands. This includes both European and Aboriginal heritage values. There is currently a low level of documented knowledge about Aboriginal cultural heritage.

Aboriginal settlement has provided a rich diversity of sites and cultural information, which needs to be considered when investigating areas suitable for development.

Council's Community Strategic Plan 2027 identifies in Objective 2.1 the need to maintain open space, natural environment and heritage for future generations. Strategy 2.1.1.1 Action is to complete an Aboriginal Heritage Study to identify sites for inclusion in the Narrabri LEP. A review of the NLEP Schedule 5 should be undertaken, informed by a heritage study.

5.7 Summary

- » Updated flood mapping is in the process of being prepared; the NLEP flood maps will guide planning decision making until the preparation and endorsement of a new Flood Plain Risk Management Plan.
- » The abundance of native vegetation and the topography of the Shire makes it prone to bushfire. The Adapt NSW New England North West Climate change Snapshot reports that in the near future (2030), projected changes to the Forest Fire Danger Index (FFDI) will occur, increasing fire weather in summer, spring and winter and also increasing the number of fire weather days in

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summer and spring. Severe and average FFDI is projected to increase, particularly in spring and summer.

- » The NSW Planning Industry and Environment has prepared mapping of areas of high environmental value (HEV) for the New England and North West region. The HEV shows areas of potential high environmental values that will inform land use allocation for this Strategy and subsequent LEPs.
- » Council and the community need to be prepared and adapt to the projected and currently experienced climate change impacts.
- » If changes are made and movement towards adaptation are taken, there is the potential to lessen some of the social, economic and environmental impacts of climate change.
- » Narrabri has important cultural heritage, both European and Indigenous. The preparation of heritage studies in consultation with the local aboriginal communities to ensure that objects and sites of aboriginal significance are protected and conserved.

5.8 Recommendations for Environment and Heritage

The NENW RP Actions for environment and heritage are provided below. Based on the evidence and information provided, it is recommended that Council consider the following in more detail when undertaking LEP review and preparation of the LSPS:

- » Use HEV mapping to inform land use allocation and avoid potential development impacts.
- » Council uses the Interim Settlement Guidelines in assessing extension of new settlement to ensure water supply efficiencies and mitigation of impacts of incompatible development on water catchment areas and groundwater sources.
- » Review the NLEP minimum lot sizes to ensure separation distances between high environmental value assets and areas of natural hazard are in place, preventing impacts on vulnerable areas and incompatible land uses.
- » Use the most up to date, endorsed flood and bushfire risk modelling that include the projected impacts of climate change to inform land use allocation particularly urban growth.
- » Council to prepare a comprehensive cultural heritage study of the LGA in accordance with best practice consultation and engagement guidelines; recommendations from the Heritage study will be reflected in the NLEP as appropriate.
- » Council assesses the feasibility of providing enhanced green canopy and shade in public spaces and business zones to ameliorate the impacts of increased temperatures.

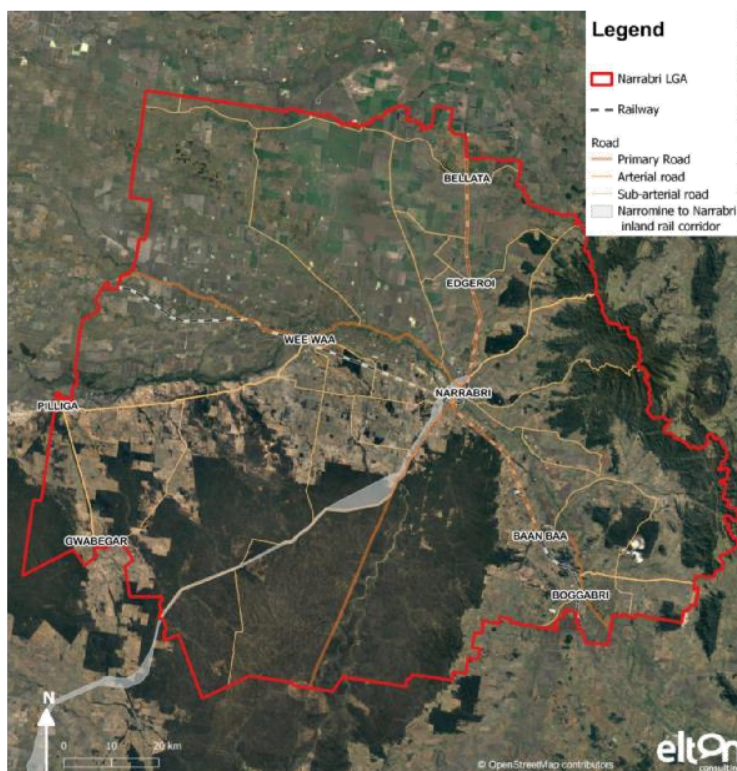
6 Transport and Infrastructure

6.1 Introduction

Transport, distribution and handling networks support the movement of agricultural production across the region, interstate and overseas. Agricultural and processing sectors require products to be transported to domestic and export markets in either Brisbane or Newcastle and Sydney in a timely and efficient manner to remain competitive. An estimated 260 million tonnes of goods originate in regional NSW, comprising approximately 65% of the total freight task by volume. The largest exports by commodity flows from the wider NENW region are coal, grains, food and live animals, with coal being the main export commodity from Narrabri.⁴¹

Containerised grain and cotton is moved by rail to Port Botany, Sydney. Narrabri has an active containerisation industry where sorghum, cottonseed, wheat and smaller amounts of legumes are transported by rail for export.

The Main Northern Railway Line links Narrabri with Werris Creek and Newcastle, and transports grain, intermodal freight, minerals and coal to the Port of Newcastle (Figure 49).



⁴¹ RMCG, 2015, Agricultural Expansion Analysis: NENW

Figure 49: Narrabri transport connections including Inland Rail proposed route

The Newell Highway is the main inland north south route connection between Queensland and Victoria, passing through Narrabri. The highway is heavily used for the transport of agricultural produce including cotton and grains. In some sections the highway operates with 50% heavy vehicle (freight) mix with plans to enable B-triples to operate on the NENW section to provide access to Queensland freight sites⁴².

The Melbourne to Brisbane Inland Rail is being planned and constructed between Gwabegar and Narrabri in the Narrabri LGA.

The NENW RP⁴³ identifies the expanding freight and logistics industries in the region as a focus for investment into the future. Protection of the transport assets and expanding export-related and value adding industries will encourage investment, attract industry and provide certainty to industries.

6.2 Rail network

Narrabri is serviced by the Mungindi Line, an extension of the Main North Railway line; (Newcastle to Werris Creek), connecting to the Main North Coast line from Sydney to Brisbane. The line transports grain from Narrabri, intermodal freight, minerals and coal to the Ports of Newcastle and Botany.

The Narrabri West Walgett branch line services Wee Waa, connecting to the Werris Creek-Mungindi line at West Narrabri. The Werris Creek-Mungindi railway traverses Boggabri and heads north to Narrabri and Moree past the IN2 zoned land. The railway line in West Narrabri traverses land zoned IN1 that is developed with spur line to an intermodal freight terminal on Williams Drive. The land to the immediate west contains the proposed Inland Rail corridor.

6.3 Melbourne-Brisbane Inland Rail

The Melbourne to Brisbane Inland Rail is being planned and will be constructed between Gwabegar and Narrabri in the Narrabri LGA. The Inland Rail will reduce transit time between Melbourne and Brisbane to 24 hours. The Inland Rail route will be about 1,700km in length and includes new track sections in regional areas of NSW, particularly the Narramine to Narrabri section. The project is due to commence construction in late 2021-2025 and be operational by 2026.⁴⁴

The Narrabri leg is proposed to traverse the town of Narrabri from the west to the north west and link up with the Moree Narrabri railway line (Figure 50). The benefits of the Inland Rail track are likely to be far reaching for regional areas, including:

- » a 24-hour rail transit time between Melbourne and Brisbane will reduce costs of freight to ports for primary producers;
- » improve access to and from regional markets and reduce supply chain costs;
- » create jobs during construction;
- » reduced carbon emissions;

⁴² Op.cit. p 27

⁴³ NENW Regional Plan 2036, p 41

⁴⁴ Inland Rail, 'N2N', ARTC

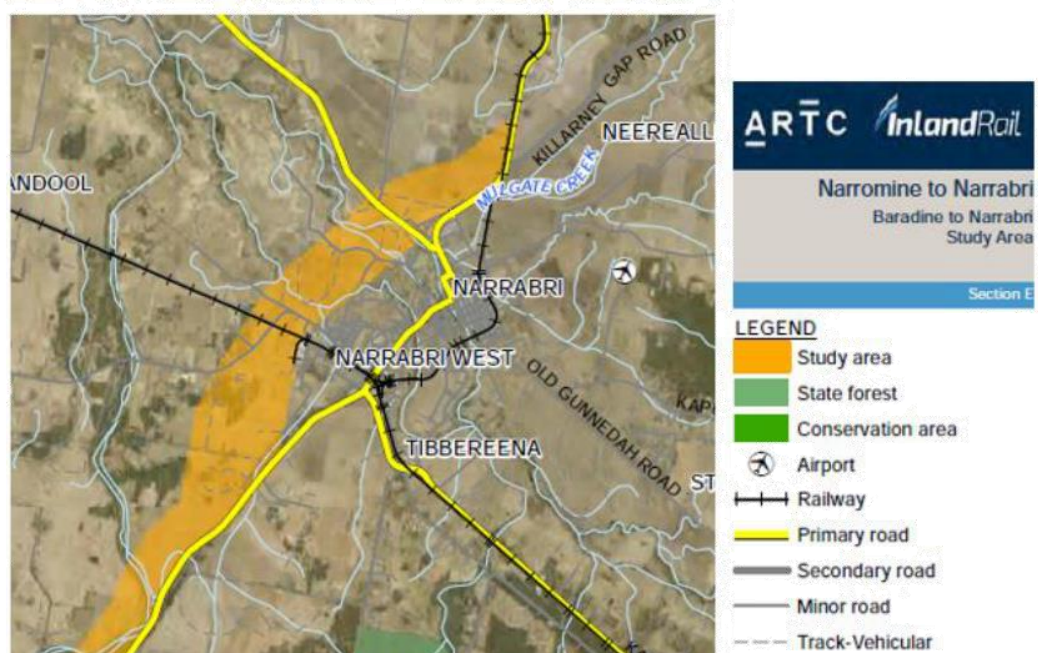


Figure 50: Melbourne-Brisbane Inland Rail proposed corridor route through Narrabri

6.4 Freight and Logistics

Narrabri has intermodal terminals with facilities for containerised freight and bulk goods, two in Narrabri on the northern and south western edge of town (see Figures 51 and 52 below) and at Wee Waa, Figure 53. These terminals are used primarily for the rail transport of grains, pulses and cotton for export. Bulk grains and pulses exported through the Port of Newcastle and Port Kembla, with containerised freight through Port Botany. It is likely that packing, and containerisation will continue to expand into specialist processed and refrigerated produce. It is suggested that the success of intermodal facilities will depend on the incorporation of products from forest industries and link with improved rail, logistics management and container port-handling⁴⁵. There is the opportunity to transport recycled plastic flakes produced by Australian Recycled Plastics in Narrabri to Melbourne and Brisbane.

The Upper North West REDS states that the Narrabri intermodal terminals will have direct access to the Inland Rail corridor, and the Wee Waa terminal having access via the Walgett Branch line which links the Inland Rail corridor in West Narrabri⁴⁶.

The NENW RP notes (p42) that Council is preparing a transport and manufacturing hub masterplan that will take advantage of existing intermodal facilities and investment in rail and natural gas infrastructure.

⁴⁵ RMCg, 2015 New England North West Agricultural Expansion Analysis, p22

⁴⁶ Upper North West Regional Economic Development Strategy 2018-2022 Supporting Analysis, p24

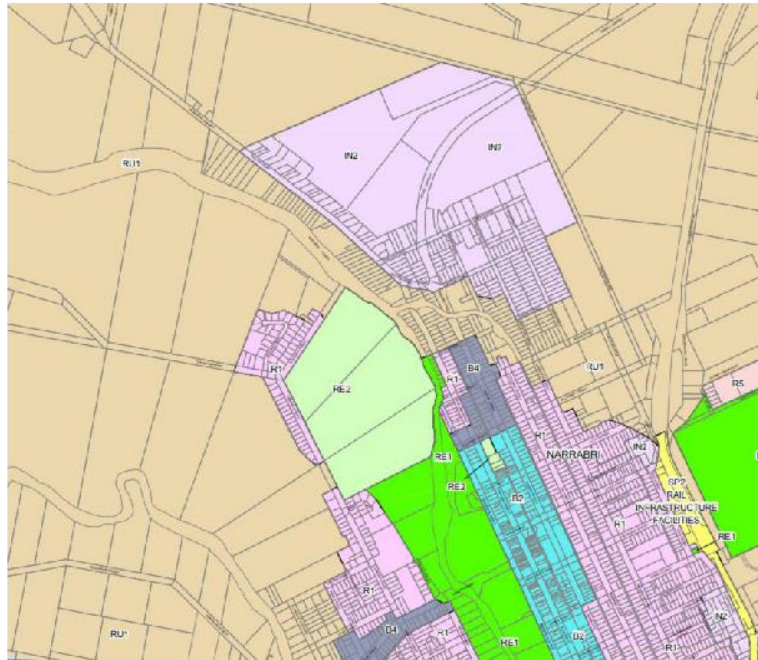


Figure 51: Narrabri Northern IN1 zone location of intermodal freight terminal



Figure 52: Narrabri South western IN1 zone location of intermodal freight terminal

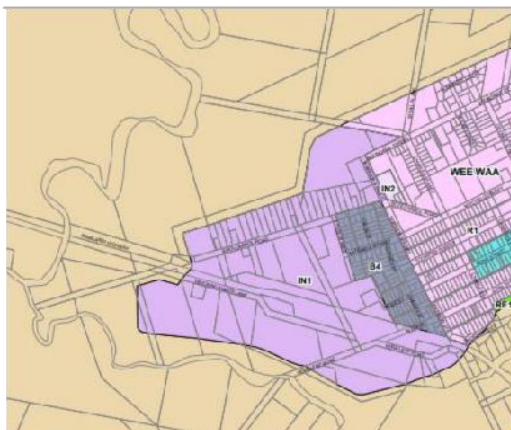


Figure 53: shows the location of the Wee Waa intermodal freight facility in the IN1 zone

Council's Community Strategic Plan Objective 3.2 states that Narrabri will become a logistics hub for the northern inland region. The Objective 3.2 strategies are shown in Table 16 below:

Table 16 Council's CSP Objective 3.2

Strategies	Council's Role
3.2.1 Promote Narrabri Shire as a Regional Logistics Hub	<i>Advocate</i>
3.2.2 Develop at least on flood free intermodal site that has access to quality infrastructure and the proposed inland rail network	<i>Provider and Facilitator</i>
3.2.3 Explore opportunities for increasing efficiency in freight movements	<i>Facilitator</i>

Narrabri Shire is developing a transport and manufacturing hub masterplan that will take advantage of the Inland Rail project and the demand for intermodal facilities.

- » The Narrabri Shire Logistics and Industrial Hub (also known as the Northern NSW Inland Port, or N2IP) is a 240ha site located 7km from Narrabri on the south western side of town near Bohena Creek that offers low flood risk land, potential access to commercial quantities of gas (pending approval), access to potable water and high voltage electricity and is centrally located in the region's major agricultural precinct⁴⁷.
- » Council anticipates that the Regional Logistics Hub may provide for up to 900 full time equivalent personnel at full operation.

6.5 Narrabri Airport

Narrabri Airport is the LGA's main airport and is located approximately 8km from the Narrabri town centre (see Figure 54 below), with passenger numbers growing significantly since 2016 as a result of the introduction of Narrabri/Sydney flights. In 2016-17, 2,808 arrivals/departures were recorded through the

⁴⁷ Narrabri Shire Council, 2019, Northern NSW Inland Port N2IP Prospectus

airport, with these numbers jumping to 8,314 in 2017-18. The numbers for 2018-19 (to April 2019) are 6,708. These numbers are for Fly Corporate only with a further estimated 75-90 per month flights via charter flights.

Regional airports are essential for business, tourism and personal travel and high value freight. The Narrabri airport provides services for fly-in-fly-out workers and access to specialist health, legal, education and commercial services. The Narrabri Airport is serviced by Fly Corporate with flights several days a week to and from Brisbane and to and from Sydney. Annual passenger movements are expected to increase with major project development in mining and extractive industries, and in the future with increased development in agribusiness and renewables.



It is important that the Narrabri airport facility operations are not impeded by the encroachment of incompatible development.

The NENW RP recognises a 67% increase in regional airport passenger growth from 2000 to 2016.

The Narrabri Airport Master Plan 2014-2034 (June 2014) identifies several opportunities and considerations including the need for protection of the airport from encroaching sensitive land uses. Council's Community Strategic Plan 2018-2019 sets out the need to review the Airport Master Plan.

NOTE MASTER PLAN FILES unreadable

Figure 54: Location of Narrabri Airport

6.6 Summary

- » The Newell highway is main inland north south route connection between Queensland and Victoria, passing through Narrabri. The highway is heavily used for the transport of agricultural produce including cotton and grains.
- » The Main Northern Railway Line links Narrabri with Werris Creek and Newcastle is part of the National Rail Freight Network and provides access to the Port of Newcastle, Port Botany and Port Kembla.
- » Narrabri has intermodal terminals with facilities for containerised freight and bulk goods, two in Narrabri and one in Wee Waa. These terminals are used primarily for the rail transport of grains, pulses and cotton for export. It is likely that packing, and containerisation will continue to expand into specialist processed and refrigerated produce. It is suggested that the success of intermodal facilities will depend on improved rail, logistics management and container port-handling
- » The Narrabri intermodal terminals will have access to the proposed Melbourne to Brisbane Inland Rail corridor, and the Wee Waa terminal having access via the Walgett Branch line which links the Inland

Rail corridor in West Narrabri⁴⁸. The Narrabri leg of the Inland Rail is proposed to traverse the town of Narrabri from the north west to the north east and link up with the Moree Narrabri railway line. The benefits of the Inland Rail track are likely to be far reaching for regional areas, including:

- > a 24-hour rail transit time between Melbourne and Brisbane will reduce costs of freight to ports for primary producers;
 - > improved access to and from regional markets and reduce supply chain costs;
 - > creation of jobs during construction;
 - > reduced carbon emissions.
- » The Narrabri airport provides services for fly-in-fly-out workers and access to specialist health, legal, education and commercial services. It is important that the Narrabri airport facility operations are not impeded by the encroachment of incompatible development.

6.7 Recommendations for Transport and Infrastructure

Further NENW RP Actions for transport and infrastructure are provided in the table in Chapter 9. Based on the evidence and information provided, it is recommended that Council consider the following in more detail when undertaking LEP review and preparation of the LSPS:

- » Review the NLEP to assess the land use zones and provisions to protect existing and proposed freight and utility infrastructure, including Inland Rail
- » Carry out comprehensive analysis of the proposed new freight and logistics facility, known as the Northern NSW Inland Port (N2IP) to manage environmental impacts, exposure to natural hazards and impacts on surrounding land uses. Prepare a planning proposal to amend the NLEP to rezone the site where appropriate.
- » Review the NLEP to assess the land use zones and provisions to protect existing and proposed freight and utility infrastructure, particularly the Melbourne-Brisbane Inland Rail corridor.
- » Review the NLEP to incorporate buffers between the Inland Rail route, ancillary infrastructure and other land uses.
- » Collect passenger numbers coming to Narrabri via the airport for tourism purposes.
- » Protect Narrabri Airport from encroachment of sensitive land uses through planning provisions (LEP, DCP).
- » Review the Airport Master Plan 2014-2034; review the NLEP to assess and upgrade land use zones, buffers and provisions to protect Narrabri Airport
- » Council to coordinate the delivery of infrastructure and servicing, prioritising co-location in considering Planning proposals and assessment of development applications.
- » Council to negotiate with ARTC and other firms to agree to accommodate construction and operational workers in existing towns and villages.

⁴⁸ Upper North West REDS, p7

7 Communities

The NENW RP highlights the future of the region with attractive lifestyle and high-quality employment, housing, health and education options to contribute to new population growth.

The demographic snapshot in Chapter 2 shows that Narrabri's population will change over time, and there is potential for higher population growth than projected. It is expected that there will be declining household sizes, a growing younger population and also an ageing population, with demand for lone person households. In terms of expected population increase, the projections indicate that there will be little overall change to the number of people, however the make-up of households will change, in turn driving demand for new dwellings.

However, with key major projects and new infrastructure, there are opportunities for the population to be more aspirational, with Council planning for a 2036 population of 14,000 people. The 2018 population is 13,231, which is higher than projected by DPIE. On this basis, and if sustainable development and growth outcomes can be implemented by Council, it is possible that the population can grow into the future.

The number of dwellings required by new and changed population growth will vary between a nominal amount to 300 new dwellings by 2036 and potentially 400 by 2040.

There are a number of villages and rural localities in the Shire. There are also a number of areas that do not have any urban area. These areas consist of a former community centred around a community hall or bushfire shed which have a vital role as a focal point for the community which lives in the surrounding area. It is important to maintain localities and villages and afford protection through appropriate land use planning provisions.

In order to understand the relationship between Narrabri's settlements and to provide a strategic context for them, a five-order hierarchy is suggested for Narrabri Shire in Figure 55:

Figure 55: Overview of relationship between settlements



The purpose of the hierarchy is to acknowledge that some settlements, due to their lack of services and facilities, will probably not expand. A description of the settlement hierarchy⁴⁹ is provided:

- » *Regional Centre* This provides a wide range of employment, entertainment and recreational opportunities, a full range of local services and higher order services such as Major Hospital, TAFE College as well as a high school and major indoor recreation facility and can have a University campus or learning facility. It also has regional offices of State Government Departments. It has a large mixed commercial area providing service, retail and office uses with a large chain supermarket and a discount department store. It caters for convenience, weekly and comparison shopping. It draws its catchment from the surrounding Local Government Areas. Tamworth is the regional centre in Narrabri's settlement hierarchy.
- » *District Centre*. This provides a range of employment, entertainment and recreational opportunities, a full range of local services and some higher order services such as high school and health care as well as a major indoor recreation facility. It has a large mixed commercial area providing service, retail and office uses with a large chain supermarket. It caters for convenience, weekly and limited comparison shopping. It is the principal centre of the Shire. Narrabri is the District Centre in this case.
- » *Town*. This provides a range of employment, entertainment and recreational opportunities, a full range of local services and some higher order services such as high school and health care as well as a major indoor recreation facility. It has a large mixed commercial area providing service, retail and office uses with a large chain supermarket. It would cater for convenience, weekly and limited comparison shopping. It is the principal centre of the Shire. Wee Waa and Boggabri are towns.
- » *Village*. This provides only for convenience needs and typically has only a general store / post office. Baan Baa, Bellata, Edgeroi, Pilliga and Gwabegar are villages.
- » *Rural Centre*. This is a focal point for the surrounding community and usually has a community hall or bushfire shed. There are generally no shopping facilities or other services in this area. Cuttabri, Eulah Creek, Maules Creek, Merah North, Nowley and Turrawan are typical of a rural centre. See Figure 56 below.



Figure 56: Location of towns and villages

⁴⁹ Draft Narrabri GMS 2009

For a settlement to be able to expand, basic services and facilities including weekly shopping and a school are desirable. The regional centre, district centres and towns are usually able to grow with a mixture of urban development; however villages and rural centres, because of a lack of services and facilities have low potential to grow, and nor should substantial new growth be encouraged.

7.1 Settlement Sustainability

New growth will need to be provided in accordance with the **NENW Interim Settlement Guidelines** provided in Appendix C. In summary, these guidelines direct new growth to areas that have urban services, are not exposed to unreasonable risk from natural hazards, located where residents can access other essential services and facilities by walking and cycling, provide and maintain residential amenity, and not impact on economic activities such as industrial or agricultural land uses.

The growth of a settlement can be both within the existing urban boundaries (infill development) and an expansion of the existing boundaries. For it to be sustainable, where supply is low and demand high, growth can be a combination of both.

A full description of Narrabri's settlements is provided in the GMS 2009.

It is practical that Narrabri is the location of the majority of new residential growth, however it is reasonable to expect that there will be a modest demand for new development in towns and villages. An analysis of land use capacity in each centre has not been provided in this Strategy. As there are yet to be resolved land use issues (flood study outcomes, Inland rail corridor, housing supply analysis), recommendations for locations of new growth outside urban boundaries are not made. In any case, principles for new growth for all centres need to be considered and carried out in accordance with the NENW Interim Settlement Guidelines.

A summary of each centre is provided in the following section, with potential implications and broad recommendations for growth management at the end of the chapter.

7.2 Residential land supply

The GMS 2009⁵⁰ carried out analysis of land capability and land supply for future residential development. Generally it found that there was adequate supply of land for residential development in the urban centres with flooding being a common constraint. Narrabri, Boggabri and Wee Waa were the only settlements with growth potential given the lack of servicing in Baan Baa, Bellata, Edgeroi, Gwabegar and Pilliga.

The following analysis is based on the matters raised in the GMS 2009, being the presumption that Narrabri will be the focus for new residential development, with the smaller villages continuing to provide modest infill in keeping with local character. The demographic analysis in Chapter 2 is considered in the recommendations at the end of this chapter.

7.2.1 Narrabri

In terms of expansion of the urban boundaries or uplift in land use, land surrounding Narrabri supports a range of large lot residential, recreation, industrial and extensive and intensive agricultural land uses as seen in the aerial photograph in Figure 57.

⁵⁰ Draft GMS 2009 Edge Planning, p 117-122

Figure 57: Aerial photo of Narrabri township

Source: Sixmaps

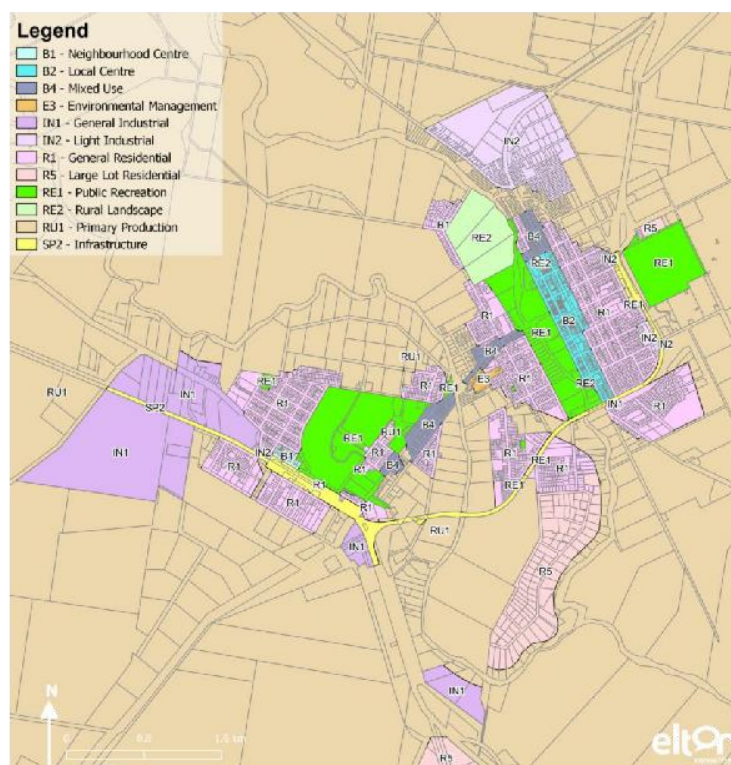
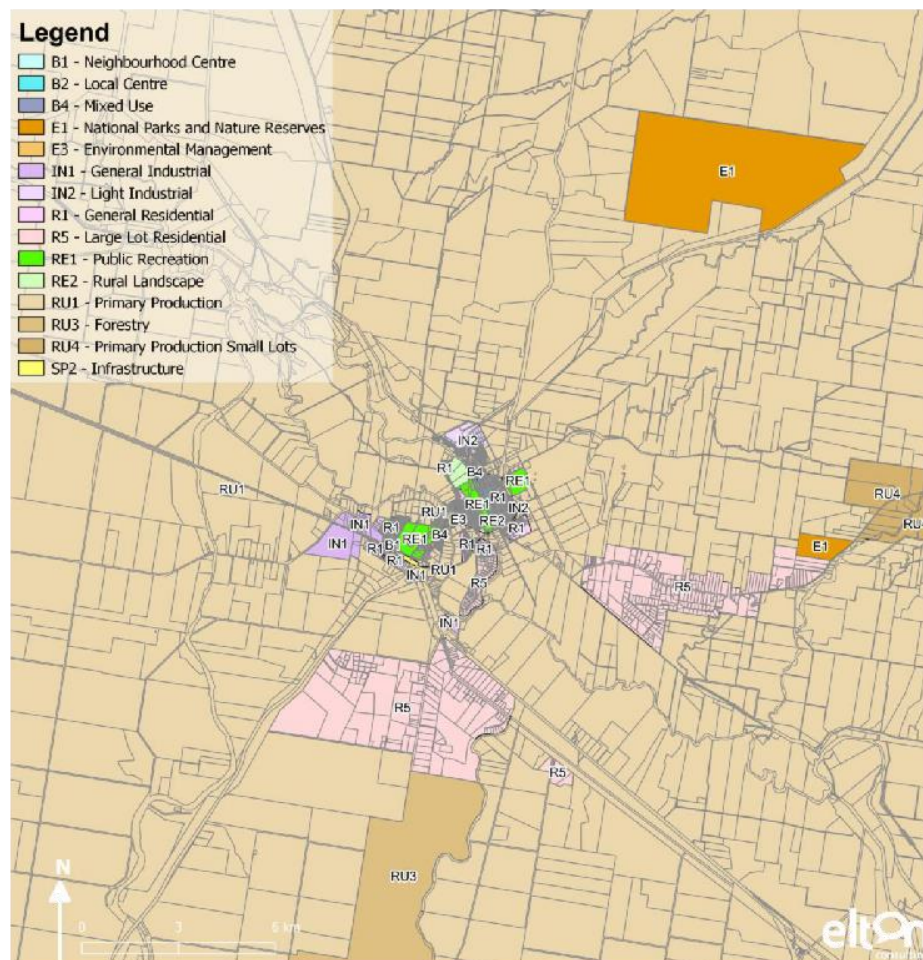
Figure 58: Narrabri LEP 2012 zones Narrabri town

Figure 58 shows all land use zones in Narrabri, notably industrial zoned land to the north, west and south of the town, the infrastructure precinct related to the railway station, freight yards and convergence of three railway lines, the business and open space zones along the Narrabri Creek/Newell Highway alignment in East Narrabri, the traditional residential grid layout and large lot residential development to the south of Narrabri on the Namoi River.

Figure 59: Narrabri township and surrounds LEP zones



As seen in Figure 59, Narrabri is defined by the Namoi River and Narrabri Creek dividing the town, hence flood risk is the main issue for any future growth in Narrabri. Flooding affects most of the urban area on the in a 1% flood. The majority of flood free land is located to the south of Narrabri along the Newell Highway, see Figure 57.

Figure 44 on page 83 shows the extent of flooding across most of the town, particularly the eastern side of the Namoi River and Narrabri Creek anabranch.

The main issues for new urban development as expressed in the GMS 2009 are largely unchanged in 2019: flooding and potential land use conflict with land uses at the periphery of the town.

7.2.2 Potential residential yield

The GMS 2009 assessed residential lot sizes across Narrabri and reported at that time most lots were in the range of 1,000-1,500sqm in size. The GMS 2009 also estimated the potential yield of the residential zones and depending on 'high' (50 dwellings pa) or 'low' growth (20 dwellings pa), there was ample supply of land in Narrabri, at the high growth rate 19 years and the low, 48 years.

Council's aspirational population target of 14,000 and projected additional 400 dwellings by 2036 requires a broad assessment of housing potential as a guide until the preparation of a comprehensive housing strategy. The following assessment uses information from the ABS, DPIE (NENW RP Housing Monitor) and the GMS 2009 to provide a basis for broad land use decision making until a comprehensive housing strategy is prepared.

The LEP minimum lot size for residential R1 zone is 550sqm. There is no updated information on potential residential yield, however the ABS housing data from the 2016 Census (**Table 17**) and NENW housing monitor provides data to make broad assumptions about potential capacity.

Table 16 2011-2016 dwellings and population by urban centre

Locality (UCL)	Dw 2011	Pop 2011	Dw 2016	Pop 2016	Diff dw 2016-11	Diff pop 2016-11
Narrabri	2,683	5,890	2,762	5,903	79	13
Baan Baa	N/A	N/A	85	163	-	-
Bellata	194	407	144	350	-50	-57
Boggabri	397	866	435	856	38	-10
Gwabegar	218	344	76	162	-142	-182
Pilliga	N/A	N/A	126	217	-92	-127
Wee Waa	748	1,653	752	1,632	4	-21
TOTAL	4,240	9,160	4,380	9,283	-78	-221

Note: ABS data for urban centres used to compare between 2011 and 2016 census periods. Rural areas not included. Data districts changed for Pilliga, Gwabegar and Baan Baa between 2011 and 2016 and could not be compared

Source: 2011-2016 dwellings and population by urban centre, ABS Quickstats

The NENW Housing Monitor summary for Narrabri (reproduced below in Figure 60) shows that there was a total of 276 dwellings commenced in Narrabri since 2010, with 75 in 2012-13. There is no further information on the location or type of dwelling commenced.

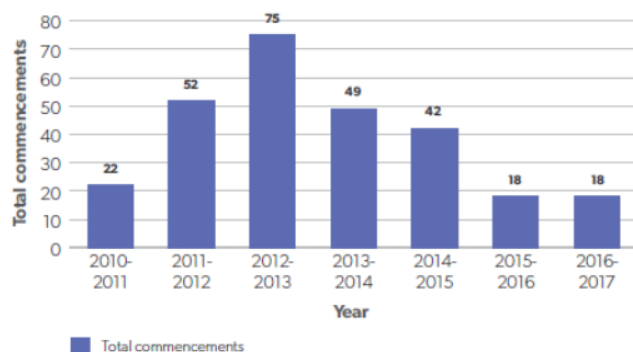
Figure 27: Narrabri Dwellings commenced from 2010 - 2017

Table 17 provides a comparison between the 2011 and 2016 Census counts for population and dwellings across the urban centres. This shows that Narrabri gained a further 79 dwellings over the timeframe, to a total of 2,762. Boggabri and Wee Waa also gained dwellings over this timeframe with a static population.

Figure 60 shows that between 2010-11 and 2016-17 there was a total of 276 new dwellings commenced across the LGA. The value of this information is the pace of recent development, with 18 commencements in 2016-17. The spike in commencements in 2012-13 is attributed to mining related accommodation consistent with the nature of projects in the LGA at that time.

In 2009 the amount of vacant land in Narrabri was estimated at 354ha with a potential yield of 963 x 550sqm lots. The dwelling count in 2016 is 2,762 dwellings in Narrabri, plus a potential 36 over 2018-19, 2,800 (assuming continued rate of development). ABS Census data from 2011 and 2016 indicates 79 new dwellings in Narrabri, which Chapter 2 provides the projected new dwellings for the LGA of up to 300 new dwellings into the future 3,100. A basic assessment of residential lot yield per ha based on existing R1 zone development has 15 dwellings per ha in East Narrabri⁵¹ and 10 dwellings per ha in West Narrabri⁵² (average 12.5/ha).

If the 79 new dwellings between Census periods are mostly located in Narrabri, this would conservatively result in less than 7ha of new urban density development. By contrast, land zoned R5 on Riverside Drive south of Narrabri has a yield of 1.6 dwellings per ha. Aerial photography suggests over 50 vacant lots in the R5 zoned land bounded by Riverside Drive and McKenzie Street (5000sqm minimum lot size).

Thus, presuming the estimated vacant 354ha is largely still available, there is ample land within the existing zoned residential area for new dwelling growth based on census counts, projected growth, the GMS 2009 supply estimation and the NENW housing monitor. As noted, a comprehensive assessment is required to establish this is the case.

7.2.3 Residential release areas

It is reasonable to expect that in providing future housing choice, there is scope to develop more land in Narrabri even with the existing ample supply of low density residential land. The GMS 2009 recognised three main investigation areas for residential growth, excerpted in Figure 61, known as Boundary Street, Highway Intersection and Mackenzie Street. Boundary Street and Highway Intersection areas were identified based on existing residential development and lack of flood risk.

Boundary Street to the north west of the CBD is the most suitable area for residential development notwithstanding proximity to industrial development at the northern extremity. The Highway Intersection

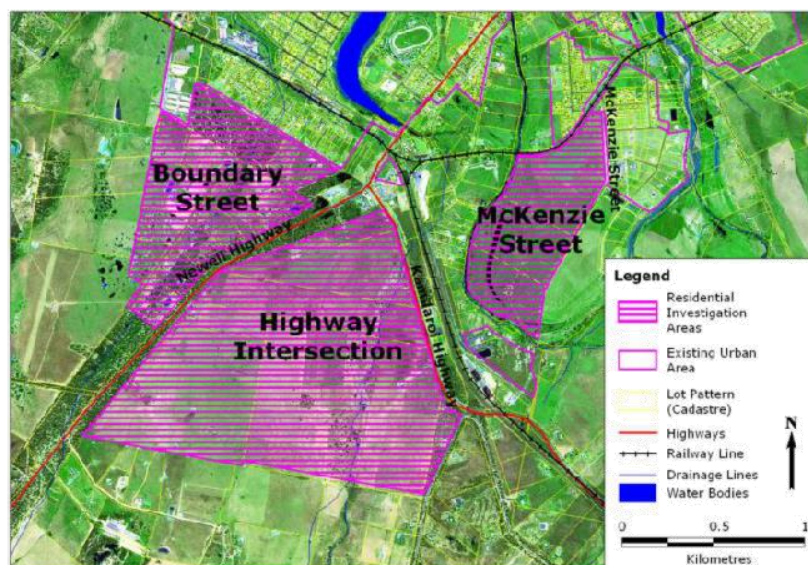
⁵¹ East Narrabri: land bounded by Denison and Nandewar Streets, William Morris and Gleeson Avenues

⁵² West Narrabri: land bounded by McClintock, Selina, Gibbons and Violet Streets

area was deemed less suitable for residential development due to servicing costs, although it is largely flood free. The McKenzie street area to the east is zoned RU1 Primary Production and is flood affected to the extent of 0.7m in a 1% flood, and as noted by the GMS 2009, *'this is a major issue that will have to be addressed by the investigations'*, a reference to updated flood modelling. Further considerations for this investigation area will be undertaken as part of the *Flood Risk Management Plan*.

The Boundary Street area was recommended as the most suitable and capable land for new residential growth. However, with the proposed construction of the Melbourne-Brisbane Inland Rail Route to the west of Boundary Road (see Section 6.1), this land will be unsuitable for urban density residential development. This leaves the area known as 'Highway Intersection' for potential growth into the long term. In the short term, there needs to be further investigations but given available evidence, the existing zoned residential land has capacity for infill before further greenfield land release.

Figure 61: Residential investigation land 2009



Source: Residential investigation land, 2009 (GMS 2009 Edge Land Planning)

7.2.4 Boggabri

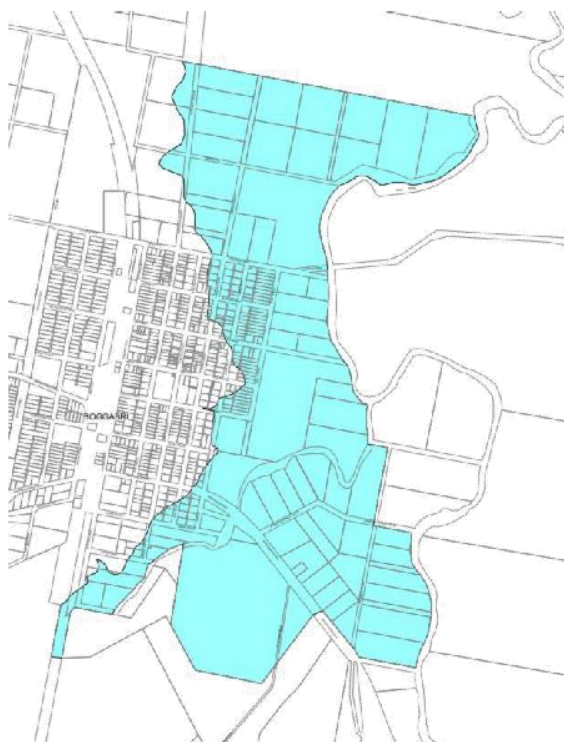
Boggabri (Figures 62 and 63) is located 57.3 km to the south of Narrabri towards Gunnedah on the Kamilaroi Highway. The population is 856 with 435 dwellings. The GMS 2009 discusses the issues for Boggabri as flooding from the Namoi River and Coss creek causing inundation to the south and east of the town (Figure 64). As with Narrabri, Boggabri is surrounded by productive agriculture, particularly on the northern and western boundaries. The GMS notes that there is ample potential for future subdivision and residential development within the town boundary (urban land use zones).

An aerial photograph showing a dense residential neighborhood with a clear grid street pattern. The houses are small and closely packed. Surrounding the neighborhood are large, open, light-brown fields, some of which appear to be agricultural or undeveloped land. There are some larger, darker structures, possibly industrial or commercial, on the left side of the image. The overall landscape is flat and arid.

Figure 28: Boggabri Land use zones map



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Figure 64: Boggabri Flooding map

Source: Boggabri flooding (NLEP 2012)

While the GMS 2009 goes into detail about future growth options around Boggabri, there is low expectation that the town will grow beyond the zoned and serviced extent in the next 20 years. A comprehensive review of this GMS will need to assess growth and capacity in the future, however for the purposes of the future growth in Boggabri, it is considered there is ample capacity until 2036. The nature of new development can be refined according to expected future needs, such as providing a wider range of housing opportunities.

7.2.5 Wee Waa

Wee Waa is located 42 km from Narrabri to the west along the Kamilaroi Highway. The 2016 population of Wee Waa is 1,632, with 752 dwellings. The Namoi River is to the north of the town and a substantial lagoon/floodway (Namoi Gully) to the south of the town. The GMS notes the main constraint affecting the township of Wee Waa is flooding, with parts of the entire town inundated in the 1% flood ARI event as well as smaller flood events. Wee Waa is currently protected by a levee bank, however designed for a one in 33 year flood. There is risk with overtopping the levee in a 1% ARI flood, with sections being overtopped with water up to 1.2m deep in some areas⁵³.

Intensive agriculture is also adjacent to the Wee Waa township outside the levee bank as seen in the aerial photo in Figure 65.

⁵³ Narrabri Shire Council, Wee Waa Levee Flood Investigation

Wee Waa has a compact urban form due to the levee bank; and there is some capacity within the zoned area. As noted by the GMS 2009 there has been limited development over the past decade. The priority for Wee Waa is protection from the design flood through improvements to the levee bank.

Figure 65: Wee Waa township aerial view



Source: Wee Waa township and surrounds

Figure 29: Wee Waa land use zones NLEP 2012



Source: NLEP 2012 Sheet LZN_001A

The NLEP land use zones highlight industrial land to the west of town adjacent to the railway and freight infrastructure. A single site is zoned IN2 amongst residential land on Warrior Street. The B2 zone follows the CBD and there are pockets of B4 zones east and west of residential areas, Figure 66.

There is a large area of land zoned R5 to the south east of Wee Waa, which appears from aerial photography to have a large amount of spare capacity Figures 67 and 68. The R5 zoned land is located amongst productive intensive cropping activities.

Figure 30: South of Wee Waa R5 zoned land



Source: excerpt from LEP map LZN_001A showing R5 zoned land to the south of Wee Waa.

Figure 68: Wee Waa south aerial view of R5 zone



Source: Sixmaps

As with Boggabri, new growth in Wee Waa can be contained within existing urban zone boundaries. By default, the physical constraints of flooding and intensive land use restrict urban development to the area protected by the levee bank. The R5 zone to the south east of Wee Waa has minimal development and Council will need to consider the desirability of continuing with this zone in this location, given the issues of flooding and potential conflict with productive agriculture and other forms of primary production.

7.2.6 Community Strategic Plan and other land uses

Council's Community Strategic Plan (CSP) is delivered according to the annual Operational Plan. Within the CSP is a range of initiatives to provide for and continually improve community services and facilities, such as recreation, transport, environmental assets, culture and arts, public health and waste management, education, emergency services, libraries and urban amenity. The CSP also provides for ongoing review of specific LEP land use zones to check for relevancy and purpose.

Therefore, in terms of this Strategy, the land and land use zones dedicated to business, health, infrastructure, education and recreational purposes are not investigated in detail; it is presumed that the physical scale and dimensions will largely remain unchanged for the life of the Strategy.

Council's planning initiatives set out in the CSP relevant to the NENW RP and this Strategy are outlined below:

- » Complete an Aboriginal Heritage Study to identify sites for inclusion in the Narrabri LEP (Section 5.6).
- » Implement a Masterplan for the Narrabri CBD to improve its function and amenity.
- » Review the Airport Masterplan including the Terminal Precinct and Concept Plan (Section 6.7).
- » Work with the RMS to provide walking and cycling facilities in towns and villages.
- » Promote the establishment of commercial solar power industries (Section 4.7).

In terms of land use decision making around development in business, recreation, environmental and infrastructure zones, Council is guided by the principles and actions of Goal 4 of the NENW. This goal sets out the objectives of providing more housing diversity, healthy and safe places to live and creating connected, resilient communities. The preparation of this GMS in terms of housing diversity, CBD precinct plan and walking and cycling initiative provides consistency with Direction 4 of the NENW and are part of the recommendations for Communities in section 7.3.

7.2.7 Summary

- » New growth will be provided in accordance with the NENW Interim Settlement Guidelines, directing new growth to areas that have urban services, are not exposed to unacceptable risk from natural hazards, located where residents can access other essential services and facilities by walking and cycling, provide and maintain residential amenity, and not impact on economic activities such as industrial or agricultural land uses.
- » In terms of land use decision making around development and activities in business, recreation, environmental and infrastructure zones, Council is guided by the principles and actions of Goal 4 of the NENW. This goal sets out the objectives of providing more housing diversity, healthy and safe places to live and creating connected, resilient communities. The preparation of this Strategy in terms of housing diversity, CBD precinct plan and walking and cycling initiative provides consistency with Direction 4 of the NENW RP.

7.3 Recommendations for Communities

Based on the analysis in Chapter 2, the Interim Settlement Guidelines and this chapter, it is recommended that the following be considered in more detail when undertaking LEP review and preparation of the LSPS:

- » New housing supply is provided in existing residential zones in accordance with the Interim Settlement Guidelines.
- » Council will work with the RMS and prioritise walking and cycling links around towns and villages.

-
- » Smaller dwelling types are enabled and encouraged in the NLEP to accommodate an ageing population and smaller households.
 - » Council to review the 550sqm minimum lot size for secondary dwellings and dual occupancies in R1 zones, in light of the need to preserve residential character.
 - » Best practice design for dwellings and streetscaping in a changing climate are implemented.
 - » R5 zones and minimum lot sizes are reviewed to rationalise extent of development, potential impacts on surrounding development and servicing standards.
 - » Prepare a master plan for the Narrabri CBD precinct to protect and enhance the main street as the administrative and retail centre of the LGA
 - » Encourage ancillary development to locate near existing health and education facilities to make best use of existing infrastructure.

8 Growth Management Strategy

8.1 Introduction

This Strategy is proposed to harness and capture the growth opportunities that the key infrastructure and economic drivers may provide to the LGA, whilst still cater for the small increase, and forecast, in the population. The Strategy also needs to accommodate the changing needs of the population, as well as ensure the liveability and sustainability of the community.

The Strategy is thus more about increase in employment, agriculture enhancement and diversification, as well as about housing diversity, rather than accommodating a large increase in population growth. It's also about ensuring retention of environmentally significant lands and encouraging tourism to expand the opportunities for Narrabri and the region.

This chapter provides a summary of the strategies as well as the key actions that need to be undertaken to achieve this Strategy. It concludes with how the Strategy, and associated actions, achieves and aligns with NENW RP.

8.2 Narrabri Growth Management Strategy 2020

Catering for additional housing growth of up to 400 new dwellings, and targeted population of 14,000 through housing diversity, as well as utilising the current vacant industrial land of 200 ha in Narrabri, 24ha in Wee Waa and 40ha in Boggabri, and also creating new employment opportunities through the new economic drivers of freight and inland rail, are the primary elements of the Strategy. Protecting important resources and lands that support primary production, value adding, environmental assets and tourism underlie and enable the Growth Management Strategy.

The objectives of the Strategy are therefore to:

- » Deliver a variety of housing options in Narrabri and promote development that contributes to the unique character of Wee Waa, Pilliga, Bellata, Gwabegar, Baan Baa and Boggabri.
- » Provide a more sustainable and adaptive development pattern guided by the NENWRP.
- » Support economic diversification and strengthening across a variety of sectors to provide employment opportunities and retention of people.
- » Encourage diversification in agriculture, horticulture and agribusiness to grow those sectors and harness domestic and international opportunities.
- » Continue to develop transport and logistics infrastructure on appropriate sites to encourage new industry opportunities and protect existing investment.
- » Expand nature-based adventure and cultural tourism in appropriate locations and enhance visitor experiences.
- » Protect and enhance the high value environmental lands.
- » Identify and promote wind, solar and other renewable energy opportunities, as well as manage water resources.

8.3 Proposed strategies for the GMS

1. Provide additional employment opportunities around key infrastructure and accessible lands to ensure employment generating development whilst ensuring buffers for inland rail

Actions:

- » Introduce LEP protections and buffers around key infrastructure and employment generating development including the Inland Rail corridor, Narrabri airport, railways, intermodal freight development, agricultural research stations, industrial land, Newell and Kamilaroi highways etc
- » Review Industrial zones in the LEP, taking into account the proposed Inland Rail corridor and the need for future capacity to support ancillary development; consider adapting IN2 zoned land in North Narrabri to IN1 zone.

2. Encourage housing diversity in urban areas through infill development to accommodate up to 400 additional dwellings

Actions:

- » On the basis there is capacity within the existing residential zones for future development, consider options that will encourage increased dwelling opportunities to support a changing demographic profile and provide housing diversity in a cost effective compact urban area.
- » Review and rationalise the R5 Large Lot Residential zone where unserviced, exposed to natural hazards and located amongst and adjoining primary production including intensive plant agriculture.
- » Introducing design guidelines for new housing in the Narrabri LGA that will meet the needs of smaller households adapting to a changing climate.
- » Investigate land for potential greenfield release in accordance with the Interim Settlement Guidelines.
- » Review the minimum lot sizes in the Villages having regard to the access to reticulated services and the ability to accommodate on-site effluent management.
- » Create healthy and safe environments in urban zones, focusing on increasing the standard of servicing, open space and resilience to climate change impacts.

3. Plan for future greenfield land release areas for future (post 2036) growth

Actions:

- » Investigate through flood mapping and land capability land for future growth for residential and industrial purposes.

4. Enhance the liveability and sustainability of the villages and Narrabri town centre

Actions:

- » Implement Narrabri town centre Precinct Plan to reinforce the CBD as the focus for investment in commercial and business development and prevent retail leakage.
- » Undertake a detailed health and education precinct master plan.

-
- » Review LEP Business zones using the outcomes of the CBD precinct plan to improve the functionality and appeal of the Narrabri CBD.
 - » Promote and facilitate growth in health and education facilities, and related employment opportunities. Locate ancillary infrastructure and development near existing facilities to reinforce and support investment.
 - » Improve liveability for residents and visitors through enhanced landscaping to reduce the heat island effect in residential, public areas and the CBD.

5. Protect and manage areas of high environmental lands

Actions:

- » Review NLEP 2012 management and protections of areas of High Environmental Value and natural constraints such as bushfire and flooding and introduce appropriate amendments to protect natural resources and prevent avoidable exposure to settlement.
- » Provide peer review of the Upper and Lower Namoi Flood Studies with the view of rationalising urban development of all types in flood risk areas. Implement the findings of the subsequent Floodplain Risk Management Plan when finalised.

6. Retain and protect agricultural and land suitable for value adding

Actions:

Council undertake a comprehensive review of the NLEP land use zones, specifically:

- » Rural zones: LEP provisions, dwelling opportunities and minimum lot sizes, in the context of the updated policy framework and expected increased growth in primary production and value adding, renewables, mineral extraction and tourism.
- » Ensure LEP protections around research stations and existing value-added development and infrastructure.
- » Use updated mapping when available to verify agricultural capability and review LEP minimum lot sizes.
- » Consistent with planning best practice, phase out NLEP clause 4.2B(3)(e) and (5) concerning existing holding provisions.

7. Manage land use conflicts and prevent incompatible land uses into rural and industrial zoned land

Actions:

- » Review LEP land use tables to remove incompatible land uses and promote agricultural industries and other forms of primary production.
- » Review the rural and industrial minimum lot sizes and consider the implementation of minimum lot sizes for industrial development, to provide in built buffers around key infrastructure and development.
- » Provide buffers around key infrastructure such as the Narrabri airport, CSIRO radio telescope, inland rail corridor etc by limiting future development potential.
- » Incorporating protections through the LEP land use tables and minimum lot size provisions to prevent encroachment of incompatible land uses onto rural and industrial zoned land.

8. Retain and expand tourism opportunities and potential in order to attract more visitations

Actions:

- » Promote natural areas/forests and conservation areas.
- » Complete aboriginal heritage studies to enable tourist opportunities to be realised.
- » Promote, protect and enhance tourism opportunities in accordance with the Destination Management Strategy.

9. Provide for opportunities for renewable energy to support growing industries and villages

Actions:

- » Use DPIE guidelines for larger solar farms.
- » Review LEP controls to provide protections and buffers on land zoned RU1 Primary Production and RU4 Primary Production Small Lots.
- » Review RU1 and RU4 minimum lot sizes to ensure future development will not be impacted by undersized lots with dwelling potential.

10. Narrabri Structure Plan and Excerpt

The following structure plan for the LGA (Figure 69) and excerpt (Figure 70) show the key natural and built features and some of the key recommendations of the Strategy.

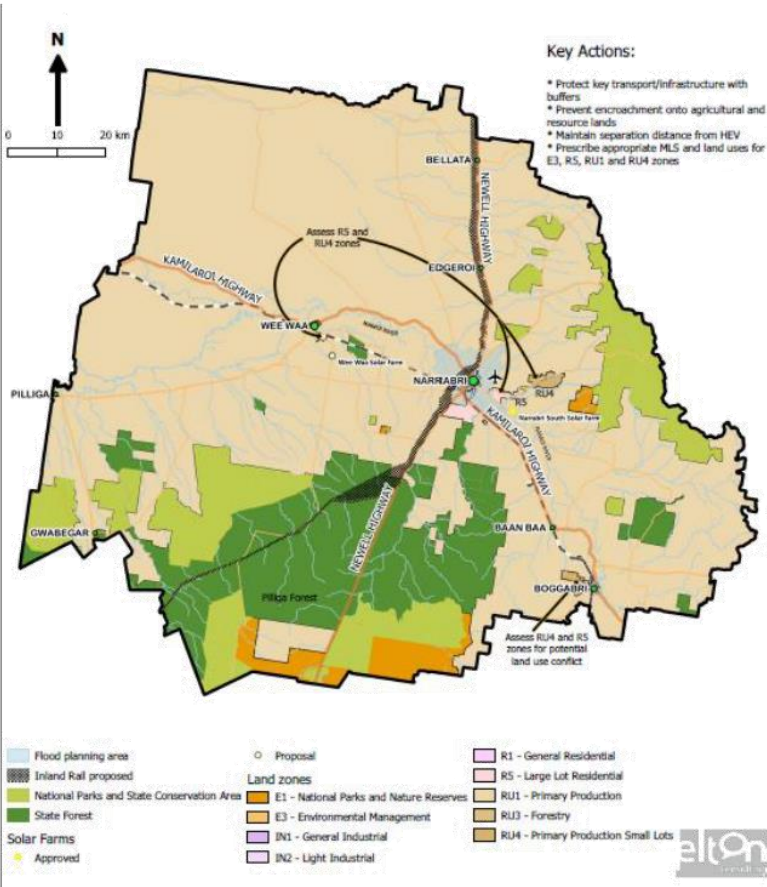


Figure 69 Structure Plan

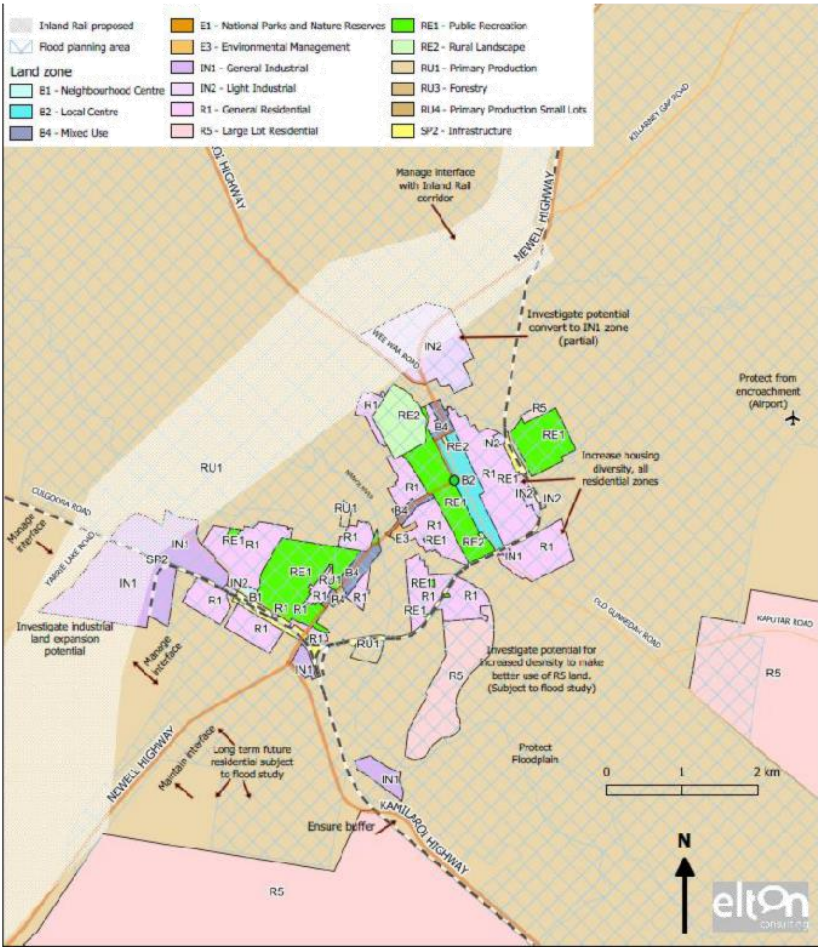


Figure 70 Structure Plan excerpt for Narrabri

9 Actions arising from the GMS and implications for Council

The following Table 18 provides a summary of how the Strategy recommendations meet the NENW RP Directions and Actions. This is a summary of the implications and responsibilities for Council.

Table 18: NENW RP Directions and implications for the Strategy

New England North West Regional Plan 2036: Council responsibilities				
Direction	Actions	Implications for the Growth Management Strategy	Priority H, M, L	Responsibility
Direction 1: A strong and dynamic regional economy	1.2 Promote the expansion of agribusiness and associated value-adding activities through LEPs	» Review of LEP RU1 and RU4 land use tables and mapping to ensure permissibility of agriculture and value adding industries in the rural land use zones;	H	Council, DPIE
	1.3 Protect intensive agriculture clusters in local plans to avoid land use conflicts, particularly with residential and rural residential expansion.	» Review of LEP provisions to remove risk of encroachment and impediments to the expansion and intensification of agribusiness and primary production;	H	Council
	1.4 Encourage commercial, tourist and recreation activities that complement and promote a stronger agricultural sector and build the sector's adaptability.	» Review LEP rural land use tables and provisions to ascertain permissibility of appropriate and complementary land uses.	H	Council, DPIE
Direction 2: Build agricultural productivity	2.1 Develop industry specific action plans to grow cotton, broadacre grains and grazing sectors and address sector specific considerations through local plans	» Review LEP subdivision criteria to remove risk of encroachment of incompatible development onto rural zoned land.	H	Council, DPIE

New England North West Regional Plan 2036: Council responsibilities				
Direction	Actions	Implications for the Growth Management Strategy	Priority H, M, L	Responsibility
	2.2 Facilitate research and development institutions through local plans and identify opportunities to grow and promote innovation in the agricultural sector	» Ensure land uses adjacent to key infrastructure and facilities such as research stations are zoned appropriately to prevent encroachment of incompatible urban development	H	Council
	2.3 Promote investment in the agricultural supply chain through local plans by protecting these assets from land use conflict and the encroachment of incompatible land uses	» Use Important Agricultural land mapping to inform land use planning allocation and decisions	H	Council, DPIE
Direction 3: Protect and enhance productive agricultural lands	3.2 Limit urban and rural residential development on important agricultural land, including mapped Biophysical Strategic Agricultural land unless agreed by the Department.	» Allocate new urban development in existing urban footprint of towns and villages	H	Council, DPIE
	3.3 Manage the interface between important agricultural lands and other land uses by incorporating controls in local plans that manage compatibility between land uses and undertaking land use conflict risk assessments where potential conflicts are identified through rezoning processes.	» Carry out a review of R5 zoned land to consider limiting physical expansion of existing zone boundaries or intensifying development within zone boundaries to prevent land use conflict with adjoining land.	H	Council, DPIE
		» Use Important Agricultural Land mapping to allocate land use to protect and facilitate agriculture and agribusiness and prevent rural land use conflict	H	When available
	3.4 Secure the ongoing agricultural viability of rural land holdings by:			
	» Incorporating appropriate minimum subdivision standards and local planning provisions for rural dwellings in local plans to manage potential conflicts with agricultural activities; and	» Review NLEP 2012 land use tables and subdivision criteria and implement appropriate controls including buffers to reduce risk of land use conflict with rural zones.	H	Council, DPIE
		» Provide for innovative agribusiness and value adding industries on rural zoned land where		

New England North West Regional Plan 2036: Council responsibilities				
Direction	Actions	Implications for the Growth Management Strategy	Priority H, M, L	Responsibility
	» Monitoring annual changes in land holding sizes for each LGA 3.5 Minimise biosecurity risks by undertaking risk assessments, considering biosecurity plans and applying appropriate buffer areas. 3.6 Facilitate long term requirements for plantation forest land and processing facilities by restricting the encroachment of incompatible land uses.	there is low risk of conflict or impacts on commercial primary production, and where services and infrastructure are in place. » Investigate and develop the Bio-Hub and Indian mustard industry for Narrabri including identification of appropriately zoned land.	M/L	Council
Direction 4: Sustainably manage mineral resources	4.1 Consult with the NSW Division of Resources and Geoscience when assessing applications for land use changes and new developments and expansions. 4.2 Protect areas of mineral and energy resource potential through local strategies and LEPs 4.3 Protect infrastructure that facilitates mining from development that could affect current or future extraction.	» Review NLEP 2012 provisions, land use tables and minimum lot sizes and best practice guidelines to provide buffers around mineral resources and ancillary infrastructure to limit potential encroachment from incompatible development.	H	Council/NSW DRG/DPIE
Direction 5: Grow New England North West as the renewable hub of NSW	5.2 Facilitate appropriate smaller-scale renewable energy projects using biowaste, solar, wind, hydro, geothermal or other innovative storage technologies.	» Identify renewable energy resource precincts and infrastructure corridors with access to the electricity network; » Develop a strategic and integrated planning framework to encourage the alternative and renewable energy sector to invest in Narrabri LGA.	M H	Council Council, DPIE

New England North West Regional Plan 2036: Council responsibilities				
Direction	Actions	Implications for the Growth Management Strategy	Priority H, M, L	Responsibility
		» Review the NLEP 2012 land use tables and rural minimum lot sizes to ensure appropriate separation distances from large scale renewable projects on rural land.	H	Council, DPIE
		» Use DPIE's Large scale solar energy guideline to guide the location of new development	As required	Council, DPIE
Direction 6: Deliver new industries of the future	6.1 Encourage 'green' industries by reviewing local plans to ensure land use zoning reflect industry requirements.	» Review NLEP 2012 provisions, land use tables and minimum lot sizes to ensure 'green industries' are facilitated in appropriate locations.	H	Council
Direction 7: Build strong economic centres	7.1 Develop local growth management strategies and use local plans to reinforce regional cities and centres as the primary locations for commerce, housing, tourism, social activity and regional services.	» Direct new urban development into existing zoned and serviced areas in accordance with the Interim Settlement Guidelines	H	Council
	7.2 Focus retail and commercial activities in central business precincts and develop place making focused planning strategies for centres.	» Prepare a master plan for the Narrabri CBD precinct to protect and enhance the main street as the administrative and retail centre of the LGA	M	Council
	7.3 Develop proposals for new commercial centres only where irrefutably demonstrated.	» As above; masterplanning of the Narrabri CBD	M	Council
	7.4 Facilitate economic activity around industry anchors, such as health and education facilities, through planning controls	» Encourage ancillary development to locate near existing health and education facilities to make best use of existing infrastructure	M	Council
		» Review NLEP 2012 minimum lot sizes and land use tables to prevent encroachment onto employment land and potential development	H	Council

New England North West Regional Plan 2036: Council responsibilities				
Direction	Actions	Implications for the Growth Management Strategy	Priority H, M, L	Responsibility
	<p>encourage clusters of complementary uses and address infrastructure needs.</p> <p>7.5 Promote an appropriate mix of land uses and prevent the encroachment of sensitive uses on employment land through local planning controls.</p> <p>7.6 Deliver an adequate supply of employment land through local growth management strategic and LEPs.</p>	<p>sites in the Rural, Special use and Industrial zones</p> <p>» Investigate the suitability and capability of land in the Yarrie Lake Road, Boundary Road and Culgoora Road area for future industrial land.</p>	M	Council
Direction 8: Expand tourism and visitor opportunities	<p>8.1 Facilitate tourism and visitor accommodation and supporting land uses where appropriate through local growth management strategies and local plans.</p> <p>8.2 Prepare destination management plans or other tourism focused strategies that:</p> <ul style="list-style-type: none"> » Identify culturally appropriate aboriginal tourism opportunities; » Encourage tourism development in natural areas that support conservation outcomes; » Strategically plan for a growing internationally tourism market, and » Align with the Destination Management Plan prepared by Destination NSW. 	<p>To continue to grow tourism in Narrabri Shire it is recommended:</p> <ul style="list-style-type: none"> » Review and action Narrabri Shire Tourism Destination Management Plan (2014-2019) – Strategic Action Plan; » Reviewing Council's statutory planning that allows for the promotion of opportunities to expand tourism and visitor accommodation in appropriate zones in the Narrabri LGA » Consider continuation of Planning Proposal No. 2 – Temporary Events which proposes to streamline and encourage temporary events in identified locations through the Narrabri LGA through the review of LEP 2012; » Pursue the development of the Narrabri Sport and Tourism Precinct; Prepare Tourism Activation 	<p>M</p> <p>M</p> <p>M</p> <p>H</p> <p>M</p>	All: Council, DNSW

New England North West Regional Plan 2036: Council responsibilities				
Direction	Actions	Implications for the Growth Management Strategy	Priority H, M, L	Responsibility
		<p>Strategy as part of the Growth Management Strategy that:</p> <ul style="list-style-type: none"> > Encourages a growing visitor economy economically, socially and environmentally sustainable; > Provides ongoing development and improvement to Tourism infrastructure; > Identifies culturally appropriate Aboriginal tourism opportunities; > Encourages tourism development in natural areas that supports conservation outcomes; > Strategically plans for a growing international tourism market; > Aligns with the Destination Management Plan prepared by Destination NSW/ Country Outback Plan of Management; > Continues to build the strategic alliances and partnerships needed to take the tourism industry forward. <p>» Council to allocate funds to review heritage across the LGA in accordance with best practice guidelines and amend the NLEP 2012; Complete Aboriginal Cultural Heritage Study;</p>	<p>M</p> <p>M</p>	

New England North West Regional Plan 2036: Council responsibilities				
Direction	Actions	Implications for the Growth Management Strategy	Priority H, M, L	Responsibility
Direction 10: Sustainably manage and conserve water resources	<p>10.4 Adopt an integrated approach to water cycle management to consider regional climate change, water security, sustainable demand and growth, and the natural environment.</p> <p>10.5 Incorporate measures to improve water efficiency in urban and rural settings, including water sensitive urban design for new developments, into local planning policies.</p> <p>10.6 Encourage the use of alternate water sources on local government assets, including playing fields.</p> <p>10.7 Minimise the impact of development on key native fish habitat, address the cold-water pollution impacts of Copeton Dam and mitigate barriers to fish movement.</p> <p>10.8 Ensure local plans manage water catchment areas and groundwater sources to avoid potential development impacts.</p>	» Council provides for more compact settlement forms to limit the extension of water resources and impact of incompatible development on water catchment areas and groundwater sources.	H	Council, DPIE
Direction 11: Protect areas of high environmental value	11.1 Focus development to areas of least biodiversity sensitivity and implement the 'avoid, minimise, offset' hierarchy to biodiversity and areas of high environmental value.	» Use updated HEV mapping to inform land use allocation and avoid potential development impacts.	H,M H	Council, DPIE

New England North West Regional Plan 2036: Council responsibilities				
Direction	Actions	Implications for the Growth Management Strategy	Priority H, M, L	Responsibility
	<p>11.2 Ensure local plans consider areas of high environmental value to avoid potential development impacts.</p> <p>11.3 Encourage the identification of vegetated areas adjacent to aquatic habitats and riparian corridors in local plans.</p>		M	
Direction 12: Adapt to natural hazards and climate change	<p>12.1 Minimise the risk from natural hazards and the projected effects of climate change by identifying hazards, managing risks and avoiding vulnerable areas, particularly when considering new release areas.</p> <p>12.2 Incorporate new knowledge on regional climate projections, including flooding and bushfire risk, related cumulative impacts and findings of the New England North West Enabling Regional Adaptation project in local plans for new development.</p> <p>12.3 Review and update floodplain and bushfire mapping to manage risk, particularly where urban growth is being investigated.</p> <p>12.4 Encourage councils where naturally occurring asbestos occurs to map the extent of asbestos and develop an asbestos policy to manage associated risks.</p>	<p>» Use the most up to date, endorsed flood and bushfire risk modelling to inform land use allocation.</p> <p>» Implement recommendations from endorsed Flood Plain Risk Management Plans to reduce exposure of people and property to flooding.</p> <p>» Review Bush Fire Prone Lands Map in accordance with RFS requirements.</p> <p>» Increase minimum lot sizes in RU1 and RU4 zones to reduce exposure of people and property to natural hazards.</p>	<p>H</p> <p>H</p> <p>H,M as data available</p>	<p>Council, DPIE, RFS</p> <p>Council, DPIE, agencies</p> <p>Council, agencies</p>
Direction 13: Expand emerging industries	<p>13.1 Implement local planning controls to protect freight and logistics facilities from encroachment of sensitive land uses.</p>	<p>» Review the NLEP 2012 to assess the land use zones and provisions to protect existing and</p>	H	Council, TNSW

New England North West Regional Plan 2036: Council responsibilities				
Direction	Actions	Implications for the Growth Management Strategy	Priority H, M, L	Responsibility
through freight and logistics connectivity	13.4 Locate freight and logistics facilities to maximise existing infrastructure, support future industrial development and capitalise on inter-regional connections and external markets.	<ul style="list-style-type: none"> proposed freight and utility infrastructure, including Inland Rail » Carry out comprehensive land use analysis of proposed location of new freight and logistics facilities to manage impact on the environment and surrounding land uses to avoid exposure to natural hazards. 	H	Council, DPIE
Direction 14: Enhance transport and infrastructure networks	14.1 Protect freight and utility infrastructure and corridors through local plans and strategies to protect network opportunities and distribution from incompatible land uses or land fragmentation.	» Review the NLEP 2012 to assess the land use zones and provisions to protect existing and proposed freight and utility infrastructure, particularly the Melbourne-Brisbane Inland Rail corridor.	H	Council, DPIE
	14.2 Minimise the impact of development on the regional and state road network and rail corridors.	» Review the NLEP 2012 to incorporate buffers between the Inland Rail route, ancillary infrastructure and other land uses.	H	Council, DPIE
	14.3 Support Councils to investigate opportunities to provide greatest access for high productivity vehicles.			
	14.4 Prioritise projects that address impediments to the regional freight network and work with stakeholders to upgrade transport network capacity as demand changes.			
Direction 15: Facilitate air and public transport infrastructure	15.1 Promote aviation-related employment opportunities and precincts.	» Collect passenger numbers coming to Narrabri via the airport for tourism purposes.	M	Council
	15.2 Protect airports from the encroachment of incompatible development.	» Identify and investigate land requirements needed to facilitate the ultimate operation of the	H	Council, DPIE

New England North West Regional Plan 2036: Council responsibilities				
Direction	Actions	Implications for the Growth Management Strategy	Priority H, M, L	Responsibility
	15.3 Provide public transport to major services and employment areas where the size of the urban area has the potential to generate sufficient demand.	airport as outlined in the Airport Master Plan 2014-2034; » Review the NLEP 2012 to assess and upgrade land use zones, buffers and provisions to protect Narrabri Airport	H	Council, DPIE Council, DPIE
Direction 16: Coordinate infrastructure delivery	16.1 Undertake detailed infrastructure service planning to establish that land can be feasibly and economically serviced prior to rezoning. 16.2 Maximise the cost-effective and efficient use of infrastructure by focusing development on existing infrastructure or promoting co-location of new infrastructure.	» Council, in considering Planning proposals and in development assessment.	Ongoing	Council
Direction 17: Strengthen community resilience	17.1 Develop local plans and strategies that raise the profile and awareness of opportunities for employment, business development and quality of life etc 17.2 Prepare precinct plans to guide development and establish appropriate land use zoning, development standards and developer contributions. 17.3 Implement the outcomes of the Western NSW Mining and Resource Development Taskforce to harness the economic benefits	» Negotiate with ARTC and other firms to accommodate construction and operational workers in existing towns and villages.	H	Council

New England North West Regional Plan 2036: Council responsibilities				
Direction	Actions	Implications for the Growth Management Strategy	Priority H, M, L	Responsibility
	of mining, and help communities plan for the implications of mining.			
Direction 18: Provide great places to live	18.1 Identify areas of urban expansion or intensification in local growth management strategies that are consistent with the Interim Settlement Planning Principles or comprehensive settlement planning guidelines once released.	» This GMS provides recommendations consistent with the policy framework and the Interim Settlement Planning Principles	H	Council
	18.2 Secure an appropriate supply of residential land to meet projected housing needs within local growth management strategies endorsed by the Department.	» New housing supply is provided in residential zones in appropriate locations in accordance with the Interim Settlement Guidelines, including comprehensive assessment of hazard and risk.	H	Council, DPIE
Direction 19: Support healthy, safe, socially engaged and well-connected communities	19.2 Facilitate more recreational walking and cycling paths, linkages with centres and public transport, and expand inter-regional and intra-regional walking and cycling links.	» Council prioritises walking and cycling links around towns and villages	M	Council
	19.3 Establish social infrastructure benchmarks, minimum standards and social impact assessment frameworks within local planning.	» New housing releases are located close to existing services and facilities to encourage walking and cycling.	H	Council
	19.4 Deliver crime prevention through environmental design outcomes through urban design processes.	» New housing opportunities are provided in accordance with the Interim Settlement Guidelines	H	Council, DPIE
Direction 20: Deliver greater	20.1 Develop local growth management strategies to respond to changing housing	New housing is encouraged and provided in accordance with the recommendations of the GMS:	H	Council

New England North West Regional Plan 2036: Council responsibilities				
Direction	Actions	Implications for the Growth Management Strategy	Priority H, M, L	Responsibility
housing diversity to suit changing needs	<p>needs, including household and demographic changes.</p> <p>20.3 Promote ageing-in-place by adopting elements of Liveable Australia's Liveable Housing Design Guidelines in development controls for housing where possible.</p> <p>20.4 Deliver more opportunities for affordable housing by incorporating policies and tools into local growth management strategies and local plans that will incentivise private investment into affordable housing.</p>	<p>» Smaller dwelling types are enabled and encouraged in the NLEP to accommodate an ageing population and declining household size;</p> <p>» Council reviews minimum lot sizes for multiple dwellings to ensure retention of local character in urban areas.</p> <p>» Best practice design for dwellings in a changing climate are implemented</p>		<p>Council, DPIE</p> <p>Council, DPIE</p> <p>Council, DPIE, Govt Architect</p>
Direction 21: Deliver well planned rural residential housing	<p>21.1 Enable new rural residential development where identified in a local growth management strategy prepared by council and endorsed by the Department.</p> <p>21.2 Deliver rural residential development consistent with Principles 1-5 of the Interim Settlement Planning Principles or comprehensive framework once released.</p>	<p>» Existing rural residential zones are rationalised after review of their extent of development, potential impacts on surrounding development and servicing standards.</p> <p>» Any new rural residential housing is provided in accordance with the Interim Settlement Guidelines or replacement.</p> <p>» Council to review R5 zones and consider rationalising the extent of each zoned area where there has been minimal development.</p>	<p>H</p> <p>L</p> <p>H</p>	<p>Council</p> <p>Council</p> <p>Council, DPIE</p>

New England North West Regional Plan 2036: Council responsibilities				
Direction	Actions	Implications for the Growth Management Strategy	Priority H, M, L	Responsibility
Direction 22: Increase the self-determination of Aboriginal communities	22.2 Foster closer cooperation with Local Aboriginal Land Councils to identify the unique potential and assets of the New England and North West's communities.	» Council utilises best practice guidelines for consultation and engagement with aboriginal communities throughout the land use planning process.	M	Council
Direction 23: Collaborate with Aboriginal communities to respect and protect Aboriginal culture and heritage	23.1 Ensure Aboriginal communities are engaged throughout the preparation of local planning strategies and local plans. 23.3 Develop partnerships with Aboriginal communities to facilitate engagement through the engagement process, including the development of engagement protocols. 23.4 Undertake Aboriginal cultural heritage assessments to inform the design of planning and development proposals so that the impacts to Aboriginal cultural heritage are avoided and appropriate heritage management mechanisms are identified. 23.5 Develop local heritage studies in consultation with the local Aboriginal community and adopt appropriate measures in planning strategies and local plans to avoid and protect Aboriginal heritage.	» Council allocates funds for the preparation of a cultural heritage study, with recommendations for the method of recognition of places made in consultation with the aboriginal community.	M	Council

New England North West Regional Plan 2036: Council responsibilities				
Direction	Actions	Implications for the Growth Management Strategy	Priority H, M, L	Responsibility
Direction 24: Protect the region's historic heritage assets	<p>24.1 Prepare, review and update heritage studies in consultation with the wider community to identify and protect heritage items, and include appropriate local planning controls.</p> <p>24.2 Ensure best-practice guidelines are considered such as the Australia International Council on Monuments and Sites Charter for Places of Cultural Significance and the NSW Heritage Manual when assessing heritage significance.</p> <p>24.3 Develop conservation management policies for heritage items and areas to provide for sympathetic and adaptive use of heritage items and assets.</p>	» Council allocates funds for the preparation and implementation of a heritage study.	M	Council

Appendices

- A Appendix: State Statutory Planning Context
- B Appendix: NSW Government priorities
- C Appendix: Interim Settlement Guidelines
- D Appendix: 2016 ABS Census Data
- E Appendix: Narrabri Shire Logistics and Industrial Hub

A Appendix: State Statutory Planning Context

State context	Implications for consideration in this Strategy
Environmental Planning & Assessment Act 1979 (EP&A Act) Reforms	<p>1.3 Objects of Act</p> <p>The objects of this Act are as follows—</p> <ul style="list-style-type: none"> (a) to promote the social and economic welfare of the community and a better environment by the proper management, development and conservation of the State's natural and other resources, (b) to facilitate ecologically sustainable development by integrating relevant economic, environmental and social considerations in decision-making about environmental planning and assessment, (c) to promote the orderly and economic use and development of land, (d) to promote the delivery and maintenance of affordable housing, (e) to protect the environment, including the conservation of threatened and other species of native animals and plants, ecological communities and their habitats, (f) to promote the sustainable management of built and cultural heritage (including Aboriginal cultural heritage), (g) to promote good design and amenity of the built environment, (h) to promote the proper construction and maintenance of buildings, including the protection of the health and safety of their occupants, (i) to promote the sharing of the responsibility for environmental planning and assessment between the different levels of government in the State, (j) to provide increased opportunity for community participation in environmental planning and assessment. <p>The Act has recently been updated to incorporate new objectives for up front strategic planning, including the introduction of LSPS, meaningful community participation in planning decisions and more independent decision making, along with a Special Infrastructure Contribution Scheme. New objectives for development were included to encourage good design, sustainable management of built and cultural heritage and the proper construction and maintenance of buildings. The principles of good design that can be incorporated in the local planning framework include:</p> <ul style="list-style-type: none"> » Increasing the diversity of housing and built form. » The need for a robust GMS to inform and guide land use decision making for Council » Ensuring the Strategy reflects the community's views. » Ensuring the efficient and fair distribution of infrastructure costs that supports new development.

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A-1 State Environmental Planning Policies

The State Environmental Planning Policies that are relevant to Narrabri Shire Council are as follows:

State Environmental Planning Policies (SEPPs)

State Environmental Planning Policies (SEPPs)	
State Environmental Planning Policy No 21—Caravan Parks	Applies, sets out minimum standards for the operation of caravan parks catering for long and short term residents.
State Environmental Planning Policy No 33—Hazardous and Offensive Development	Applies - under review
State Environmental Planning Policy No 36—Manufactured Home Estates	Applies, permits manufactured home estates where caravan parks are permissible, with exceptions such as rural land, flood risk etc
State Environmental Planning Policy No 44—Koala Habitat Protection	Requires the assessment of, and preparation of plans of management for koala habitat before development consent. Being replaced by SEPP (Koala Habitat Protection) 2019 on 1 March 2020.
State Environmental Planning Policy No 55—Remediation of Land	Requires assessment of contaminated land before rezoning and development
State Environmental Planning Policy No 64—Advertising and Signage	Applies to certain signage, advertising structures and hoardings across NSW
State Environmental Planning Policy No 65—Design Quality of Residential Apartment Development	Applies to residential flat buildings of 3 or more storeys
State Environmental Planning Policy No 70—Affordable Housing (Revised Schemes)	Applies, requires consent authorities to consider affordable housing principles
State Environmental Planning Policy (Affordable Rental Housing) 2009	Applies, encourages provision of affordable rental housing
State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004	Sets minimum environmental performance benchmarks for built form. Performance targets override any local provisions.
State Environmental Planning Policy (Concurrences) 2018	Applies, sets out provision for the Secretary to act as concurrence authority
State Environmental Planning Policy (Educational Establishments and Child Care Facilities) 2017	Applies, sets out requirements for new and modified childcare centres
State Environmental Planning Policy (Exempt and Complying Development Codes) 2009	Referred to as the Codes SEPP, this policy allows for certain development, in particular circumstances to be undertaken without a development application from Council. This includes single dwellings, dual occupancy and multi-dwelling housing. This means that Council has little influence in terms of the design, setback, material and landscaping elements of development. It highlights the need for clear and precise DCPs and structure plans for Urban Release Areas so that elements such as street width, footpaths and street trees, open space networks and linkages, community facilities and water and sewer infrastructure can all be

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State Environmental Planning Policies (SEPPs)

	considered and resolved prior to any residential development occurring in an area.
SEPP (Housing for Seniors or People with a Disability) 2004 <i>Seniors housing is residential accommodation that is, or is intended to be, used permanently for seniors or people with a disability consisting of:</i> <i>(a) a residential care facility, or</i> <i>(b) a hostel, or</i> <i>(c) a group of self-contained dwellings, or</i> <i>(d) a combination of these.</i> <i>but does not include a hospital</i>	Aims to encourage the provision of housing (including residential care facilities) that will increase the supply and diversity of residents that meet the needs of seniors and people with a disability, make efficient use of existing infrastructure and services, and be of good design. Recently the SEPP Seniors Housing was amended so that it does not apply in Heritage Conservation Areas until July 2020. SEPP Seniors Housing permits development for the purposes of Seniors Housing on all land zoned for urban purposes even if it is not permissible under the LEP.
State Environmental Planning Policy (Infrastructure) 2007	Sets out pathways for development of important infrastructure development and considerations of infrastructure for other developments
SEPP (Mining, Petroleum Production and Extractive Industries) 2007	Permits mining where agriculture or industry may be carried out, sets out gateway process
State Environmental Planning Policy (Primary Production and Rural Development) 2019	Repeals SEPP 2009 Rural Lands, SEPP 30 Intensive Agriculture and SEPP Aquaculture Focused of the identification and protection of land for agriculture, including State significant agricultural land. The Strategy needs to consider the impact on existing and potential agricultural uses of land when rezoning for urban purposes.
State Environmental Planning Policy (State and Regional Development) 2011	Applies, identifies development that is of Regional and State Significance such as mining, renewables etc above thresholds and sets out approval process by the Regional Planning Panel and the Minister/Independent Planning Commission.
State Environmental Planning Policy State Significant Precincts 2005	Applies, though to specific projects as set out in Schedule 3

The new State Environmental Planning Policy (Primary Production and Rural Development) 2019 (PPRD SEPP) and associated supporting documentation is the result of a recent SEPP review.

The PPRD SEPP consolidates, updates and repeals provisions in five former agriculture-themed SEPPs. It supports NSW's agricultural sector, which is a major contributor to the success of the NSW economy, providing exports and jobs.

The new framework:

- » removes unnecessary regulation to support small scale operators and encourage investment in primary production
- » assists in delivering NSW Government commitments in support of current and future farming practices, support during times of hardship, and management of land use conflict
- » supports primary industry and rural communities by making it easy to find and understand local planning provisions

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- » supports sustainable agriculture, aquaculture and rural development by ensuring that appropriate levels of assessment are required in sensitive locations.

In addition to the PPRD SEPP the package of reforms also considered key policy and planning initiatives that are directly relevant to the future of rural land use and the agricultural sector, including the NSW Right to Farm Policy, Regional Plan and industry development strategies.

The framework introduces:

- » Updated rural planning and subdivision principles into Ministerial Direction 1.5 – Rural Lands.
- » New Guidelines for Intensive Livestock Agriculture Development; and
- » Inserts additional miscellaneous provisions into the Standard Instrument LEP which are compulsory provisions for LEPs with rural land.

A-1-1 Appendix: 9.1 Ministerial Directions

Section 9.1 of the Act provides that any direction of the Minister is to be taken into account in the preparation of a planning proposal. As the Strategy will make recommendations to potentially inform a planning proposal to rezone land for urban development, the Strategy will be prepared having regard to the Directions relevant to Narrabri LGA, outlined below.

1. Employment and resources

1.2 Rural zones

The objective of the direction is to protect the agricultural production value of rural land. It applies when a planning authority prepares a planning proposal that will affect land within an existing or proposed rural zone or changes the existing minimum lot size on land within a rural or environment protection zone.

The direction requires the planning authority to:

- » Be consistent with applicable strategies endorsed by the Department including regional plans.
- » Consider the significance of agriculture and primary production to the State and rural communities.
- » Identify and protect environmental values.
- » Consider the natural and physical constraints of the land.
- » Promote opportunities for investment in productive, diversified, innovative and sustainable rural economic activities.
- » Support farmers in exercising their right to farm.
- » Prioritise efforts to minimise the fragmentation of rural land and reduce the risk of land use conflict.
- » Consider State significant agricultural land identified in SEPP (Primary Production and Rural Development) 2019 for the purpose of ensuring the ongoing viability of the land, and
- » The social, economic and environmental interests of the community.
- » A planning proposal must demonstrate consistency with the priority of minimising rural land fragmentation and land use conflict, will not adversely affect the operation and viability of existing and future rural land uses, infrastructure and facilities. Where a planning proposal seeks to vary an existing minimum lot size it must do so in accordance with the Rural Subdivision Principles in clause 5.16 of the relevant LEP. A planning proposal may be inconsistent with the Direction where justified by an endorsed strategy.

1.3 Mining, petroleum production and extractive industries

The objective of this Direction is to ensure that the future extraction of State or regionally significant reserves of coal, other minerals, petroleum and extractive materials are not compromised by inappropriate development.

This Direction applies to all relevant planning authorities.

This Direction applies when a relevant planning authority prepares a planning proposal that would have the effect of:

- » prohibiting the mining of coal or other minerals, production of petroleum, or winning or obtaining of extractive materials.
- » restricting the potential development of resources of coal, other minerals, petroleum or extractive materials which are of State or regional significance by permitting a land use that is likely to be incompatible with such development.
- » Consultation with the Director General of the Department of Primary Industries is required to identify resource potential.

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- » Where a planning proposal prohibits or restricts development or proposes land uses that may create land use conflicts, the RPA must provide the Department with a copy of the planning proposal and seek comments.
- » A planning proposal may be inconsistent with the Direction where it can be justified that the provisions of the planning proposal that are inconsistent are of minor significance.

1.5 Rural lands

The Rural Planning and Subdivision Principles were a feature of the former Rural Lands SEPP and now appear in the s9.1 Directions issued by the Minister under the Act. The s9.1 Direction in relation to Rural Lands also includes a new objective to give effect to the NSW Right to Farm Policy.

The objectives of the Direction are:

- (a) protect the agricultural production value of rural land.
- (b) facilitate the orderly and economic use and development of rural lands for rural and related purposes.
- (c) assist in the proper management, development and protection of rural lands to promote the social, economic and environmental welfare of the State.
- (d) minimise the potential for land fragmentation and land use conflict in rural areas, particularly between residential and other rural land uses.
- (e) encourage sustainable land use practices and ensure the ongoing viability of agriculture on rural land.
- (f) support the delivery of the actions outlined in the New South Wales Right to Farm Policy.

The Direction applies to any planning proposal that affects land in a rural zone or changes the minimum lot size in a rural or environment protection zone. The Direction also requires a planning proposal to:

- (a) be consistent with any applicable strategic plan, including regional and district plans endorsed by the Secretary of the Department of Planning and Environment, and any applicable local strategic planning statement
- (b) consider the significance of agriculture and primary production to the State and rural communities
- (c) identify and protect environmental values, including but not limited to, maintaining biodiversity, the protection of native vegetation, cultural heritage, and the importance of water resources
- (d) consider the natural and physical constraints of the land, including but not limited to, topography, size, location, water availability and ground and soil conditions
- (e) promote opportunities for investment in productive, diversified, innovative and sustainable rural economic activities
- (f) support farmers in exercising their right to farm
- (g) prioritise efforts and consider measures to minimise the fragmentation of rural land and reduce the risk of land use conflict, particularly between residential land uses and other rural land uses
- (h) consider State significant agricultural land identified in *State Environmental Planning Policy (Primary Production and Rural Development) 2019* for the purpose of ensuring the ongoing viability of this land
- (i) consider the social, economic and environmental interests of the community.

The additional focus on agriculture is a key shift in the approach to planning for rural development in that the previous Rural SEPP had a focus on rural living. There was a perception that the earlier policy was contradictory in its attempt to balance two incompatible land uses being rural living and agriculture. To lend additional authority to this new approach, the Direction also requires that a planning proposal demonstrate that it is consistent with the priority of minimising rural land fragmentation and land use conflict.

2. Environment and heritage

2.1 Environment Protection Zones

The objective of this Direction is to protect and conserve environmentally sensitive areas.

It applies when a planning authority prepares a planning proposal, where:

- » A planning proposal must include provisions that facilitate the protection and conservation of environmentally sensitive areas.
- » It applies to land within an environmental protection zone or land otherwise identified for environment protection purposes in an LEP, and the planning proposal must not reduce the environmental protection standards applicable to the land, unless justified by a strategy or the relevant Regional Plan.

2.3 Heritage conservation

The objective of this Direction is to conserve items, areas, objects and places of environmental heritage significance and indigenous heritage significance.

It applies when a planning authority prepares a planning proposal which must contain provisions that facilitate the conservation of:

- » Items, places, buildings, works, relics, moveable objects or precincts of environmental heritage significance to an area, in relation to the historical, scientific, cultural, social, archaeological, architectural, natural or aesthetic value of the item, area, object or place, identified in a study of the environmental heritage of the area.
- » Aboriginal objects or Aboriginal places that are protected under the *National Parks and Wildlife Act 1974*.
- » Aboriginal areas, Aboriginal objects, Aboriginal places or landscapes identified by an Aboriginal heritage survey prepared by or on behalf of an Aboriginal Land Council, Aboriginal body or public authority and provided to the relevant planning authority, which identifies the area, object, place or landscape as being of heritage significance to Aboriginal culture and people.

3. Housing, infrastructure and urban development

3.1 Residential zones

The objectives of this Direction are to:

- » encourage a variety and choice of housing types to provide for existing and future housing needs.
- » make efficient use of existing infrastructure and services and ensure that new housing has appropriate access to infrastructure and services.
- » minimise the impact of residential development on the environment and resource lands.

It applies when a planning authority prepares a planning proposal that will affect land within an existing or proposed residential zone or any other zone in which significant residential development is permitted or proposed to be permitted.

This Direction requires a planning proposal to:

- » include provisions that encourage the provision of housing that will:
 - > broaden the choice of building types and locations available in the housing market.
 - > make more efficient use of existing infrastructure and services.
 - > reduce the consumption of land for housing and associated urban development on the urban fringe
 - > be of good design.
- » in relation to land to which this direction applies:

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- > contain a requirement that residential development is not permitted until land is adequately serviced (or arrangements satisfactory to the council, or other appropriate authority, have been made to service it).
- > not contain provisions which will reduce the permissible residential density of land.

3.2 Caravan Parks and Manufactured Home Estates

The objectives of this Direction are:

- » to provide for a variety of housing types.
- » to provide opportunities for caravan parks and manufactured home estates.
- » This Direction applies to all relevant planning authorities when preparing a planning proposal. RPAs must retain provisions permitting caravan parks and in identifying suitable zones, locations and provisions for Manufactured Home Estates, the RPA must take into account the principles set out in [State Environmental Planning Policy No 36—Manufactured Home Estates](#).
- » A planning proposal may be inconsistent with the Direction where justified by an endorsed strategy.

3.4 Integrating Land Use and Transport

The objectives of this direction are:

- » to improve access to housing, jobs and services by walking, cycling and public transport
- » provide for the efficient movement of freight.
- » The Direction applies when a RPA prepares a planning proposal that will create, alter or remove a zone or provision relating to urban land, including land zoned for residential, business, industrial, village or tourist purposes.
- » A planning proposal must be give effect to Improving Transport Choice and The Right Place for Business and Services.
- » A planning proposal may be inconsistent with the Direction where justified by an endorsed strategy.

3.5 Development near Regulated Airports and Defence Airfields

The objectives of this Direction are:

- » to ensure that development of flood prone land is consistent with the NSW Government's Flood Prone Land Policy and the principles of the Floodplain Development Manual 2005.
- » to ensure that the provisions of an LEP on flood prone land is commensurate with flood hazard and includes consideration of the potential flood impacts both on and off the subject land.
- » The Direction applies when a RPA prepares a planning proposal that will create, alter or remove a zone or provision relating to land near a regulated airport.
- » The Direction provides for consultation with the Department of the Commonwealth responsible for airports and requires RPAs to prepare appropriate development standards for land around airports.

3.6 Shooting Ranges

The objectives of this Direction are:

- » to maintain appropriate levels of public safety and amenity when rezoning land adjacent to an existing shooting range.
- » A planning proposal may be inconsistent with the Direction where justified by an endorsed strategy.

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4. Hazard and risk

4.3 Flood prone land

The objectives of this direction are:

- » to ensure that development of flood prone land is consistent with the NSW Government's Flood Prone Land Policy and the principles of the Floodplain Development Manual 2005.
- » to ensure that the provisions of an LEP on flood prone land is commensurate with flood hazard and includes consideration of the potential flood impacts both on and off the subject land.

This direction applies to all relevant planning authorities that are responsible for flood prone land within their Shire. This direction applies when a relevant planning authority prepares a planning proposal that creates, removes or alters a zone or a provision that affects flood prone land.

4.4 Planning for Bushfire Protection

The objectives of this Direction are:

- » to protect life, property and the environment from bush fire hazards, by discouraging the establishment of incompatible land uses in bush fire prone areas
- » to encourage sound management of bush fire prone areas

This Direction applies to all Shires in which the responsible Council is required to prepare a bush fire prone land map, or, until such a map has been certified by the Commissioner of the NSW Rural Fire Service, a map referred to in Schedule 6 of that Act.

This Direction applies when a relevant planning authority prepares a planning proposal that will affect or is in proximity to land mapped as bushfire prone land.

5. Regional Planning

5.10 Implementation of Regional Plans

The objectives of this Direction are:

- » to give legal effect to the vision, land use strategy, goals, directions and actions contained in Regional Plans.
- » The Direction applies when a RPA prepares a planning proposal.
- » A planning proposal must be consistent with the relevant regional plan.

6. Local Plan Making

6.3 Site Specific Provisions

The objectives of this Direction are:

- » to discourage unnecessarily restrictive site-specific planning controls
- » the Direction applies when an RPA prepares a planning proposal.
- » A planning proposal may be inconsistent with the terms of the Direction where it can be satisfactorily demonstrated that the provisions of a planning proposal that are inconsistent are of minor significance.

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A-1-2 Primary Production and Rural Development SEPP 2019 and related provisions

The PPRD SEPP 2019 came into force on 28 February 2019. The SEPP repeals State Environmental Planning Policy No 30—Intensive Agriculture, State Environmental Planning Policy No 52—Farm Dams and Other Works in Land and Water Management Plan Areas, State Environmental Planning Policy No 62—Sustainable Aquaculture and State Environmental Planning Policy (Rural Lands) 2009.

The aims of this Policy are as follows:

- a. to facilitate the orderly economic use and development of lands for primary production.
- b. to reduce land use conflict and sterilisation of rural land by balancing primary production, residential development and the protection of native vegetation, biodiversity and water resources.
- c. to identify State significant agricultural land for the purpose of ensuring the ongoing viability of agriculture on that land, having regard to social, economic and environmental considerations.
- d. to simplify the regulatory process for smaller-scale low risk artificial waterbodies, and routine maintenance of artificial water supply or drainage, in irrigation areas and districts, and for routine and emergency work in irrigation areas and districts.
- e. to encourage sustainable agriculture, including sustainable aquaculture.
- f. to require consideration of the effects of all proposed development in the State on oyster aquaculture.
- g. to identify aquaculture that is to be treated as designated development using a well-defined and concise development assessment regime based on environment risks associated with site and operational factors.

Planning Guidelines – Intensive Livestock Agriculture Development

DPIE released Planning Guidelines – Intensive Livestock Agriculture to assist applicants and planning authorities understand the assessment requirements for intensive livestock developments, such as feedlots, poultry farms and piggeries.

The Guidelines also aim to improve certainty by making sure appropriate levels of assessment and relevant approvals occur. This will help realise local employment and economic opportunities and lead to improved environmental outcomes. In particular the document includes an extensive site selection checklist. The Draft Guidelines are accessible through the DPE website.⁵⁴

A-1-3 9.1 Ministerial Direction – Rural Planning

Additional Miscellaneous provisions in LEPs

The additional clauses relate to:

1. subdivision of dwellings on certain rural land the objective of which is minimising land use conflict.
2. intensive livestock agriculture to enable the appropriate environmental assessment of intensive livestock agriculture which is an industry in which the Narrabri LGA has a competitive advantage.
3. additional controls for aquaculture.

As a result of the amendments, when considering an application for the erection of a dwelling or the subdivision of land, Council will have to consider:

- (a) the **existing uses and approved uses** of land **in the vicinity** of the development.

⁵⁴ <https://www.planning.nsw.gov.au/Policy-and-Legislation/State-Environmental-Planning-Policies-Review/Draft-Primary-Production-SEPP>

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- (b) whether or not the development is likely to have a **significant impact on land uses** that, in the opinion of the consent authority, are likely to be **preferred** and the predominant land uses in the vicinity of the development.
- (c) **whether or not the development is likely to be incompatible** with a use referred to in paragraph (a) or (b).
- (d) any **measures proposed** by the applicant **to avoid or minimise any incompatibility** referred to in paragraph (c).

B Appendix: NSW Government priorities

B-1 Premiers Priorities

Premiers priorities	<p>The Premier has identified 12 priorities for tackling important issues for the people of NSW, including improving housing affordability, creating jobs and building local infrastructure.</p> <p>The Priorities for Narrabri are:</p> <ul style="list-style-type: none">» » Explore opportunities to provide more diverse housing types near local centres, high frequency public transport, jobs and services and open space» » Preserve local neighbourhood character and improve amenity» » Link housing and key infrastructure delivery» » Ensure a mix of housing types and tenures will be delivered in strategic areas» » Ensure protection of key employment lands» » Environmental protection
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B-2 NSW 2040 Economic Blueprint – Investing in the state's future

NSW 2040 Economic Blueprint – Investing in the state's future

The Economic Blueprint sets out a course for the NSW Economy beyond 2040.

The aspirational goals for Productive, vibrant regions are:

Vibrant regional economies	An agricultural industry supplying the growing middle class in Asia
Regional transport infrastructure	World class transport links
Enhanced connectivity	

Also impacting regional areas:

Sustainable environment and resource management	Eight criteria for future growth industries:
Five megatrends including:	» High spending on research and development
» Trade with Asia,	» Advanced manufacturing industries
» climate change impacts,	» Highly skilled workers
» digital technology,	» Existing investment in place to support growth
» ageing population and	» Potential industry strength
» social issues.	» High growth
	» Export orientation
	» Extensive supply chains

Opportunities for Narrabri:

- » Agtech, food production
- » Future focus on meat, dairy, fruit and vegetables
- » Transport infrastructure and logistics to move produce to ports and air transport.
- » Hydrogen production
- » Renewable energy resources, transport and export infrastructure
- » Available land for hydrogen industry facilities, aggregated with transport, logistics and utility infrastructure.
- » Supply chain co-location with agriculture, manufacturing, mining and waste management

Constraints and issues

- » Attracting investment, R&D
- » Constraints to agricultural and food industry expansion include water, energy security and affordability, availability of arable land and likelihood of more frequent droughts resulting from climate change.
- » Incompatible land use permissibility and LEP provisions concerning primary production zones can sterilise future opportunities.
- » Potential sterilization of infrastructure facilities through land use conflict.

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C Appendix: Interim Settlement Guidelines

Interim Settlement Guidelines and implications for the GMS

	Settlement Principles	Implications for the Narrabri GMS
Land suitability	<p>1 New land release areas are to be located adjacent to existing urban settlements to maximise the efficient use of existing infrastructure and services, including water, sewer, road and waste services.</p> <p>Where new development is proposed away from existing settlements, the provision of essential infrastructure must have no cost to government.</p> <p>The location, structure and layout of rural residential release areas should promote clustering to encourage a sense of community and facilitate the long-term expansion of existing centres and residential areas.</p>	<p>» A compact settlement form is provided, directing new development to existing zoned areas, increasing density within acceptable localised parameters.</p>
	<p>2 Direct new land release areas to unconstrained land by avoiding areas of high environmental value, cultural, and heritage significance and/or areas affected by natural hazards such as flooding or bushfire.</p>	<p>» New release areas avoid constrained areas and natural hazards. Management of existing developed areas exposed to natural hazards made through appropriate LEP provisions.</p>
	<p>3 New land release areas should avoid and manage the potential for land use conflicts with existing and likely future adjoining uses and infrastructure, including important agricultural land, and productive resource lands.</p>	<p>» The rural-urban interface is managed through LEP zones and provisions to reduce potential impact on agricultural and resource lands. Maintenance of an attenuation of lot sizes at the urban edge will be recommended.</p>
Development structure and form	<p>4 Require new land release areas to provide links to adjoining areas to ensure new areas are well integrated and maximise efficiency and shared use of services and facilities.</p>	<p>» New and intensified development will be located in urban areas where access to services and facilities is provided. Areas near and surrounding the Narrabri CBD will be assessed for the potential intensification of residential density in appropriate locations.</p>
	<p>5 Recognise, protect and be compatible with any unique topographic, natural or built cultural features essential to the visual setting, character, identity, or heritage significance of the area.</p>	<p>» Recommendations for investigation into heritage values where required.</p>

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6	Support and maintain strong multi-functional central business precincts and support the viability of centres.	» Strengthen the Narrabri CBD through a range of provisions to prevent retail leakage, enhance urban design and activation of streetscape.
7	Provide housing diversity targets to support a variety of dwelling types and a choice in location, form and affordability.	» Provide opportunity for increased housing choice across serviced residential areas, using best practice design guidelines to maintain and enhance residential amenity.
8	Design and locate land uses to minimise the need to travel; to maximise opportunity for efficient public transport and pedestrian access options; and to encourage energy and resource efficiency.	» Compact settlement objectives for new housing will make best use of the existing urban footprint.
9	Design and locate development to maximise total water cycle management and promote passive environmental design principles. Water sensitive urban design techniques should be incorporated into the design of dwellings, streets, parking areas, subdivisions and multi-unit, commercial and industrial developments.	» Water sensitive design provisions recommended for new development in all land use zones, including enhanced landscaping to provide canopy and manage temperature extremes through the heat island effect.
10	Create walkable communities within the hierarchy of settlement.	» Compact settlement objectives using the existing urban footprint will assist walkable communities, along with enhancements of passive recreation areas.
11	Provide for local services that meet the day to day needs of residents and areas for open space and recreation.	» Local services and open space and recreation areas will be enhanced and accessible to all residents.

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D Appendix: 2016 ABS Census Data

Age		%	New South	%	Australia	%
Narrabri			Wales			
Median age	40	--	38	--	38	--
0-4 years	943	7.2	465,135	6.2	1,464,779	6.3
5-9 years	1,028	7.9	478,184	6.4	1,502,646	6.4
10-14 years	813	6.2	443,009	5.9	1,397,183	6.0
15-19 years	777	5.9	448,425	6.0	1,421,595	6.1
20-24 years	648	5.0	489,673	6.5	1,566,793	6.7
25-29 years	765	5.8	527,161	7.0	1,664,602	7.1
30-34 years	724	5.5	540,360	7.2	1,703,847	7.3
35-39 years	758	5.8	499,724	6.7	1,561,679	6.7
40-44 years	771	5.9	503,169	6.7	1,583,257	6.8
45-49 years	792	6.1	492,440	6.6	1,581,455	6.8
50-54 years	969	7.4	485,546	6.5	1,523,551	6.5
55-59 years	982	7.5	469,726	6.3	1,454,332	6.2
60-64 years	804	6.1	420,044	5.6	1,299,397	5.6
65-69 years	736	5.6	384,470	5.1	1,188,999	5.1
70-74 years	571	4.4	292,556	3.9	887,716	3.8
75-79 years	447	3.4	217,308	2.9	652,657	2.8
80-84 years	294	2.2	155,806	2.1	460,549	2.0
85 years and over	256	2.0	167,506	2.2	486,842	2.1

Source: Annexure 2 ABS 2016 Census data for Narrabri compared to NSW and Australia

E Appendix: Narrabri Shire Logistics and Industrial Hub

Narrabri Shire Council's position on the Logistics and Industrial Hub:

'To assist in achieving the achievement of the **Narrabri Shire Logistics and Industrial Hub** it is recommended that, subject to planning due diligence and funding:

1. A Special Activation Precinct (SAP) be dedicated by the NSW Government. Through this process consideration of the planning framework, both strategic and statutory be considered.
2. The Narrabri Shire has developed a Business Case for the Hub. Additional work to be undertaken to firm up this Business Case further work needs to be undertaken and includes:
3. Identifying opportunities and defining infrastructure requirements;
4. Undertake detailed investigations into the implications of planning, environment and regulatory approvals required for the development and prepare a statutory implementation strategy. This may include a need for a Planning Proposal to rezone the land;
5. Develop a comprehensive land acquisition strategy and value capture opportunities;
6. Undertake engineering and transport planning investigations to firm up both rail and road interface assumptions and ensure effective integration with both rail and road networks in the area;
7. Undertake technical investigations and comprehensive hydrological and hydraulic survey and analysis;
8. Preparation of a Limited Detailed Site Investigation (DSI) to identify and contaminated land issues of the site;
9. Develop a servicing strategy that determines the availability, suitability and likely future requirements of infrastructure services including potable and other potential water supplies, sewerage disposal, stormwater management, electricity connections; telecommunications and gas supply within the site. This strategy should also include consider design requirements and identify any upgrade requirements to existing infrastructure'.

E-1 Council's vision for Agriculture and Agribusiness

A key goal of the NENW Regional Plan is to build a strong and dynamic regional economy with a focus on intensive agribusiness, horticulture, 'green industries', renewable energy generation and tourism. The NENW Regional Plan identified the need for a **Regional Intensive Agribusiness Strategy** to foster ongoing investment in intensive agribusiness and to specify guidelines for intensive agriculture, food processing and mapping for suitable future precincts for these uses.

Production of pigs and poultry, finishing cattle in feedlots and milling of grain have been significant industries leveraging the New England North West regions' strengths in broadacre cropping and livestock production, connections to major ports and local access to labour, services and infrastructure for processing. Like all agricultural industries, intensive agribusiness is constantly adapting to changes in global markets and consumer preferences.

There are a number of strengths and advantages identified for the New England North West region for intensive agribusiness including:

- Advantageous location between Brisbane and Sydney;
- Growing regional cities that provide high level services, quality housing, a rural lifestyle and supporting a stable workforce;
- A network of interconnected settlements supporting the intensive agribusiness – freight and logistics, abattoirs, feed mills, building, mechanical and electrical services, training and education;
- Critical mass of livestock to support intensive lot feeding, regional abattoirs and processing and manufacturing businesses;
- Extensive areas of suitable and competitively priced land across a range of climatic zones;
- Proximity to one of Australia's premier grain growing areas and source of protein;
- Genuine enthusiasm within local and state government for intensive agribusiness;
- An attractive alternative for intensive agribusiness to relocate out of metropolitan and peri-urban areas;
- Leveraging a mature supply chain in extensive livestock production meat abattoirs and meat product manufacturing, oil and fat manufacturing (rendering/protein recovery) and grain milling (flour, feed mills), and
- Leveraging regional production of high-quality durum grains suitable for production of specialty food and beverage products.

These advantages and opportunities are however no guarantee of success or guarantee that intensive agribusiness will commit to the region for the long term:

- There is strong competition for intensive agribusiness investment between regional communities which face similar population, employment and economic growth issues;
- Industry nimbleness and vertical integration means that, for a variety of reasons (eg encroachment, loss of key component in the value chain such as an abattoir) an industry can disappear from an area relatively quickly;
- Intensive agribusiness has become increasingly vertically integrated which places pressure on businesses, particularly small growers, outside the integrated supply and value chains;
- Vertical integration also means that the supply chain tends to be clustered in a number of key locations rather than being distributed amongst a number of centres;
- Shortage of labour and skills, particularly in the agricultural, agri-processing, manufacturing, engineering and transport sectors;
- Transport inefficiencies and costs – condition of some sections of key intra and interregional roads; load limits on some bridges and culverts; and pinch points that limit the size of transport that can be used;
- High and increasing energy costs places regional manufacturing and processing businesses at a disadvantage compared to city-based businesses;
- Changes to the regional climate arising from climate change may erode feed source advantages and reduce the water supply reliability;
- Limited access to high performing telecommunications and data networks in some parts of the New England North West Region limit expansion and adoption of new technology such as online and cloud-based real-time monitoring and security services, and
- Encroachment of intensive agricultural enterprises and processors by urban, peri-urban development and rural dwellings which effectively 'sterilise' agricultural enterprises.

Intensive agribusiness has become increasingly nimble and are able to relocate to or expand in places where the advantages are greatest. The essential criteria sought include:

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- Critical mass of produces to maintain the value chain including feed supplies, processors, freight and logistics;
- Large parcels of undeveloped, relatively flat land with few neighbours;
- Stable and appropriately skilled workforce;
- Infrastructure including efficient transport links, a reliable water supply and competitive 3-phase energy supply, and highly functioning telecommunications;
- Proximity to grain supply for competitively priced sources of protein;
- Some industries may also have specific biophysical requirements eg sunshine hours, temperature, and
- Clear and supporting planning policy that provides confidence to invest in the long term and a more efficient and less costly development process.



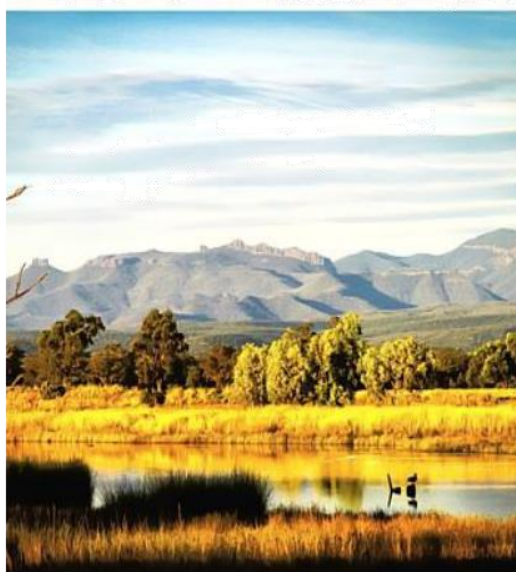
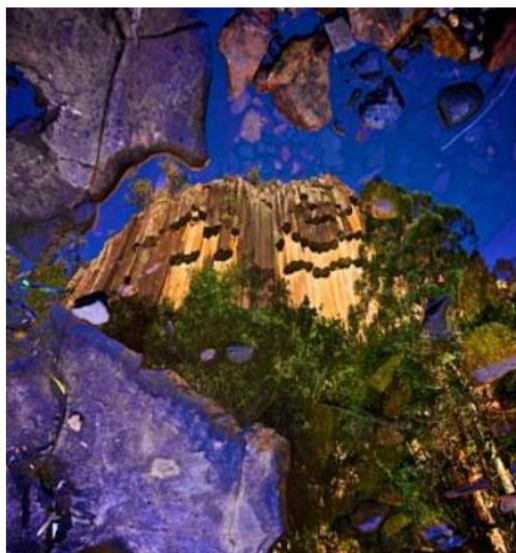
Service Plan

QUARTERLY REPORT



As at **December 2019**





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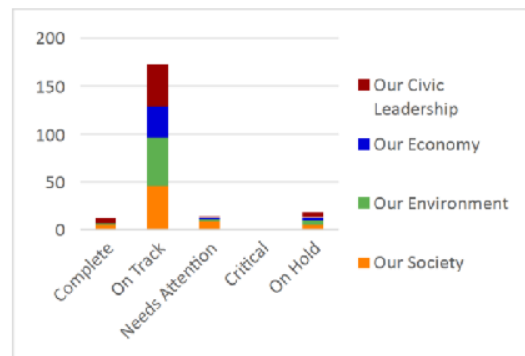
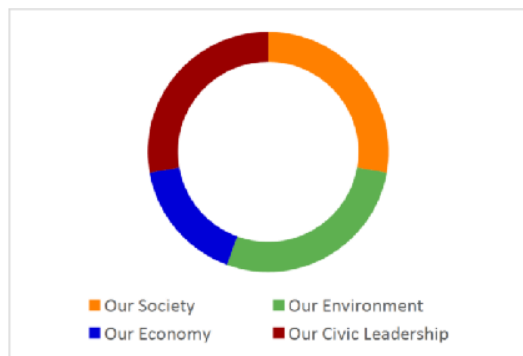
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Executive Summary

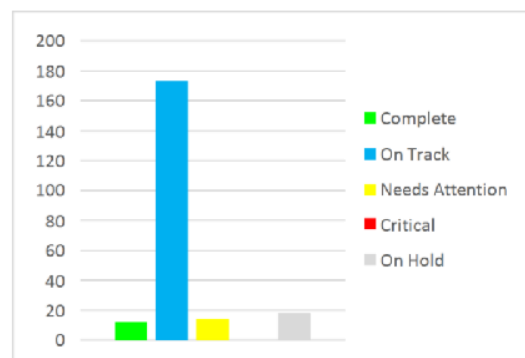
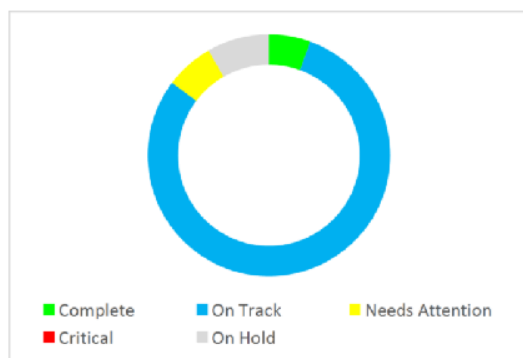
Council's Quarterly Service Report provides the community with an update on Council's progress in achieving its strategic objectives through specific actions, key performance measures and capital works programs. This allows the community to track each service in regards to what it is providing, at what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

Progress by Theme – December 2019

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	5	46	9	0	5	65
Our Environment	2	50	2	0	5	59
Our Economy	0	33	2	0	3	38
Our Civic Leadership	5	44	1	0	5	55
	12	173	14	0	18	217



Progress by Action - December 2019



General Manager

DIRECTORATE



Service Plan Quarterly Report **December 2019**

Economic Development Services - Actions

Actions	Target	Status	Progress	%
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 NSW government departments to promote the Industrial and Logistics Hub. Ongoing advice and meetings held to provide information to private enterprise about Council's proposed Industrial and Logistics Hub. Successfully presented to a business interested in developing a manufacturing facility on site ultimately entering into a non-binding land purchase agreement. 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.	50 %
3.2.1.3 - Hold discussions with national logistics companies regarding Narrabri Shire's proposed Industrial and Logistics Hub.	30/06/2020	On Track	Met with a national logistics company and took them to site to allow them to visualise Council's Industrial and Logistics Hub. After initial discussion with another logistics company authored and forwarded correspondence and provided promotional materials. Spoke with logistics organisations at the Toowoomba Inland Rail conference.	50 %
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. The Hon Mark Coulton 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. Met with Department of Infrastructure, Regional Development and Cities about process and timings of consultants for business case. Submitted and split funding submissions to Growing Local Economies (State Government) and Building Better Regions (Commonwealth Government) to undertake capital works inclusive of earthworks (road and rail), water, sewer, communications.	50 %

Actions	Target	Status	Progress	%
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. Initially submitted grant application and provided follow up through the Department of Premier and Cabinet to undertake initial capital works at the Industrial and Logistics Hub. Subsequent request to split funding through the Growing Local Economies and Building Better Regions funds (State and Commonwealth Governments respectively). 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. Discussed future opportunities with representative of NSW Office of Regional Economic Development.	50 %
3.3.1.5 - Explore a partnership with the Department of Premier and Cabinet to undertake an Investment Attraction Strategy.	30/06/2020	On Track	Have undertaken initial discussions with the Department of Premier and Cabinet about instigating an investment attraction working group.	50 %
3.3.2.2 - In conjunction with State and Commonwealth Governments promote and facilitate business networking events.	30/06/2020	On Track	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. Participated in a resource industry and Inland Rail arranged procurement event.	50 %
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 and Silverleaf projected proposed to begin development in 2020. Recently have met and been in discussions with a further two potential new operators.	50 %
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. Subsequently entered into a non-binding land purchase agreement. Made local organisation aware of takeaway cup manufacturing equipment being auctioned and the possibility of purchasing the factory from the administrators and liquidators.	50 %

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 %	5 %
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
The number of local businesses is maintained or increased.	> 1,760	1,760

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	32
Promote and market Narrabri Shire to prospective businesses.	> 24	7

Economic Development Services – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Economic Development - Narrabri - Industrial and Logistics Hub Land Purchase	2,800,000	0	2,800,000	50 %	A range of planning works are being undertaken to allow Council to purchase the properties in question. Subdivision documentation of 1 block is with Solicitors prior to being subdivided. Engaged rail specialist to undertake high level spur line design and costings and subsequently received report. Providing answers to questions being asked by the Department of Premier and Cabinet in relation to funding application for infrastructure works. Undertaking updated infrastructure costings prior to splitting funding applications between Growing Local Economies and Building Better Regions. Exercised options on first two blocks of land and entering into land purchase contracts.
Total:	2,800,000	0	2,800,000		

Planning and Environment 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 Track	Drought fund money totalling \$305,276.95 has been spent on shop fronts.	90 %
1.3.4.24 - Investigate a premiere precinct for gun clubs within the Shire.	30/06/2020	Needs Attention	A land use assessment of existing facilities is currently being undertaken to identify the most suitable for a premier consolidated precinct. Under resourcing has contributed to the slippage of this action. Council will consider adding this action to the Future Planning Working Group.	10 %
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. Council is currently focused on completing the Aboriginal Heritage Strategy and nomination for State Heritage Listing for Waterloo Creek Massacre Site. Recommended Action: Defer to 2020/2021.	0 %
2.1.1.2 - Complete an Aboriginal Heritage Study to identify sites for inclusion in the Narrabri LEP.	30/06/2020	On Track	Draft Study completed November 2019.	75 %
2.1.2.2 - Undertake comprehensive review of the LEP 2012.	30/06/2020	On Hold	Requires Local Strategic Planning Statement and Local Growth Management Strategy. Recommended Action: Defer to 2020/2021.	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. Ranger resources restricted since December 2019. Reactive service provided until two vacancies filled. Recommended Action: Defer to 2020/2021.	0 %
2.1.4.9 - Seek funding to support microchipping, desexing and responsible companion animal program campaigns.	30/06/2020	On Track	Grant applications lodged for desexing, microchipping and registering day.	50 %
2.2.3.1 - Review extractive industries environmental compliance reports and plans annually.	30/06/2020	On Track	Council is currently reviewing industries environmental compliance.	50 %
2.2.3.3 - Request state regulatory authorities present annually to Council.	30/06/2020	Complete	Director for Groundwater Regulation of Water Extractions presented on 24 October 2019. Council, in conjunction with the Murray Darling Basin Engagement Officer have organised this presentation for Councillors to inform on how groundwater extractions are regulated.	100 %

Actions	Target	Status	Progress	%
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 on: Narromine to Narrabri Inland Rail Vickery Coal Mine Narrabri Underground Extension Narrabri Gas Project.	50 %
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 Track	Council continues to lobby for a regional approach to dust monitoring in SSD submissions. Narrabri is now part of the NSW Air Quality Monitoring Network. The Narrabri air monitoring station was built in December 2017 near Narrabri Airport. Real-time Regional monitoring data has been available online since the equipment was installed.	50 %
2.4.1.2 - Work cooperatively with mining companies and environmental groups to monitor impacts of dust.	30/06/2020	On Track	Council continues to participate in the Namoi Region Air Quality Advisory Committee established by the Minister for the Environment at the end of 2017. The Committee's role is to provide advice to the EPA on matters specifically related to the monitoring and management of air quality in the Namoi region.	50 %
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 on: Vickery Coal Mine	50 %
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 on: Vickery Coal Mine	50 %
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 on: Narromine to Narrabri Inland Rail Vickery Coal Mine Narrabri Underground Mine Extension Narrabri Gas Project	50 %
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 on: Vickery Coal Mine Narrabri Underground Mine Extension Narrabri Gas Project	50 %

Actions	Target	Status	Progress	%
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. Draft Local Strategic Planning Statement with Department of Planning and Office of Chief Planner for preliminary feedback. Draft Local Strategic Planning Statement and Growth Management Strategy proposed for February Councillor Briefing and Ordinary Meeting of Council.	50 %
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 Track	29 dwellings approved in Narrabri in the last 3 years to Dec 2019. 50 ha of R1 land available with conservative yield of 50 lots. 2700 ha of R5 land available with a conservative yield of 67 lots. 6 dwellings approved in Boggabri in the last 3 years to Dec 2019. 150 ha of R1 land available with conservative yield of 150 lots. 190 ha of R5 land available with a conservative yield of 20 lots. 4 dwellings approved in Wee Waa in the last 3 years to Dec 2019. 25 ha of R1 land available with conservative yield of 25 lots. 213 ha of R5 land available with a conservative yield of 20 lots.	50 %
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. Recommended Action: Defer to 2020/2021.	0 %
3.4.3.4 - Develop Housing Strategy for Narrabri Shire.	30/06/2020	On Hold	Requires Local Strategic Planning Statement and Local Growth Management Strategy. Recommended Action: Defer to 2020/2021.	0 %
3.4.4.1 - Carryout biennial inspections of urban areas to identify properties requiring repair or demolition.	30/06/2020	On Track	Inspections of towns and villages commenced.	50 %
3.4.4.2 - Implement an orders program to require action to repair or demolish derelict buildings.	30/06/2020	On Track	Inspections of towns and villages commenced. No orders issued to date.	50 %

Planning and Environment Services – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Average employee / contractor cost per application determined	< \$1,460	\$1,665
Average processing times for applications from receipt of all information less than 10 days for construction certificates and complying development certificates	< 10 Days	62 Days
Average processing times for applications from receipt of all information less than 30 days for Development applications	< 30 Days	20 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 %	94.5 %
Number of preventive action, clean up notices, warning letters issued to assets that do not comply with the law.	> 10	1

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 %	40 %
Greater than 80% positive rating from quarterly survey of at least 20 customers	> 80 %	40 %
Number of micro-chipped animals	> 100	446
Number of outstanding development, building and public health orders	< 0	11
Number of valid written complaints received less than 5	< 5	0
Percentage of food premises found complying with standards	> 90 %	47.5 %

Workload Measure	2019/20 Estimated	YTD
Number of 149 Certificates issued	> 450	177
Number of applications determined.	> 200	94
Number of building investigations relating to building compliance	> 10	2
Number of companion animals euthanized	< 135	52
Number of companion animals impounded (incoming animals)	< 190	116
Number of companion animals rehomed (includes sold and released to organisations for rehoming)	> 70	24
Number of companion animals released to owner	> 90	36
Number of feral animals euthanized	> 50	20
Number of investigations relating to developmental compliance	> 10	1
Number of swimming pool compliance certificates issued	50	22
Total number of companion animals registered in year	> 190	152
Total value of applications determined	> \$15,000,000	\$9,433,080
Complete food premises inspection program	> 95 %	0 %

Planning and Environment 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. Council will not be able to determine the location until the Inland Rail Project locations have been finalised. Recommended Action: Defer to 2020/2021.
Total:	239,055	0	239,055		

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 NEJO shared services working group. Council is participating in LGNSW events as well as attending Country Mayors. Council hosted the Deputy Premier during September 2019.	50 %
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.	50 %
4.3.2.3 - Where available, Council services are compared against private industry benchmarks.	30/06/2020	Complete	Council has received the 2017/2018 FY Local Government Performance Excellence Program report. Council has been briefed during July 2019.	100 %
4.4.2.7 - Review internal, external and Section 355 Committees to ensure they are relevant, effective and efficient in making decisions.	30/06/2020	Complete	Council reviewed and adopted its committee structure at the September 2019 Ordinary Council Meeting.	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. Code of Conduct training to be scheduled prior to End of Financial Year.	75 %

Workforce Management - Actions

Actions	Target	Status	Progress	%
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'. Council participated in High School work experience program with numerous students mentored throughout the organisation. Numerous young people enrolled in and completed lifeguard training as part of a new recruitment strategy.	60 %
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.	50 %
1.3.4.11 - Council to encourage and support people with a disability to apply for positions at Council.	30/06/2020	On Track	Council are finalising words of encouragement to all new position advertisements.	90 %
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 March 2020.	50 %
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. Recommended Action: Reassign task to Planning and Environment.	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.	50 %
4.3.3.7 - Conduct employee engagement survey.	30/06/2020	On Track	Employee engagement survey on-track to be completed by December 2019. Final reporting completed in January-February 2020.	75 %
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. Information to be distributed in January 2020 to all Council employees regarding Smoke-free Environment Act 2000 and including displays at permanent work sites.	50 %

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.	50 %
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, negotiations with employee representatives are 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.	50 %
4.4.2.8 - Link strategic outcomes to performance objectives of management positions.	30/06/2020	Complete	Performance objectives linked to strategic outcomes are in place for both Directors and Managers. Plans for the 2019/2020 period are currently being finalised.	100 %
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.	50 %
4.4.2.18 - Review three risk areas as per Council's strategic internal audit plan.	30/06/2020	On Track	The Work, Health & Safety Audit is now complete. The Workforce Planning Audit commenced in November 2019.	50 %

Workforce Management – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Average length in Recruitment Process	< 60 Days	44.82 Days
Employee Initiated Staff Turnover	< 10 %	5.56 %
Employer Initiated Staff Turnover	< 2 %	2.14 %
Staff Turnover	< 12 %	7.70 %

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	7/4/3
Number of Incidents reported (Low/Mod/High/Critical) – Plant & Infrastructure	0	12/2/0/0
Number of Lost Time Injuries (Workers Compensation Premium Impacting)	< 10	4
Number of Workers Compensation Claims	< 15	9
Reduction in Council's cumulative previous three (3) years total Workers Compensation Claims Cost	< \$230,000	\$205,115
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	5
Number of group training events coordinated	> 4	19
Number of Performance Management cases	0	3
Number of positions recruited for	60	52
Number of Safety Interactions completed	> 40	1
Number of Open Workers Compensation Claims (Rolling Average)	< 15	24
Number of Workplace Inspections Completed	> 40	1

Corporate Services

DIRECTORATE



Service Plan Quarterly Report **December 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 operator. Concept for new Terminal being finalised for design.	30 %

Airport Services – Key Performance Measures

Efficiency Measure `Doing things right`	2019/20 Estimated	YTD
Total Operating Expenses per RPT Passenger	< \$42	\$50.25

Effectiveness Measure `Doing the right things`	2019/20 Estimated	YTD
Number of reports of feral animals affecting airside operations per annum	< 0	1
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 movements per annum	> 960	492
Number of RPT passengers per annum	> 9,000	3,902
Number of airport usages per annum	> 1,900	1,511

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	0	100 %	UPS upgraded last year and system has been working well since. Continue monitoring over the next few months to ensure system is functioning correctly. Project no longer required.
Airport - Terminal Improvement	47,160	9,467	47,160	70 %	Internal painting commenced October, Door Skins installed. Terminal now dementia friendly.
Airport - Airside Drainage Improvement	20,000	0	20,000	20 %	Preliminary investigations and designs being undertaken. Some urgent works completed
Airport - New Signage & Barriers	10,000	0	10,000	30 %	Signage design and layout finalised, Quotes being obtained and work scheduled
Airport - LED Lighting for Apron Flood Light Infrastructures	5,900	4,257	4,257	100 %	Upgrade on hold due to low volume of traffic using the airport due to ongoing drought. Works not proceeding at this stage.
Airport - CCTV Cameras for Airside & Emergency/Security Gate	20,000	0	20,000	30 %	Microwave Link between Admin Building and Terminal installed, cameras to be installed in February.
Narrabri Airport - Narrabri Airport Perimeter Fencing	25,947	25,947	25,947	100 %	Project completed.
Narrabri Airport - Electricity Upgrade	28,377	0	28,377	15 %	Scope being developed.
Airport Capex - New Terminal Building Design	40,000	0	40,000	25 %	Initial concept floor plan drafted.
Total:	212,384	39,671	195,741		

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	Complete	CCTV Policy has been adopted. CCTV signage templates have been created in corporate Council branding and have been placed in prominent areas where Council CCTV is operating to meet requirements under the Surveillance Act 2007. Promotion of the installation of the CBD CCTV was undertaken via print media and radio coinciding with the completion CBD CCTV installation.	100 %
4.1.1.2 - Implement new Customer Service Procedures.	30/06/2020	On Track	Customer service procedures continue to be refined and added when required/identified. This is an ongoing process. Procedures will continue to evolve as we implement additional functions within the Technology One Customer Request Management (CRM) module.	60 %
4.1.2.1 - Produce relevant "factsheets" on major Council projects and initiatives in a timely manner.	30/06/2020	On Track	Factsheets are being created in a timely manner. Examples of factsheets completed so far that have been distributed to the community include: Boggabri Caravan Park, Tarriaro Bridge, Narrabri Water Augmentation Project.	80 %
4.1.2.2 - Conduct a customer satisfaction survey of the community.	30/06/2020	Complete	Micromex has completed the 2019 Community Satisfaction survey. Consultants finished in field survey calls on 23 September. The data was gathered and analysed by Micromex and presented to Councillors prior to the December Ordinary Council Meeting.	100 %
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.	60 %
4.4.2.15 - Ensure that delegations for Council officers are reviewed and updated.	30/06/2020	On Track	Delegation reviews commenced in November and were completed in December 2019. Another review is scheduled for 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.	60 %

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	5,991
Percentage of CRM requests actioned by Customer Service Agents	> 30 %	33.40 %
Percentage of CRM Telephone Messages taken by Customer Service Agent	20 %	30.43 %
Percentage of CRM's taken by Customer Service Agent that were a CSR	50 %	36.17 %

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	50,000	15 %	Consultation with depot stakeholders continuing to develop a design that suits all interested parties.
Depots - Boggabri & Wee Waa CCTV Cameras	20,000	0	0	15 %	Design and layout being finalized to allow quotes to be sought.
Depots - Wee Waa Depot – Wash Bay	30,000	0	0	15 %	Preliminary investigations being done to allow design to be finalised.
Depots - Narrabri Store Office Construction	83,524	10,326	86,924	25 %	DA Lodged, further information being sought for approval, tender being developed.
Depots - Narrabri Store Driveway Awning	19,000	0	0	15 %	Plans and quotations obtained. Consult with contractor to confirm start date and completion before the end of June 2020.
Depots - Narrabri Oil/Water Separator & Tanks	39,660	38,026	39,760	90 %	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 with Tender being developed.
Depots - Narrabri Security & Lighting	24,636	0	0	100 %	Lights and CCTV installed. Project completed in 2018/19.
Total:	510,023	48,352	319,887		

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.	50 %
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. A recent review of the rating system by Office of Local Government has ignored Council's submissions to it.	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.	25 %
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.	50 %
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.	50 %
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.	50 %

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 %	5.46 %
Accounts receivable – average monthly percentage of accounts outstanding for more than 90 days	< 10 %	7.95 %
Rates outstanding (rates, annual charges, interest and extra charges outstanding)	< 9 %	9.52 %

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 %	90 %
Stocktake variances within 2% of total stock value	100 %	100 %

Workload Measure	2019/20 Estimated	YTD
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	8,263
Number of accounts receivable transactions processed	1,350	415
Number of rate assessments (annual issue)	6,740	6,957
Number of s603 certificates issued	280	136
Number of stores transactions processed	12,000	5,533
Number of pensioner rebates granted at levy	880	812

Information Services - Actions

Actions	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.	30/06/2020	Complete	Successfully completed Installing CCTV cameras under safe community project.	100 %
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	This is an ongoing process. All software is up to date with most recent stable update on all platforms.	90 %

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 %	2.5 %

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Increase backup internet connection speeds	> 50 Mb/s	75 Mb/s
Average response time on IT helpdesk emails	< 2 Hours	0.16 Hours

Workload Measure	2019/20 Estimated	YTD
Number of Council's Desktop/Laptop Users	170	170
Number of Office 365 licenses	150	190
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	19,727	20,000	100 %	Project completed.
Information Services - Connect Depot with Fibre Optic	100,000	0	100,000	5 %	Planning commenced.
Information Services - Smart Board	7,500	4,790	7,500	100 %	Project completed.
Information Services - Upgrade Desktop Computers in Narrabri, Wee Waa and Boggabri Libraries	37,800	22,108	37,800	90 %	Waiting for Central Northern Regional Library confirmation of platform
Information Services - Upgrade CAD Computers	15,000	14,900	15,000	100 %	Project completed.
Information Services - Connect Narrabri Waste Facilities to Admin via Wireless Link (Microwave)	25,000	6,350	25,000	100 %	Project completed.
Information Services - Upgrade Narrabri CBD CCTV System (carryover 2018/19 + grant funding)	114,555	79,152	114,555	100 %	Project completed.
Corporate Information System (remainder of project)	75,250	97,394	75,250	100 %	Project completed.
IT - Install CCTV Camera at Narrabri Depot	41,900	41,900	41,900	100 %	Project completed.
IT - Equipment for Customer Service Refit	886	886	886	100 %	Project completed.
IT Capex - Replace Council Chamber Sound System	25,000	13,635	25,000	100 %	Project completed.
Total:	462,891	300,842	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	<p>Narrabri Library held or hosted 280 programs and community events for 1,443 adults and 3,026 children, totaling 4,469 participants.</p> <p>Boggabri Library held or hosted 15 programs and community events for 75 adults and 11 children, totaling 189 participants.</p> <p>Wee Waa Library held or hosted 69 programs and community events for 241 adults and 404 children, totaling 645 participants.</p> <p>Book Week was very successful with almost 500 children across the Shire participating in Book Week storytimes.</p> <p>The Narrabri Shire STEM Investigation Awards were held in August 2019.</p> <p>Narrabri Library helped with the St Francis Xavier's School Science Day.</p> <p>CNRL hosted a Battle bot school holiday activity.</p> <p>Other workshops in the October school holidays included Marshmallow Towers and LEGO Mosaics.</p> <p>Narrabri Library contributed to the Questacon Science Circus.</p> <p>Narrabri Library Manager presented a series of technology workshops at St Francis Xavier's Catholic School in Narrabri and St Joseph's Catholic School in Wee Waa.</p>	50 %
1.1.1.5 - Seek additional funding for library educational and recreational programs to meet changing community needs.	30/06/2020	On Track	<p>Narrabri Lions Club donated \$1,000 and the Narrabri Lioness Club donated \$500 to the Narrabri Shire STEM Awards. Council have contacted Telstra Kids funding application was unsuccessful due to a successful application in 2018/2019.</p> <p>State Library operational funding increased after a successful Renew Our Libraries campaign.</p> <p>Letters of support have been sought from the schools and preschools for a grant to increase the technology holdings of the libraries to present more workshops in schools in the new year.</p>	50 %

Actions	Target	Status	Progress	%
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 forty-two (42) adults and one hundred and twelve (112) children participating on the day. One hundred and seven (107) projects were submitted. Narrabri Library, in partnership with CSIRO and the Department of Primary Industries presented a science day at St Francis Xavier's Catholic School. Narrabri Library contributed to the Questacon Science Circus at the Crossing Theatre.	50 %

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	\$27.00
Maintain \$/user ratio below specified target for the Narrabri branch	< \$12	\$8.28
Maintain \$/user ratio below specified target for the Wee Waa branch	< \$9	\$8.10
Maintain Library usage ie: programs, events or provision of space for meetings and community activities above the specified target for the Boggabri branch	> 10	16
Maintain Library usage ie: programs, events or provision of space for meetings and community activities above the specified target for the Narrabri branch	> 400	408
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	109
Maintain Staff Generated Reservations above the specified target for the Boggabri Branch	> 300	460
Maintain Staff Generated Reservations above the specified target for the Narrabri Branch	> 9,000	3,921
Maintain Staff Generated Reservations above the specified target for the Wee Waa Branch	> 1,000	537

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	7
Maintain the number of new members above the specified target for the Narrabri branch	> 250	95
Maintain the number of new members above the specified target for the Wee Waa branch	> 80	25

Workload Measure	2019/20 Estimated	YTD
Number of Library Visits in Boggabri	> 1,500	838
Number of Library Visits in Narrabri	> 28,000	13,857
Number of Library Visits in Wee Waa	> 12,000	4,867
Number of Physical Loans (including renewals) in Boggabri	> 3,500	1,623
Number of Physical Loans (including renewals) in Narrabri	> 30,000	16,263
Number of Physical Loans (including renewals) in Wee Waa	> 6,000	2,669

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	10 %	The site has been inspected in readiness for seeking quotes.
Libraries - Repaint & Recarpet Wee Waa Library	15,000	0	15,000	20 %	A quote has been accepted for the paintwork. Awaiting availability of replacement carpet tiles.
Libraries - Replace Air Conditioning Narrabri Library	30,000	0	30,000	0 %	Property Services assessing the scope of work required with air conditioning consultant.
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.	35 %
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.	10 %
2.1.2.3 - Develop and implement Plans of Management for urban open spaces and environmental areas.	30/06/2020	On Track	Approval of community land received, process being commenced to engage contractor to prepare plans of management.	20 %
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.	25 %
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	Needs Attention	Energy Saving Action Plan adopted by Council on 23 July 2019. Energy Performance Contract is being negotiated for the large sites and will be in place by January 2020. Solar Solutions for Council's Administration Building, Narrabri Depot, Crossing Theatre and Visitor Information Centre are being packaged for tendering.	30 %
3.1.4.2 - Encourage community use of, and support the retention of, existing Narrabri - Brisbane RPT flight arrangement.	30/06/2020	On Track	Continue promoting Fly Corporate RPT services. Fee relief granted on Web deal ticketing.	45 %
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 and Community 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 March 2020.	40 %
3.1.4.5 - Actively seek new revenue streams to support Airport operations.	30/06/2020	On Track	Watching brief being maintained.	40 %
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. Local agent appointed for sale of blocks.	50 %

Actions	Target	Status	Progress	%
4.2.3.6 - Monitor and update community accessible GIS interface for Council's Capital Works Program.	30/06/2020	On Track	Ongoing monitoring and updating GIS interface for Council's Capital Works Program. Link to website maintained on a quarterly basis.	25 %
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 with completion due in January 2020. Ensure ongoing improvements of Big Sky Caravan Park Narrabri as per the lease terms.	45 %
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 in 2020.	0 %

Property Services – Key Performance Measures

Efficiency Measure <i>'Doing things right'</i>	2019/20 Estimated	YTD
Increase planned maintenance budget to	> 80 %	46.5 %
Reduce overall energy consumption (kilowatt hours)	> 15 %	7 %
Reduce reactive maintenance budget to	< 20 %	28 %

Effectiveness Measure <i>'Doing the right things'</i>	2019/20 Estimated	YTD
Collection of property leasing and licensing fees and charges	> 80 %	45.5 %
Delivery of programmed maintenance and capital works	> 90 %	46 %
Response time to unforeseen / urgent repairs	< 3 Days	3 Days

Workload Measure	2019/20 Estimated	YTD
Attend to, negotiate and update all expiring leases, licences and occupancy agreements (leases per annum)	> 12	5
Complete property related Insurance claims	< 10	1
Preparation of correspondence responding to external enquiries	> 250	85
Prepare plans of management, property related policies, property management protocols, structures and frameworks	> 6	1
Undertake ongoing condition based assessment of Council buildings	> 50	29
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	1,588	14,316	95 %	Kitchen installed with tiling works to follow in February.
Property Services - Energy Sustainability Project – Stage 2	120,000	0	120,000	20 %	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 – Relevelling of Building	15,000	0	15,000	15 %	Quotes being sought, some works already undertaken.
Property Services - Key Management System – Stage 2 & 3	10,000	0	10,000	20 %	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	10 %	Inspection of existing paintwork carried out, consider deferring till 2021 and pressure clean now. Recommended Action: Defer to 2020/2021.
Property Services - Administration Building Refurbishment – Stage 2 (Western Wing)	160,000	0	160,000	20 %	Preliminary designs completed, final consultation being carried out. Quotes being sought for construction and office fit out.
Caravan Parks - Boggabri Caravan Park	1,721,513	1,208,800	1,721,513	85 %	Buildings installed on site, roadworks and earthworks being completed. Project due to be completed early February.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Caravan Parks - Installation of Skirting to Underside of Cabins	5,000	0	5,000	40 %	Cabins have been re levelled, skirting to be ordered and installed to allow works to be completed before reopening of Caravan Park.
Property Services - Buildings Environmental Sustainability Project – Stage 1	148,776	0	148,776	15 %	Tender being developed for installation of solar panels on council buildings. Design quote obtained for solar install at Airport.
Property Services - Housing Stock Improvements	15,000	15,684	15,684	95 %	Kitchen Installed at 48 Regent St. Some tiling works to be carried out in February.
Property - Boggabri Courthouse Internal Structure	20,000	0	20,000	20 %	Works to be completed mid February.
Total:	2,245,289	1,226,072	2,245,289		

Saleyards Services – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Saleyards - Additional Standpipes	10,000	2,948	10,000	100 %	Additional standpipes have been installed. The works has been completed.
Saleyards - Replace Water Troughs	30,000	24,487	30,000	100 %	The concrete troughs that required replacing have been replaced and the work completed.
Saleyards - Yards painting and repairs	7,370	333	7,370	80 %	80% of capital works program completed. Estimated 2 days which will be completed in January 2020.
Total:	47,370	27,768	47,370		

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	Ongoing watching brief being maintained. Have just booked a Shakespeare Play to perform on 19th April 2020 and the Melbourne International Comedy Festival has also been booked for 20th June 2020.	50 %
1.2.2.2 - Facilitate cultural shows at The Crossing Theatre.	30/06/2020	On Track	Two new shows have just been booked for this financial year. Shakespeare's Henry V in April and Melbourne International Comedy Festival for June. Ongoing watching brief being maintained.	50 %
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 confirmed.	50 %
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.	50 %
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.	50 %
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 and ready to deliver whenever opportunities arise.	50 %
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.	50 %
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 Carols & Holidays program for 2020/21.	50 %
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.	50 %

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 %	15.86 %
Increase Event Space Utilisation % per available day for Exhibition Room	> 14 %	4.52 %
Increase Event Space Utilisation % per available day for Gallery Lounge	> 8 %	4.07 %
Increase Event Space Utilisation % per available day for Riverside Room	> 23 %	25.66 %
Operating Costs per paying venue patron	< \$12	\$12.88
Venue to fiscally operate at no more than 5.25% of General Rates revenue	< 5 %	4.45 %

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Increase Cafe Patronage by 5%	> 6,695	7,659
Increase Cinema Patronage by 5%	> 28,220	14,017
Increase User Pay Events by 5%	> 201	109

Workload Measure	2019/20 Estimated	YTD
Number of events held in Auditorium	> 55	29
Number of events held in Exhibition Room	> 42	10
Number of events held in Gallery Lounge	> 32	9
Number of events held in Riverside Room	> 75	52
Number of User Live Events held	> 29	12

The Crossing Theatre – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
The Crossing Theatre - Upgrade Lighting (LED lights)	6,500	0	0	100 %	Project completed.
The Crossing Theatre - Band Room Refurbishment (incl 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)	13,051	17,570	17,570	100 %	Project completed.
The Crossing Theatre - Event Pro Upgrade Software Purchase	0	5,950	5,950	100 %	Project completed.
The Crossing Theatre - Re-carpet Venue	0	1,627	1,627	100 %	Project completed.
Total:	69,306	25,147	74,902		

Tourism and Community Development - 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 Community Safety and Crime Prevention Plan 2019-2023 was formally adopted by Council on 26 November 2019. The actions have been embedded into relevant Council strategies and plans. Next quarterly meeting scheduled for late February 2020.	50 %
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	Complete	The Community Safety and Crime Prevention Plan 2019-2023 was formally adopted by Council on Tuesday 26 November 2019. The Action's that form part of that plan have been embedded into relevant Council strategies and plans.	100 %
1.1.2.19 - Support NSW Police to improve the community's perception of the level of crime within Narrabri Shire.	30/06/2020	On Track	Working with NSW Police on proactive communication via the Crime Prevention Committee.	50 %
1.1.2.20 - Support and promote educational programs targeted at assisting young people in developing healthy, respectful relationships.	30/06/2020	On Track	Council is currently working with local youth, schools and support groups in regards to programs they offer and how we can all raise awareness in order to ensure these programs are accessible and visible to the youth of our community.	10 %
1.1.2.21 - Continue to support activities that raise awareness through participation in and promotion of community events (White Ribbon Day etc).	30/06/2020	On Track	Planning will commence for White Ribbon Day in September, 2020.	10 %
1.1.2.22 - 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.	30/06/2020	Needs Attention	Council continues to develop and maintain a strong working relationship with various State and Federal Government agencies, schools and the Narrabri Shire Community to support and promote resources which support the safety of families, children, and young people in Narrabri Shire.	25 %

Actions	Target	Status	Progress	%
1.1.2.24 - Identify and pursue funding opportunities to provide resources to community members to mark valuables (e.g. use of engravers on a loan basis).	30/06/2020	On Track	Council to investigate funding opportunities, January 2020.	10 %
1.1.2.25 - Provide regular and up-to-date information to the community regarding personal safety measures and strategies.	30/06/2020	Needs Attention	Council to develop promotional information which will provide important strategies to support our community's personal safety.	10 %
1.1.2.26 - Work collaboratively with government and local agencies to promote and support programs related to harm minimisation and the reduction of alcohol related violence.	30/06/2020	On Track	Installation of CCTV cameras in CBD assisting NSW Police in identifying areas of potential harm. Use of media to provide communication to public ongoing.	50 %
1.1.2.27 - 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.	30/06/2020	On Track	Council will commence investigation in conjunction with the Crime Prevention Committee and local support groups such as NDCAS, regarding the services and programs they offer and how they raise awareness in order to ensure these programs are accessible and visible to the community.	10 %
1.1.2.28 - Council to provide sharps disposal bins at appropriately identified locations with Narrabri Shire.	30/06/2020	On Hold	Yet to commence.	0 %
1.1.2.29 - Provide encouragement and support to the delivery of alcohol and drug-free community events within Narrabri Shire.	30/06/2020	On Track	Council will continue to support and encourage the delivery of alcohol and drug free community events for the Narrabri Shire in 2020.	10 %
1.1.2.30 - Support educational and community-based programs that encourage participation and celebrate the achievements of young people within the Shire.	30/06/2020	On Track	Council is currently working with local youth, schools and support groups, in regards to educational and community based programs that can be developed to encourage and ensure participation in educational and community based programs and that we recognise and celebrate our young achievers.	10 %

Actions	Target	Status	Progress	%
1.1.2.31 - Continue to support activities that raise awareness through participation in and promotion of community events (Graffiti Removal Day etc).	30/06/2020	On Track	Council continues to support and work with the youth and local support groups regarding activities and programs are accessible and visible to the community to participate in.	10 %
1.1.2.32 - Raise internal awareness of vandalism and malicious damage that is occurring within Narrabri Shire.	30/06/2020	On Hold	Working with NSW Police via the Crime Prevention Plan strategies.	0 %
1.1.2.33 - Partner with local community groups and organisations to provide recreational activities for young people as a diversion from anti-social behaviour.	30/06/2020	On Track	Council is currently working with the youth, schools and local support groups such as NDCAS, Centacare regarding the programs and recreational activities they offer and how to raise awareness in order to ensure these programs are accessible and visible to the young people of our community.	10 %
1.1.2.34 - Support NSW Police to promote the provision of workshops in regional NSW aimed at tackling rural crime.	30/06/2020	Needs Attention	Council to contact Police Inspector to discuss activities and potential workshops that will raise awareness aimed at tackling rural crime.	10 %
1.1.2.35 - Raise awareness through the facilitation of NSW Police talks about community safety and rural crime prevention methods at community meetings and activities.	30/06/2020	Needs Attention	Council to contact Police Inspector to discuss the establishment of community safety and rural crime prevention meetings and activities for 2020.	10 %
1.1.2.36 - Provide regular and up-to-date information to the rural community regarding crime prevention strategies and measures.	30/06/2020	Needs Attention	New Crime Prevention strategy adopted by Council in November. Staff working in liaison with NSW Police to communicate strategies.	10 %
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	Council will develop a Youth Employment Strategy once the Youth Council has been established in 2020.	0 %

Actions	Target	Status	Progress	%
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. Spoke to potential tier 1 contractor about legacy training initiatives. Early discussions between Council and Inland Rail about connecting their Academy with Narrabri's Country University Centre.	45 %
1.1.4.6 - Establish and facilitate a Narrabri Shire Youth Council in collaboration with the Shire Schools and youth up to 25 years of age.	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. An 'Expression of Interest' form will be prepared and distributed in early 2020 to attract youth to assist with Youth Week event activities and to encourage our Youth to join the Youth Council.	45 %
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 Track	Council is currently in discussion with the University of Sydney Wheat Research in relation to a native grains research program and future development of a native grains industry for the Narrabri Shire. Council will arrange a meeting with CSD, the University of Sydney and Narrabri Shire Schools in 2020 to further explore the possibility of establishing a learning and development centre.	25 %
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 have been updated and the iProximity voice recording is currently underway, Beacons will be installed prior to the end of financial year.	45 %
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 a Port Stephens Coach Group with a district tour and currently has seven coach groups booked for 2020. Council is investigating re-introducing seasonal tours such as Cotton tours from March through to July.	45 %
1.2.4.7 - In conjunction with the Aboriginal community successfully organise and run Reconciliation Week.	30/06/2020	On Hold	The first Reconciliation Day event for Council was held in May 2019. Discussions will commence in early 2020 with our local Kamilaroi community to plan activities for Reconciliation week.	0 %
1.2.4.8 - In conjunction with the Aboriginal community successfully organise and run NAIDOC Week.	30/06/2020	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 %

Actions	Target	Status	Progress	%
1.2.4.9 - In conjunction with the Aboriginal community progress the State Heritage Register nomination for Waterloo Creek.	30/06/2020	On Track	Council unanimously voted in support of the lodgement of the nomination by the Wee Waa Aboriginal Lands Council to list the Waterloo Creek Massacre site on the NSW State Heritage Register. Council has provided a letter of support and has received endorsement from Local Land Services and NSW Crown Lands which were included in the nomination. The form will be lodged in March, 2020 at the Heritage Register meeting.	50 %
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 Wall of Fame Policy. A meeting with members of the original Sporting Wall of Fame committee is planned for March, 2020 to discuss the selection criteria and terms of reference.	45 %
1.3.1.6 - Promote Narrabri Shire as a rewarding and viable location to attract medical professionals.	30/06/2020	Needs Attention	Council to commence discussions with Hunter New England Health in relation to developing a marketing campaign to attract medical professionals.	10 %
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 in 2020 to encourage business operators to review how accessible their own businesses are.	45 %
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.	50 %
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 and the Youth Interagency meetings on a regular basis. The December Interagency meeting was hosted at Joblink Plus and discussions included Council's Lillian Hulbert award nominations being open and planning for the Australia Day event.	50 %
1.3.4.21 - Support Boggabri, Narrabri and Wee Waa in establishing Dementia Friendly Towns.	30/06/2020	On Track	Council attends Dementia Friendly Committee meetings and uses existing networks to distribute relevant information, share resources and promote training or events. Council's Customer Service staff, Library and Tourism staff have completed online training to become 'Dementia Friendly'. The Crossing Theatre and Pool staff have yet to complete the training. HR are adding completed training certificates to staff personnel files. There was no committee meeting held in December.	50 %

Actions	Target	Status	Progress	%
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 next scheduled meeting is for mid March 2020. The Disability Inclusion Action Plan, Easy Read Version, e-book and audio book was launched at a Social Inclusion morning tea on Friday 29th November 2019. A media release was distributed in December 2019 regarding the launch at the Social Inclusion morning tea. The next meeting will be hosted in February 2020.	50 %
1.4.2.3 - Lobby for the expansion of existing educational offerings in Narrabri Shire.	30/06/2020	On Track	Provided advice about potential educational shortfalls due to short to medium term infrastructure developments to GHD who are undertaking a Social Impact Assessment for Inland Rail. 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.	45 %
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.	50 %
3.1.2.2 - Investigate the improvement of the Rose St/Church St/Kamilaroi Hwy intersection to encourage travellers into Rose St creating a visual stimulus that attracts attention.	30/06/2020	Needs Attention	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 developing design options for the green space and Rose Street, Kamilaroi Highway intersection which will include new directional signage to encourage visitation into the main street.	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 designs for high impact Gateway signage. Draft concept designs were presented at the Councillor workshop in November, changes to the design were made and distributed to Councillors in December for final comment. The Gateway signage designs will now be finalised and distributed to sign writers to provide quotes for production.	50 %

Actions	Target	Status	Progress	%
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 contracted a 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. Community consultation will commence in February, 2020.	45 %
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 in partnership with local retailers is developing a calendar of events for the main street. Council worked with local business operators including home based businesses to assist with the Maitland Street Christmas Fair which was held on Thursday, 19th December, 2019. The majority of main street business houses and 20 participating stallholders were very pleased with the event and advised excellent sales results. Council will now work with the main street businesses to plan for an Easter and Christmas in July activity.	50 %
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.	45 %
4.1.1.3 - Successfully organise and run Australia Day Event	30/06/2020	On Track	Council commenced planning for the Australia Day festivities in October in collaboration with community groups, Taverners, RSL and Golf Club to run a complementary weekend of activities during Australia Day long weekend. Council voted on the Australia Day nominations at Council's meeting in December, 2019. A former Australian Cricket legend has been secured as the Narrabri Shire Australia Day Ambassador for 2020. Narrabri Shire Australia Day marketing and promotional material has been distributed throughout the Region encouraging participation in our Australia Day activities.	85 %

Actions	Target	Status	Progress	%
4.1.1.4 - Successfully organise and run the Lillian Hulbert Scholarship and award presentation and Seniors Festival and awards	30/06/2020	On Track	Council commenced planning for the Lillian Hulbert Award in October in conjunction with assistance from the Council to prepare the nomination form and a promotional poster to market and encourage nominations. Advertising commenced in December. Meeting dates have been set for the committee on return to school. Presentation of the award will be hosted by Council in February 2020.	50 %
4.1.1.5 - Successfully organise and run International Women's Day Event.	30/06/2020	On Track	Council will commence planning for International Women's Day in January, 2020. A grant Application to host an event during Women's Week, March, 2020 will be prepared.	20 %
4.1.1.6 - Successfully organise and run Youth Week activities.	30/06/2020	On Track	Planning for Youth Week activities which is held annually in April 2020, will commence in early 2020. An Expression of Interest will be distributed in February to encourage interested youth to participate and volunteer to assist with the event. Council discussed Youth Week at the Youth Interagency meeting and received agreement from the group to work together to coordinate youth week activities. Council continues to investigate funding opportunities to host additional Youth activities throughout the year.	35 %
4.1.1.7 - Successfully organise and run International Day of People with a Disability.	30/06/2020	Complete	Council hosted a Social Inclusion morning tea on Friday 29th November in conjunction with the International Day of People with a Disability. At the morning tea the Disability and Inclusion Action Plan in Easy Read version was launched along with an eBook and audio book.	100 %
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 has been advised that two nursing students have been allocated to the Narrabri Shire and will commence their placement in February 2020. Preparation has begun to welcome the students with private billeting of the students already arranged. A Placement Schedule has been mostly completed for the Nurses to attend.	60 %
4.1.4.2 - Annual volunteer celebration held.	30/06/2020	On Hold	National Volunteer Week will be hosted in May, 2020. Planning will commence in March, 2020.	0 %
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.	50 %

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.	15 %

Tourism and Community Development – Key Performance Measures

Efficiency Measure `Doing things right`	2019/20 Estimated	YTD
Net cost for provision of visitor service per visitor (VIC patrons)	< \$2	\$2.24
That each Youth Council meeting is completed within the allocated timeframe (school lunch break).	> 85 %	0 %
Percentage of Access and Inclusion Committee Meetings that comply with operating procedures as set out in the Terms of Reference (ie quorum is met and agenda prepared and distributed in time and adhered to).	100 %	50 %
Percentage of Crime Prevention Committee Meetings that comply with operating procedures as set out in the Terms of Reference (ie quorum is met and agenda prepared and distributed in time and adhered to).	100 %	100 %

Effectiveness Measure `Doing the right things`	2019/20 Estimated	YTD
Percentage of Council and Community Grants submitted that are successful.	> 25 %	25 %
Value of Council and Community Grants submitted that are successful (\$).	> \$6,000,000	\$217,691
Average sales per walk in patron for the Narrabri VIC	< \$3	\$4.68
Number of redeemed vouchers from trade show distributions	> 250	62
Overall visitor satisfaction (Surveys and Social Media)	> 96 %	96 %
The number of youth-based actions formulated through the Youth Council that are undertaken.	> 6	0
Provide advice and recommendations on major projects, community events and significant development applications to ensure access and inclusion issues are identified and resolved.	> 4	12

Workload Measure	2019/20 Estimated	YTD
Attend Shire wide community group meetings.	> 60	19
Facilitate and provide resources to community events	> 12	9
Number of Grant Applications submitted by Council or jointly with Community Groups.	> 48	8
Number of visitors to the VIC	> 35,000	18,599
Number of Information packs distributed at trade shows	> 8,100	500
Complete visitor satisfaction survey	> 125	46
Number of social media users	> 1,800	3,829
Number of community events and conferences facilitated	> 38	26
Co-ordinate and run Narrabri Shires Youth Council Meetings.	> 8	0
Co-ordinate and run Narrabri Shires Access and Inclusion Advisory Committee.	> 4	1
Co-ordinate and run Narrabri Shires Crime Prevention Advisory Committee.	> 4	2

Tourism and Community Development – 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. Survey of potential users to be carried out prior to purchase.
Tourism - Digital Signage	15,000	0	33,000	45 %	Council is investigating digital LED signage options for the Visitor Centre.
Tourism - Gateway Signage	20,000	0	150,000	45 %	Draft Gateway signage concepts were presented at the December Councillor brief and Councillor response for changes received and actioned. Council will now finalise the draft Gateway designs and distribute for quotations.
Tourism - Town Signage	180,000	0	180,000	50 %	Draft Town signage concepts were presented at the December Councillor brief and Councillor response for changes received and actioned. Council will now finalise the draft Town designs and distribute for quotations.
Total:	235,000	0	383,000		

Infrastructure Delivery

DIRECTORATE



Service Plan Quarterly Report **December 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	\$710.5

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	5
Number of casket interments	90	56
Number of plinths and plaques placed	90	44
Number of unplanned maintenances activities (Call outs) for Cemeteries	< 10	0

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 %	Council is currently in the process of seeking quotations for the works prior to award and construction.
Cemeteries - Narrabri Lawn Cemetery - Renew Internal Roads & Carpark (carryover 2018/19)	109,379	0	0	5 %	This project will be added to the Roads Department internal capital works program and completed when resources and weather permit. No further works are expected to be completed this financial year. Recommended Action: Defer to 2020/2021.
Cemeteries - Narrabri Old Cemetery - add to perimeter fencing	10,000	0	10,000	80 %	Fencing along eastern side has commenced.
Cemeteries - Narrabri Old Cemetery - establish new section	47,549	4,036	47,549	80 %	Plots have been marked out and road infrastructure installed.
Cemeteries - Narrabri Lawn - New Sections	0	0	5,000	0 %	Yet to commence.
Cemeteries - Narrabri Old - Replace Fence	0	0	10,000	0 %	Yet to commence.
Total:	216,928	4,036	122,549		

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.	50 %
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 were 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.	50 %
1.1.2.23 - Deliver an educational campaign in identified locations to reduce the risk of property and vehicle theft.	30/06/2020	Needs Attention	Council to collaborate with NSW Police to develop educational strategies to assist the community in the reduction of risk to property and vehicle theft.	10 %
1.2.3.7 - Undertake a preliminary feasibility study into the establishment of a weir down-stream from The Crossing Theatre.	30/06/2020	Needs Attention	A Business Case is to be developed with options investigated. Recommended Action: Defer to 2020/2021.	10 %
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 Access and Inclusion advisory Committee for comment.	50 %
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.	50 %
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).	50 %

Actions	Target	Status	Progress	%
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 are considered with each project. Several projects are currently in development and will include community support facilities as required.	50 %
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.	50 %
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	Needs Attention	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.	40 %
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 lodged and locations reviewed for regulatory signage compliance.	50 %
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).	50 %
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 DIAP Committee for comment.	50 %

Actions	Target	Status	Progress	%
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.	50 %
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 Transport for NSW has been provided.	50 %
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.	80 %
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. The New England Joint Organisation (NEJO) has secured funding to develop a joint Road Network Strategy which will align with member Council priorities and NSW Government Priorities (including Transport for NSW) for the road network. The aim of this strategy is to address constraints and pinch points that affect economic productivity and identify improvement initiatives to progress to design, business case and funding.	50 %
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 Future Planning Working Group 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). The New England Joint Organisation (NEJO) has secured funding to develop a joint Road Network Strategy which will align with member Council priorities and NSW Government Priorities (including Transport for NSW) for the road network. The aim of this strategy is to address constraints and pinch points that affect economic productivity and identify improvement initiatives to progress to design, business case and funding.	50 %

Actions	Target	Status	Progress	%
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.	50 %

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	\$4,337.50

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	130
Number of major projects completed (> \$100,000 total project cost)	25	14
Number of minor projects completed (< \$100,000 total project cost)	150	54
Number of external designs assessed	60	42
Number of Heavy Vehicle Permits assessed	120	79
Number of Development Applications assessed	70	28
Number of Dial Before You Dig requests completed	50	22

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	Narrabri Shire 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.	50 %
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. The second meeting was held on 21 November 2019.	50 %
4.4.4.2 - Develop, review and prioritise relevant fleet replacement programs.	30/06/2020	On Track	Annual safety inspection and condition assessment of all Fleet assets is underway.	50 %
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	The process for stakeholder inclusion in the decision making of specifications of replacements of Fleet Assets is now an embedded process. Consultation is ongoing as the 19-20 replacement program continues.	60 %

Fleet Management – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Scheduled vs Unscheduled Maintenance is 50/50 (% Scheduled)	50:50	37:63
No. of Open IRS (Continuing)	< 35	36

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Number of scheduled maintenance activities completed on time	> 95 %	80 %
Residual Value vs Auction Proceeds	90 %	104 %

Workload Measure	2019/20 Estimated	YTD
Number of Service Requests recorded	2,020	796
Number of Procurement Renewals	80	28
Number of Insurance Claims	< 20	5
Number of Disposal Assets Despatched to Auction	80	23

Fleet Management – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Fleet - Fleet Acquisition - Heavy Plant	977,665	31,817	977,665	65 %	Replacement program for heavy plant on track. Replacements for Wheeled Loader and Backhoe Loader are underway.
Fleet - Fleet Acquisition - Minor (Miscellaneous)	115,600	69,519	115,600	20 %	Replacements underway.
Fleet - Fleet Acquisition - Trailers	142,000	38,251	142,000	35 %	Replacement program for trailers underway.
Fleet - Fleet Acquisition - Trucks	737,644	86,403	737,644	88 %	Replacement program for Trucks on track.
Fleet - Fleet Acquisition - Vegetation Control Plant	149,210	10,624	142,358	20 %	Replacement program for vegetation control plant underway.
Fleet - Fleet Acquisition - Light Vehicles	841,500	65,174	940,417	80 %	Replacement program for light vehicles is on track.
Total:	2,963,619	301,788	3,055,684		

Infrastructure Delivery Business Support - Actions

Actions	Target	Status	Progress	%
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.	50 %
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. Some examples of consultation undertaken are the Boggabri community consultation regarding the Vickery VPA which was completed successfully in September, the Wee Waa Flood Study consultation was completed in December, attending Narrabri Chamber meetings, meetings with president of Boggabri Progress Association in October and liaising with Wee Waa Chamber regarding Service NSW visit in November.	50 %

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	9
Number of current annual contracts (Unit Rate Panel Type Contracts) managed	> 11	22
Number of contract Progress Payments processed	> 61	45
Number of financial reports for Infrastructure New South Wales, Roads & Maritime Services, Roads to Recovery, etc. projects	> 62	44

Parks and Open Spaces - Actions

Actions	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.	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 %
1.1.2.1 - 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 Crime Prevention Through Environmental Design (CPTED) 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.	55 %
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. Tree works and removals have been completed	50 %
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.	60 %
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).	65 %
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.	50 %

Actions	Target	Status	Progress	%
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.	50 %
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 has completed asphalt works to seal the pathway on the eastern side of the Narrabri lake from Mooloolbar street to Ugoa street.	80 %
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.	50 %
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.	50 %
2.1.4.2 - Prepare and implement management plans for individual Priority Weeds.	30/06/2020	On Track	Council is implementing management plans prepared last financial year. Council is also working on a Weed Management Policy for the Shire.	50 %
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 identified on both private and public land.	50 %
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 has been in contact with 72 Land holders and distributed 50 books on Weed Management. Council has also held an information day with 20 landholders in the Cuttabri, Pilliga and Gwabegar area to discuss the new MEPAW funding of \$52 630 to control Mother of Millions and African Boxthorn and to improve the ecological state of the area.	50 %

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 received a \$52,630.00 grant from Local Land Services for weed management in the Cuttabri, Pilliga and Gwabegar areas. The grant ties in with the existing Combat Weeds and Pest Grant work that Council is managing in the same area. Weed management has been undertaken on 14 properties.	50 %
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.	50 %
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.	50 %
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 has contacted Landcare Organisation Australia seeking for assistance to promote Landcare groups. Council has also contacted existing Landcare groups to update their contact details in order to be able to send them information in relation to grant funding opportunities.	50 %
2.2.2.6 - Seek funding to protect and rehabilitate land owned by Council.	30/06/2020	On Track	An application has been made to the Stronger Country Communities Funds to rehabilitate a section on the Narrabri Creek located behind the Narrabri RSL. Council is awaiting advice on this application.	50 %
2.2.2.5 - Develop and implement strategies to achieve coordinated establishment of biodiversity corridors.	30/06/2020	On Track	Development of the scope of works has commenced however consultation on the agreed corridors has not yet been completed.	5 %
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 other Local Government Areas for Plans of management for their Artesian bore baths sites.	25 %

Actions	Target	Status	Progress	%
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 quotation for the arbor structures and then seek grant funding opportunities.	50 %
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 has adopted a capital works budget for the upgrades, new plantings and signage will be completed taking into consideration other work in Maitland Street. Council has planted ground covers and a few flowering plants to cover roundabouts in the interim. Council has begun installation of surveillance Cameras in each roundabout on completion Council will begin process of replanting in March.	50 %
4.3.3.10 - Investigate structural concept plans for Swimming Pools in the Shire following the GHD study.	30/06/2020	Needs Attention	Council will begin to contact aquatic construction and maintenance companies to request an summary and indicative costs to complete a structural replacement program for each of the Councils aquatic facilities.	25 %

Parks and Open Spaces – Key Performance Measures

Efficiency Measure `Doing things right`	2019/20 Estimated	YTD
Percentage complaints investigation commenced within three (3) working days (weed management)	> 98 %	100 %
Annual cost per Ha to maintain Open Space and stormwater areas	< \$1,762	\$591
Annual cost per Ha to maintain Recreation Parks	< \$2,012	\$1,821.50
Annual cost per Ha to maintain Sports Facilities.	< \$3,500	\$1,962
Revenue received from sports field lighting	> \$8,500	\$3,370
Cost to clean public toilets across shire (Total of 11)	< \$162,500	\$99,362
Cost to maintain street trees with DBH > 300mm in Boggabri, Narrabri and Wee Waa	< \$65,988	\$13,562
Energy cost of public toilets and sport amenity buildings across shire	< \$39,460	\$14,354
Number of Biosecurity Directions Issued	> 5	0

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Customer satisfaction survey achieves 80% favourable response (weed management)	> 80 %	80 %
Percentage of property inspected that had applied effective weed management.	> 80 %	14 %
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 individual properties inspected for noxious weeds	> 840	262
Number of roadside Ha treated for noxious weeds	> 10,000	795
Number of weed management education programs delivered	> 5	5
Number of playgrounds provided and maintained across shire	> 12	12
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	22,989	30,000	75 %	Procurement of the items has commenced.
Open Spaces - Narrabri - Jetty Area - additional pathway to link arterial pathway	35,000	0	35,000	15 %	Planning has commenced. This pathway will be installed after reseal is completed.
Open Spaces - Narrabri - Narrabri Lake - upgrade & reseal pathway	100,000	92,350	100,000	100 %	1.3 km 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 and will be installed on completion of the Narrabri lake reseal project.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Open Spaces - Narrabri - Narrabri Lake - Renew Sealed Pathway (carryover 2018/19)	62,174	64,464	62,174	90 %	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	895,623	484,225	90 %	Concrete pathway and vehicle restrictions have been installed with line marking and signage to be completed.
Open Spaces - Narrabri - Narrabri Creek Walk / Cycle Pathway - Stages 2 & 3	460,404	28,861	460,404	90 %	Stage two and three concrete pathway and bollards have been installed with signage and line marking to be completed.
Sporting Facilities - Boggabri - Jubilee Oval - renew cricket nets	15,000	0	15,000	40 %	Quotes have been received with contractor to commence works in February.
Sporting Facilities - Narrabri - Gately Field - replace perimeter fence around car park & oval	30,000	0	30,000	10 %	Council is currently in the process of seeking quotations for the works prior to award and construction.
Sporting Facilities - Narrabri - Cooma Oval - renew cricket nets (carryover \$10k + \$72k from SCCF)	82,450	139	82,450	10 %	Work currently in the planning phase. Council is drafting a design this will be used to for quotations and construction.
Sporting Facilities - Narrabri - Cooma Oval - playground area equipment replacement (carryover 2018/19)	12,000	0	12,000	10 %	Works currently in the planning phase. Quotations have been requested to complete the works.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Sporting Facilities - Pilliga - Tennis Courts - removal of tennis court lighting (carryover 2018/19)	10,000	0	0	5 %	A precinct plan is being developed for the site prior to determining the lighting requirements. Recommended Action: Defer to 2020/2021.
Sporting Facilities - Wee Waa - Cook Oval - structural works to amenities building (carryover 2018/19)	80,000	1,140	40,000	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. Recommended Action: Defer to 2020/2021.
Recreational Parks - Boggabri - Vickery Park - replace lights at entry points	25,000	1,100	25,000	10 %	Existing light poles have been removed with quotes for solar and wind power lights being sourced.
Recreational Parks - Boggabri - Vickery Park - renew playground access pathway	20,000	0	20,000	0 %	Contractor will commence works in conjunction with other capital works in Boggabri.
Recreational Parks - Boggabri - Vickery Park - install flying fox system	30,000	0	30,000	10 %	Initial quote has been received Council will be visited by Playground suppliers sales representatives in October 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	35 %	Contractor has been awarded and shed will be installed in February 2020.
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.
Recreational Parks - Pilliga - Anzac Park - install new playground equipment (carryover 2018/19)	50,000	0	0	5 %	Council is drafting a plan for potential relocation of this playground. Recommended Action: Defer to 2020/2021.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Recreational Parks - Pilliga - Anzac Park - install shade shelter (carryover 2018/19)	25,000	0	0	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. Recommended Action: Defer to 2020/2021.
Recreational Parks - Pilliga - Rural Transaction Centre - replace amenities (carryover 2018/19)	60,000	0	0	5 %	Council is investigating actual ownership of the existing toilet block and if Council is required to renew or replace. Recommended Action: Defer to 2020/2021.
Recreational Parks - Pilliga - Rural Transaction Centre - replace picnic shelter (carryover 2018/19)	3,000	0	0	5 %	Council is currently drafting a plan for a new playground area where this shelter will be installed on approval of this project. Recommended Action: Defer to 2020/2021.
Recreational Parks - Wee Waa - Dangar Park - install new outdoor gym equipment (carryover 2018/19)	35,131	41,735	41,735	100 %	Gym equipment shade sails and soft fall have been installed and park has been opened.
Recreational Parks - Wee Waa - Dangar Park - replace playground equipment (carryover 2017/18)	50,000	64,813	64,813	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	5 %	Council began the designs and quotation process for this work in November 2019. Fires have impacted on availability of suitable contractors.
Parks & Open Spaces - Narrabri - Cooma Oval - replace prog synthetic wickets (2/yr for 3yrs)	8,500	0	8,500	5 %	This project will coincide with the Cooma oval nets upgrade works to begin in the new year.
Parks & Open Spaces - Bellata - Bellata Oval - replace wire fence (deferred from 2017/18)	2,000	0	2,000	90 %	This project has been incorporated into the Bellata Precinct project and will be completed in conjunction with the works to the primitive camp ground.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Parks & Open Spaces - Boggabri - Anzac Park - move stones & fence to park	8,000	0	0	15 %	Council has contacted local indigenous groups to discuss their involvement in this project. Recommended Action: Defer to 2020/2021.
Parks & Open Spaces - Wee Waa - Dangar Park - install shade sail to playground	35,000	0	0	98 %	The shade sail has been installed this project is now grant funded not a Council capital works funded project and when the acquittal is completed the project will be completed.
Parks & Open Spaces - Wee Waa - CBD Green Space - Drought Communities Fund	86,064	84,648	110,000	90 %	This project is near completion with a shade sail to be installed in the next two weeks this should then allow the area to be opened for public use.
Parks & Open Spaces - Gwabegar - Anzac Park - irrigation system	30,000	27,600	27,600	100 %	Irrigation system has been installed this project is now complete.
Parks & Open Spaces - Wee Waa - CBD Upgrade (VPA)	35,373	8,723	283,000	40 %	This project is under way with seating bins and works on the CBD trees completed. The centre median gardens and bollard art works will be the next stage to be completed in this project.
Baan Baa - Hall - new playground & shade	0	28,459	28,320	100 %	Project Complete.
Wee Waa - Dangar Park - construct shelters	0	52,809	0	98 %	The playground shelters are essentially complete with the remaining grant funds being utilised to apply for further funding to replace the toilet block.
Narrabri - Precinct Plan for Tourist Centre Area	0	2,900	0	100 %	Project Completed.
Baan Baa - Pathway	0	500	500	100 %	Project Completed.
Total:	2,026,707	1,448,995	2,115,107		

Sewerage Services – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Percentage of water treated to water delivered	< 28 %	30.4 %

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Reduction in number of main breaks and chokes (blockages)	< 144	56
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 Kilolitre	382,057 Kilolitre
Average Annual Sewerage collection per connection (kL/connection)	252 Kilolitre	48.22 Kilolitre
Total number of connections	> 3,960	3,960
Total length of pipes maintained	120.4 Kilometres	120.2 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	194,234	500,000	5 %	Streamlining of procurement and regulatory approvals activities are in progress.
Sewerage Services - Sewer Capex - Boggabri Sewer Mains - CCTV and relining of mains	100,000	0	50,000	5 %	Options analysis in progress. Recommended Action: Defer to 2020/2021.
Sewerage Services - Sewer Capex - Boggabri Sewer Pump Station Isolation Valves	20,000	0	65,000	20 %	Procurement of materials is in progress.
Sewerage Services - Sewer Capex - Narrabri Doctors Creek rising main construction	494,562	140,657	494,562	100 %	Project completed.
Sewerage Services - Sewer Capex - Narrabri Sewer Mains - CCTV and relining of mains	100,000	48,147	100,000	5 %	Options analysis in progress. Recommended Action: Defer to 2020/2021.
Sewerage Services - Sewer Capex - Narrabri Pump Stations - improvement works (carryover 2017/18)	340,000	0	50,000	5 %	Options analysis in progress. Quotes obtained. Recommended Action: Defer to 2020/2021.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Sewerage Services - Sewer Capex - Narrabri Sewer Replace Pump Station Motors (carryover 2017/18)	26,352	0	26,352	5 %	Ongoing works in progress as required.
Sewerage Services - Sewer Capex - Wee Waa Sewerage Treatment Works Augmentation	2,123,378	154,517	500,000	5 %	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	50,000	5 %	Options analysis is in progress. Recommended Action: Defer to 2020/2021.
Sewerage Services - Sewer Capex - Wee Waa Pump Stations - improvement works (carryover 2017/18)	360,000	0	0	20 %	Ongoing works in progress as required.
Sewer Capex - Telemetry Upgrades - Sewerage Services	0	3,132	90,000	20 %	Installation of trial depth sensors for 5 maintenance chambers is in progress. The units will monitor sewerage depth within the chambers and provide alarms for high levels.
Sewer Capex - Narrabri Treatment Works - process automation	0	2,298	0	30 %	Reinstatement of automation capability is in progress. In addition, upgrade/replacement options for Narrabri Sewage Treatment Plant are being considered in accordance with the EPA licence conditions.
Total:	7,814,028	542,986	1,925,914		

Solid Waste Management Services - 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 was collection. Council reviewed Cleanaway's Education Plan for 2019-2020 and will implement the plan.	60 %
2.3.2.15 - Develop and adopt a Waste Management Strategy for the Shire.	30/06/2020	On Hold	A draft Waste Management Strategy has been prepared and is currently on hold.	60 %

Solid Waste Management Services – Key Performance Measures

Efficiency Measure <i>'Doing things right'</i>	2019/20 Estimated	YTD
Cost per tonne to operate Council waste disposal facilities	< \$130	\$111
Percentage of recycling bin contamination	< 20 %	13 %
Zero breaches of EPL Licence requirements for Narrabri Landfill site	< 0	0

Effectiveness Measure <i>'Doing the right things'</i>	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 %	34 %

Workload Measure	2019/20 Estimated	YTD
Attendance at Northern Inland Regional Waste (NIRW) and Cleanaway contract group meetings	> 7	3
Delivery of face to face waste minimisation program	> 5	7
Number of days Narrabri Landfill open	> 360	183
Number of residential premises presenting for kerbside collections per week	> 4,276	4,309

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	2,043	1,550,000	0 %	Consultants engaged to commence planning.
Solid Waste Management - Transfer Stations - New Access Road for Boggabri	20,000	0	20,000	0 %	On evaluation of costs for the project and budget allowed, there is insufficient budget allocation for the project. This project will form part of a bigger scope of work.
Solid Waste Management - Transfer Stations - Upgrade Waste Collection Points	250,000	0	250,000	30 %	Camera has been installed at Wee Waa and trials have commenced. Scope will be finalised once trials have been completed and then quotations will be sought.
Waste Services - Narrabri Landfill - Construction of a New Cell - Design	16,947	0	286,947	5 %	Feasibility study draft received and under review.
Waste - Narrabri Landfill - CCTV Camera	40,000	60,880	60,880	100 %	Project completed.
Waste - Narrabri Landfill - Leachate Pond Renewal	0	16,350	16,350	100 %	Project completed.
Waste - Narrabri Landfill - Catchment Fence Waste Disposal	0	9,980	9,980	100 %	Project completed.
Total:	1,826,947	89,253	2,194,157		

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	\$6.27
Operational cost per patron at Narrabri is maintained below \$15 per patron	< \$7	\$13.46
Operational cost per patron at Wee Waa is maintained below \$15 per patron	< \$8	\$7.27
Percentage of pool operating expenditure recovered as revenue	> 39 %	11.44 %

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	9
The total retail sales at Boggabri, Narrabri and Wee Waa each year exceed the rolling three year average	> 70,000	30,945

Workload Measure	2019/20 Estimated	YTD
Number of Learn to Swim classes offered at Boggabri, Narrabri and Wee Waa pools	> 750	426
Number of patrons using pools in Boggabri	> 9,300	4,303
Number of patrons using pools in Narrabri	> 50,890	27,484
Number of patrons using pools in Wee Waa	> 12,850	5,978

Swimming Pools – 2019/20 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Swimming Pools - Boggabri Pool Covers	0	0	42,000	0 %	Yet to commence.
Swimming Pools - Wee Waa Pool Cover	0	0	34,275	0 %	Yet to commence.
Total:	0	0	76,275		

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.	50 %
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.	50 %
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 were completed in December 2019 and are awaiting the report findings. Staff have commenced investigations into relinquishing unused licences.	50 %
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.	50 %
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 Hold	To be completed in conjunction with roundabout and Maitland Street surface treatments. Works are currently in planning phase.	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.	50 %
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 has been submitted under Fixing Local Roads for Millie Road Upgrade. Horsearm and Spring Creek Bridges have been successful in receiving funding under the Federal Bridge Renewal Program, in which planning on these projects have commenced.	50 %

Actions	Target	Status	Progress	%
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.	50 %
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.	50 %
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.	50 %
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.	50 %
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.	50 %
4.3.3.6 - Become a tier 1 qualified/accredited contractor for Road Construction.	30/06/2020	On Track	A draft management system document has been developed, with changes continuing to align it with Councils current needs. This system is set to be implemented in the coming months.	50 %
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.	50 %
4.3.3.14 - Cypress Way (R329) Pilliga/Gwabegar Project - Business Case/Grant Ready	30/06/2020	On Hold	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 %
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.	35 %

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 %	80 %

Workload Measure	2019/20 Estimated	YTD
RMS State Highways Maintained	165 Kilometres	255 Kilometres
Regional Roads Maintained	168 Kilometres	168 Kilometres
Collector Roads Maintained	416 Kilometres	416 Kilometres
Local Access Roads Maintained	1,561 Kilometres	1,561 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	15 %	Works set to commence on MR127 (Pilliga Township) in January.
Regional Roads - Regional Road Resheets	64,495	0	64,495	10 %	Works currently in the planning phase. Awaiting rain to make water carting more cost effective.
Regional Roads - Regional Road Reseals	326,846	0	326,846	10 %	Works currently in the planning phase.
Shire Roads - Shire Road Resheets	1,663,806	509,712	2,589,920	40 %	Resheet 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	0	10 %	Works currently in the planning phase.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Shire Roads - Culgoora Road Upgrade	2,357,368	2,680,589	2,357,368	70 %	11.6km now completed with work continuing on upcoming sections.
Bridges -Tarriaro Bridge Replacement (carryover 2018/19 + additional revised budget)	2,400,000	487,129	2,399,930	30 %	100% Design has been completed and submitted for comment and review. Demolition has been completed with piling to commence in January.
Town Streets - Town Streets Rehabilitation	580,443	86,527	580,443	50 %	Work completed on Arnold St, Frazer/Avon St and Park Cres, Narrabri. Work has been completed in Wee Waa on Maitland St, Gabo and Empire Place.
Town Streets - Town Streets Reseal	350,016	0	487,314	10 %	Works currently in the planning phase. Contractor has been engaged and is scheduled to start in March.
Town Streets - Maitland St Road Surface Replacement	900,000	2,543	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	10 %	Planning is continuing in conjunction with other Narrabri CBD works.
Town Streets - Footpath Replacement	149,715	0	149,715	10 %	Work are commencing in early January, with the first footpath to be replaced on Nandewar Street.
Stormwater - Maitland St Stormwater Upgrades	200,000	0	200,000	5 %	Planning is continuing in conjunction with other Narrabri CBD works.
Transport - Roads - Grain Valley Road	592,443	144,475	220,000	90 %	Construction works have been completed. Awaiting line marking.
Transport - Roads - Reseals	1,247,123	0	1,647,123	5 %	Work currently in the planning phase, with works scheduled for April.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Transport - Roads - Sealed Roads Rehabilitation	308,578	0	315,088	5 %	Work currently in the planning phase.
Transport - Roads - Avon/Fraser Street (deferred from 2017/18)	100,000	82,270	100,000	100 %	Construction work completed.
Transport - Roads - Tarriaro Bridge	29,102	29,172	29,172	30 %	100% Design has been completed and submitted for comment and review. Demolition has been completed with piling to commence in January 2020.
Transport - Roads - Boston Street Bridge - Concept & Geotechnical works	28,590	22,468	28,590	10 %	Structural assessment has been completed. Geotechnical works not expected to commence until 2020 once other bridge works have been completed.
Transport - Roads - Bullawa Cr Bridge Eulah Creek Rd - Concept, Geotechnical	27,520	0	27,520	10 %	Structural assessment has been completed. Geotechnical works not expected to commence until 2020 once other bridge works have been completed.
Transport - Roads - Tullamullen Cr Bridge Old Nbri Rd - Concept, Geotechnical	25,272	1,804	25,272	10 %	Structural assessment has been completed. Geotechnical works not expected to commence until 2020 once other bridge works have been completed.
Transport - Footpath Replacement Program	40,000	0	40,000	5 %	Works are set to commence in early January on the first section in Nandewar Street.
Transport - Roads - Boggabri Lynn Street Extension & Cul de Sac	48,966	0	48,966	5 %	Awaiting confirmation of Developer Contributions. Recommended Action: Defer to 2020/2021.
Transport - K&G - Narrabri 2018/19 Replacement Program	141,467	1,126,424	141,467	100 %	Project completed for this financial year.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Transport - Footpath - PAMP Cooma Road Shared Pathway	360,806	203,552	360,806	85 %	Concrete works have been completed. Line marking, defect rectifications and variations yet to be finalised.
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 %	Work currently in the planning phase.
Transport - Roads - Narrabri Lane (Barwon-Balonne) Resheeting 1385030	4,509	0	4,509	5 %	Work currently in the planning phase.
Transport - Roads - Narrabri Lane (Barwon-Balonne) Resheeting 1385050, 60	9,178	0	9,178	5 %	Work currently in the planning phase.
Transport - Roads - Narrabri Lane (Nandewar-Reid) Resheeting 1395020	4,507	0	4,507	5 %	Work currently in the planning phase.
Transport - Roads - Wee Waa Gabo-Empire-Maitland Streets Rehabilitation	137,298	23,889	100,000	100 %	Kerb works have been completed under the K&G renewal contract. Rehabilitation has been completed.
Transport - K&G - Wee Waa 2018/19 Replacement Program	325,787	39,630	325,787	100 %	Kerb and gutter has been replaced with all works being completed.
Transport - Roads - Boggabri Lane (Wee Waa) Resheeting 3110010	4,339	0	4,339	5 %	Work currently in the planning phase. Awaiting favourable weather conditions.
Transport - Roads - Boggabri Lane (Wee Waa) Resheeting 3110060	3,963	0	3,963	5 %	Work currently in the planning phase.
Transport - Roads - Boggabri Lane (Merton) Resheeting 3115050	4,237	0	4,237	5 %	Work currently in the planning phase.
Transport - Roads - Boggabri Lane (Lynn) Resheeting 3125010	4,345	0	4,345	5 %	Work currently in the planning phase.
Transport - Roads - Narrabri Fitzroy Street Rehabilitation	102,504	0	102,504	5 %	Work currently in the planning phase. Recommended Action: Defer to 2020/2021.
Transport - Roads - Narrabri CBD Upgrade	80,794	0	80,794	5 %	Work planning is continuing along with other phases of the main street.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Roads Capex - Old Turrawan Rd (S1) Reconstruct Railway Xing	10,000	0	10,000	5 %	Approval to construct the crossing has been lodged with John Holland Rail and is awaiting response. Environmental assessment expected to be completed in February 2020.
Roads Capex - Old Turrawan Rd (S2) Relocate I'sect Kamil Hwy	40,000	15,895	40,000	5 %	Preliminary designs have been completed and a land use assessment has been completed. Consultation process is pending final designs. Environmental assessment expected to be completed in February 2020.
Roads Capex - Old Turrawan Rd (S4) Seal Fraser & Avon Sts	100,000	0	100,000	100 %	Works have been completed on the existing sections of Fraser/Avon.
Roads Capex - Old Turrawan Rd (S5) Extend Avon St	15,000	0	15,000	5 %	Extension pending design and review of environmental factors. Environmental assessment expected to be completed in February 2020.
Roads Capex - Spring Cr Bridge Bald Hill Rd - Concept, Geote	0	5,060	1,804	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.
Roads Capex - Horse Arm Ck Bridge - Concept, Geotechnical	0	7,433	8,000	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. Electrical relocation expected in February 2020.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Roads Capex - Shire Road Rehabilitation	0	10,730	0	0 %	Works are currently in the planning phase.
Total:	13,772,138	5,490,085	14,442,123		

Water Services - Actions

Actions	Target	Status	Progress	%
1.2.3.6 - Assessment of Federation Farm irrigation area to ensure irrigation practices remain sustainable in the long term.	30/06/2020	Complete	Review of Federation Farm has been undertaken by an independent consultant.	100 %
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.	50 %
2.3.3.1 - Provide accurate bulk metering and customer metering to minimise water loss.	30/06/2020	Complete	Water dispensing units at Gwabegar, Bellata, Baan Baa and Pilliga have been installed and commissioned. Smart water meters are being maintained and monitored. Pressure sensing units are also being investigated to minimise water loss.	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.	50 %
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. A period contract (2+2 years) has been tendered and expected to be awarded in January 2020 for the replacement of water and wastewater pipes. Uniform unit prices have been implemented for Town and Village water supplies.	70 %
2.3.3.7 - Engage with the Community on the subject of a treated water supply.	30/06/2020	On Track	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 Issues Paper discussion to determine their willingness to pay for treated water.	20 %

Actions	Target	Status	Progress	%
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 independent Consultant.	80 %
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.	50 %
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	Council has participated in a number of workshops with WaterNSW in the current reporting period regarding the current status of groundwater in the region.	30 %
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 %

Water Services – Key Performance Measures

Efficiency Measure 'Doing things right'	2019/20 Estimated	YTD
Unaccounted for Water (losses/leaks/flushing)	< 20 %	24.75 %

Effectiveness Measure 'Doing the right things'	2019/20 Estimated	YTD
Reduction in Customer Service Requests (CSRs) - Water quality related to Iron and Maganese	< 80	41
Reduction in Customer Service Requests (CSRs) - Water pressure	< 60	19
Reduction in water mains breaks	< 165	106

Workload Measure	2019/20 Estimated	YTD
Volume of water abstracted and distributed (kL)	3,545 Kilolitre	1,749.15 Kilolitres
Average volume of water supplied to each customer (kL/connection)	420 Kilolitre	174.98 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	0	5 %	Recommended Action: Defer to 2020/2021.
Water Supplies - Water Capex - Bellata - Bore process automation (deferred from 2017/18)	120,000	862	120,000	30 %	Commissioning of new water bore at Bellata is in progress.
Water Supplies - Water Capex - Bellata Bore Replacement	91,262	54,584	91,262	40 %	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	20 %	A Period Contract (2+2 years) has been tendered and is expected to be awarded in January 2020 for the replacement of water and wastewater pipes.
Water Supplies - Water Capex - Bellata Reticulated Water Main Replacement (Newell Hwy)	337,000	0	400,000	10 %	A Period Contract (2+2 years) has been tendered and is expected to be awarded in January 2020 for the replacement of water and wastewater pipes.
Water Supplies - Water Capex - Boggabri Water Mains Renewals	100,000	21,839	20,000	25 %	Replacement of a water main on Hill Street and Mountain View Road is in progress. A Period Contract (2+2 years) has been tendered and is expected to be awarded in January 2020 for the replacement of water and wastewater pipes.
Water Supplies - Water Capex - Gwabegar Bore Replacement (carryover 2017/18)	103,684	32,783	198,684	30 %	Commissioning works and installation of new pump is in progress.
Water Supplies - Water Capex - Narrabri Water Augmentation (continuing project)	1,394,895	2,749,851	3,904,395	70 %	Installation of two new water reservoirs and centralisation of supply is in progress.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Water Supplies - Water Capex - Narrabri Water Mains Renewals	200,000	0	20,000	10 %	A Period Contract (2+2 years) has been tendered and is expected to be awarded in January 2020 for the replacement of water and wastewater pipes. Contingency budget.
Water Supplies - Water Capex - Maitland St Water Mains Replacement	554,000	0	400,000	5 %	A Period Contract (2+2 years) has been tendered and is expected to be awarded in January 2020 for the replacement of water and wastewater pipes.
Water Supplies - Water Capex - Pilliga Bore Replacement (carryover 2017/18)	116,030	16,505	221,030	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	0	5 %	Recommended Action: Defer to 2020/2021.
Water Supplies - Water Capex - Wee Waa Water Mains Renewals	100,000	7,346	20,000	30 %	Replacement of water main has been completed on a section of Purcell Ave and Alma Street. A Period Contract (2+2 years) has been tendered and is expected to be awarded in January 2020 for the replacement of water and wastewater pipes.
Water Supplies - Water Capex - Wee Waa install high efficiency electrical motors at bores	45,000	0	15,000	50 %	New Variable Speed Drive has been installed on Alma Street borefield.
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	0	10 %	Options analysis is in progress.
Water - Bellata - Replace Galvanised Pipe	8,000	0	8,000	0 %	Options analysis is in progress.
Water - Telemetry Upgrades - Water Services	166,220	4,952	352,368	80 %	Project outcomes are being assessed.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
Water - Wee Waa Replace Mains Charles & James Street	270,000	0	270,000	20 %	A Period Contract (2+2 years) has been tendered and is expected to be awarded in January 2020 for the replacement of water and wastewater pipes.
Total:	4,486,504	2,888,722	6,391,001		

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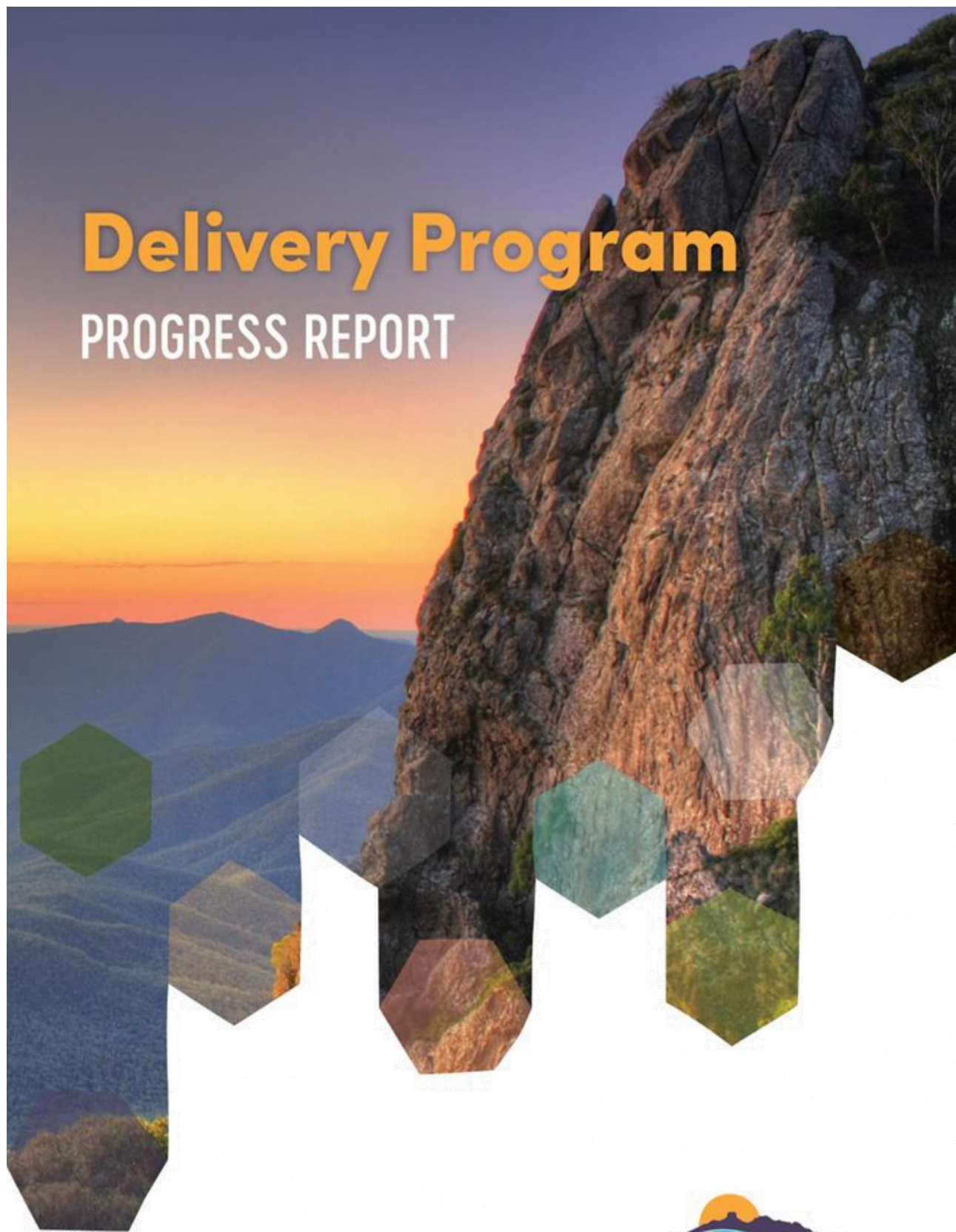
Narrabri Shire Council
46 – 48 Maitland Street
PO Box 261, Narrabri NSW 2390

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



Delivery Program

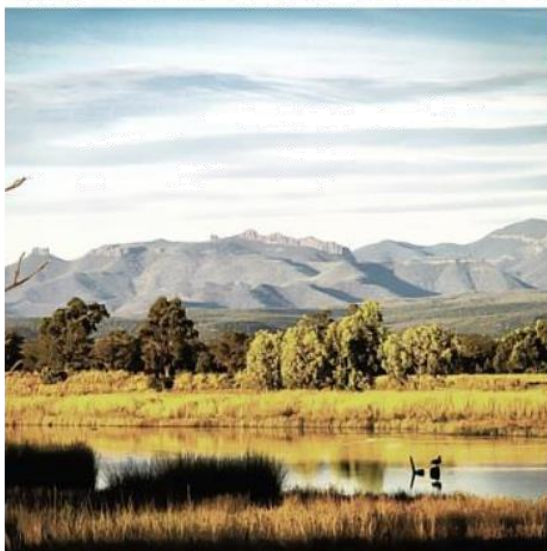
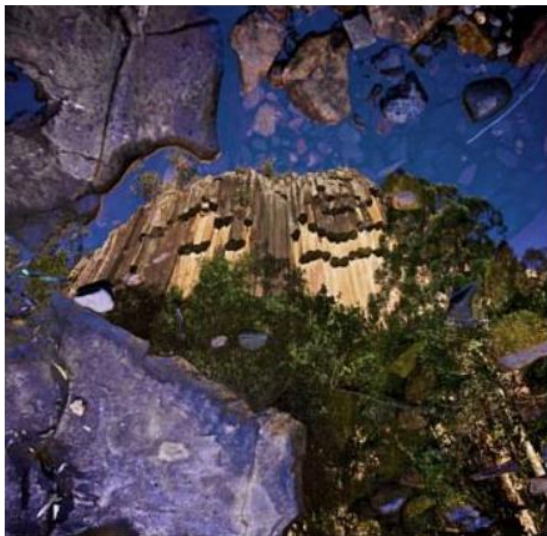
PROGRESS REPORT



As at **December 2019**



NARRABRI SHIRE
DISCOVER THE POTENTIAL



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Our Strategic Direction

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

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

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

Figure 1: Council's Strategic Directions



Our 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 an 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.

Our Delivery Program

The Strategies identified in the Community Strategic Plan flow down into the Delivery Program. The Delivery Program outlines how Council will deliver and resource these Strategies over the following four years. Council's Delivery Program measures the success of Council achieving its Strategies for the benefit of the community to which it serves.

Specific actions to be completed and the resources required for each financial year are explored further in Council's Operational Plan and Resourcing Strategy. The relationship between the Community Strategic Plan, Delivery Program and Operational Plan is demonstrated in the following figure.

Figure 2: Integrated Planning and Reporting Elements

Four Key Strategic Themes



Measuring and Monitoring our Success

Performance measures have been placed against the Strategies in the Delivery Program to enable the community and Council to monitor the achievement of critical success factors for each strategic priority area. Council will gather information on each performance measure and report to Council through bi-annual reviews on how Council and the community are tracking.

Whilst some performance measures can be clearly quantified, this may not necessarily mean the community is aware of, fully appreciates, or is fully satisfied with, the extent of progress. A community survey is proposed every two years to gauge community satisfaction or otherwise with progress and where priorities could or should be assigned to particular areas in the future. Alternatively, community members are encouraged to attend monthly Council meetings.

Council will continue to set measurable targets against its actions in the Operational Plan to allow Council to monitor its progress in achieving the plan.



THEME 1: Our Society

Strategic Direction 1: Safe, Inclusive and Connected Community

By 2027, Safe, Inclusive and Connected Community

COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire Community identified several social priority areas to be addressed over the following four years.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

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

COMMUNITY OUTCOMES

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

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

Our Society

Strategic Direction 1: Safe, Inclusive and Connected Community

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

1.1.1 - Support and encourage health and wellbeing programs and services to improve resident lifestyles

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO01 - Dedicated walking and cycling trails: Kilometres of dedicated walking and cycling trails in the Shire.	National Parks and Wildlife Service and Council data	> 2,085 Kilometres	<table><thead><tr><th>Date</th><th>Kilometres</th></tr></thead><tbody><tr><td>Dec-17</td><td>2085</td></tr><tr><td>Jun-18</td><td>2085</td></tr><tr><td>Dec-18</td><td>2085</td></tr><tr><td>Jun-19</td><td>2085</td></tr><tr><td>Dec-19</td><td>2095</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Date	Kilometres	Dec-17	2085	Jun-18	2085	Dec-18	2085	Jun-19	2085	Dec-19	2095	Jun-20	0	Dec-20	0	Jun-21	0	Mt Kaputar National Park and Narrabri Shire Council designated walking and cycle tracks. The Narrabri Creek shared cycle walk pathway has been completed and upgrades to the Narrabri Lake pathway has been completed.
Date	Kilometres																					
Dec-17	2085																					
Jun-18	2085																					
Dec-18	2085																					
Jun-19	2085																					
Dec-19	2095																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					
SO02 - Participation in Sporting and Recreational Activities: Percentage of adult population that participated in sport and recreational activities during the last 12 months.	Community survey	60 %	<table><thead><tr><th>Date</th><th>Percentage</th></tr></thead><tbody><tr><td>Dec-17</td><td>56</td></tr><tr><td>Jun-18</td><td>56</td></tr><tr><td>Dec-18</td><td>56</td></tr><tr><td>Jun-19</td><td>56</td></tr><tr><td>Dec-19</td><td>57</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>60</td></tr></tbody></table>	Date	Percentage	Dec-17	56	Jun-18	56	Dec-18	56	Jun-19	56	Dec-19	57	Jun-20	0	Dec-20	0	Jun-21	60	Council reduced the fees for the Aquatic centres season passes at the beginning of last financial year. The introduction of the reduced fees has increased the number of pool passes.
Date	Percentage																					
Dec-17	56																					
Jun-18	56																					
Dec-18	56																					
Jun-19	56																					
Dec-19	57																					
Jun-20	0																					
Dec-20	0																					
Jun-21	60																					
SO03 - Library Utilisation: Increase in Library memberships as a percentage of the population.	Council data	65 %	<table><thead><tr><th>Date</th><th>Percentage</th></tr></thead><tbody><tr><td>Dec-17</td><td>60</td></tr><tr><td>Jun-18</td><td>79</td></tr><tr><td>Dec-18</td><td>90</td></tr><tr><td>Jun-19</td><td>83</td></tr><tr><td>Dec-19</td><td>82</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>65</td></tr></tbody></table>	Date	Percentage	Dec-17	60	Jun-18	79	Dec-18	90	Jun-19	83	Dec-19	82	Jun-20	0	Dec-20	0	Jun-21	65	Total Borrowers for Narrabri, Boggabri and Wee Waa as at 31/12/2019: 10915. Population of Narrabri Shire as at 30/6/18: 13231.
Date	Percentage																					
Dec-17	60																					
Jun-18	79																					
Dec-18	90																					
Jun-19	83																					
Dec-19	82																					
Jun-20	0																					
Dec-20	0																					
Jun-21	65																					
SO04 - Lifestyle Satisfaction: Level of satisfaction with recreation and lifestyle opportunities.	Community survey	75 %	<table><thead><tr><th>Date</th><th>Satisfaction Level</th></tr></thead><tbody><tr><td>Dec-17</td><td>71</td></tr><tr><td>Jun-18</td><td>71</td></tr><tr><td>Dec-18</td><td>71</td></tr><tr><td>Jun-19</td><td>71</td></tr><tr><td>Dec-19</td><td>82</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>75</td></tr></tbody></table>	Date	Satisfaction Level	Dec-17	71	Jun-18	71	Dec-18	71	Jun-19	71	Dec-19	82	Jun-20	0	Dec-20	0	Jun-21	75	Council has included several upgrades to recreational parks in the shire in the Capital works and grant funding plans. The additional assets will include shade shelters and new equipment.
Date	Satisfaction Level																					
Dec-17	71																					
Jun-18	71																					
Dec-18	71																					
Jun-19	71																					
Dec-19	82																					
Jun-20	0																					
Dec-20	0																					
Jun-21	75																					

1.1.2 - Maximise community safety through the implementation of crime prevention and risk management actions

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO05 - Illicit drug use: Decrease in the number of reported incidents of the use of illicit drugs in Narrabri Shire annually.	Bureau of Crime Statistics and Research data	40	<table><thead><tr><th>Period</th><th>Incidents</th></tr></thead><tbody><tr><td>Dec-17</td><td>0</td></tr><tr><td>Jun-18</td><td>45</td></tr><tr><td>Dec-18</td><td>45</td></tr><tr><td>Jun-19</td><td>41</td></tr><tr><td>Dec-19</td><td>41</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Period	Incidents	Dec-17	0	Jun-18	45	Dec-18	45	Jun-19	41	Dec-19	41	Jun-20	0	Dec-20	0	Jun-21	0	In conjunction with Centacare, Council partnered with both the Narrabri and Wee Waa High Schools to provide drug and alcohol education information. Both the Narrabri and Wee Waa events were held in Youth Week. Drug and alcohol information hubs have been displayed at both Wee Waa and Narrabri Libraries.
Period	Incidents																					
Dec-17	0																					
Jun-18	45																					
Dec-18	45																					
Jun-19	41																					
Dec-19	41																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					
SO06 - Crime Incidents: Reduction in overall crime incidents reported.	Bureau of Crime Statistics and Research data	740	<table><thead><tr><th>Period</th><th>Incidents</th></tr></thead><tbody><tr><td>Dec-17</td><td>778</td></tr><tr><td>Jun-18</td><td>778</td></tr><tr><td>Dec-18</td><td>778</td></tr><tr><td>Jun-19</td><td>677</td></tr><tr><td>Dec-19</td><td>677</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Period	Incidents	Dec-17	778	Jun-18	778	Dec-18	778	Jun-19	677	Dec-19	677	Jun-20	0	Dec-20	0	Jun-21	0	For the 2018 calendar year the overall crime incidents reported was 677. A draft Narrabri Shire Crime Prevention Plan 2019 - 2023 was presented to the Crime Prevention Advisory Committee in June. The Narrabri Shire Crime Prevention committee meets on a quarterly basis with the focus being crime reduction and the development of the Crime Prevention Strategy.
Period	Incidents																					
Dec-17	778																					
Jun-18	778																					
Dec-18	778																					
Jun-19	677																					
Dec-19	677																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					
SO07 - Safety Perception: Positive increase in resident perception of safety identified in community surveys.	Community survey	75 %	<table><thead><tr><th>Period</th><th>Perception Score</th></tr></thead><tbody><tr><td>Dec-17</td><td>69</td></tr><tr><td>Jun-18</td><td>69</td></tr><tr><td>Dec-18</td><td>69</td></tr><tr><td>Jun-19</td><td>69</td></tr><tr><td>Dec-19</td><td>74</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Period	Perception Score	Dec-17	69	Jun-18	69	Dec-18	69	Jun-19	69	Dec-19	74	Jun-20	0	Dec-20	0	Jun-21	0	Council held community survey determined that the community had a positive perception of their safety. Council's ongoing participation with the Oxley Police District is expected to increase resident perception of safety which will be quantified in the next community survey.
Period	Perception Score																					
Dec-17	69																					
Jun-18	69																					
Dec-18	69																					
Jun-19	69																					
Dec-19	74																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					
SO08 - Road Safety: Road safety fatalities and major injuries per 100,000 population in NSW.	Roads and Maritime Services data	25	<table><thead><tr><th>Period</th><th>Rate per 100,000</th></tr></thead><tbody><tr><td>Dec-17</td><td>38</td></tr><tr><td>Jun-18</td><td>38</td></tr><tr><td>Dec-18</td><td>38</td></tr><tr><td>Jun-19</td><td>38</td></tr><tr><td>Dec-19</td><td>4</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Period	Rate per 100,000	Dec-17	38	Jun-18	38	Dec-18	38	Jun-19	38	Dec-19	4	Jun-20	0	Dec-20	0	Jun-21	0	Transport for NSW accident data is due for release in October 2020. Black spots are identified on a continual basis and considered for funding by Roads and Maritime Services during their Road Safety Program each year.
Period	Rate per 100,000																					
Dec-17	38																					
Jun-18	38																					
Dec-18	38																					
Jun-19	38																					
Dec-19	4																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

1.1.3 - Child and aged care supply meets community needs

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO09 - Child care availability: Number of available child care spaces across the Shire increased to ensure waiting lists are less than 5% of total capacity.	Service provider data	5 %	<table><tr><th>Date</th><th>Value (%)</th></tr><tr><td>Dec-17</td><td>0</td></tr><tr><td>Jun-18</td><td>31</td></tr><tr><td>Dec-18</td><td>31</td></tr><tr><td>Jun-19</td><td>35</td></tr><tr><td>Dec-19</td><td>35</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>5</td></tr></table>	Date	Value (%)	Dec-17	0	Jun-18	31	Dec-18	31	Jun-19	35	Dec-19	35	Jun-20	0	Dec-20	0	Jun-21	5	Council has negotiated previously with Boggabri Coal and agreed to support the construction of a child care facility on company land in Boggabri. A letter was written and forwarded to Boggabri Coal stating Council's resolutions and offering assistance to progress the child care facility. The combined child care places in Narrabri Shire as advised by the industry is 307. Equally, the industry advised that they have a combined waiting list of 106. Therefore, the percentage of waiting list to available places is 34.52%
Date	Value (%)																					
Dec-17	0																					
Jun-18	31																					
Dec-18	31																					
Jun-19	35																					
Dec-19	35																					
Jun-20	0																					
Dec-20	0																					
Jun-21	5																					
SO10 - Aged care availability: Number of available aged care spaces across the Shire increased to ensure waiting lists are less than 5% of total capacity.	Service provider data	5 %	<table><tr><th>Date</th><th>Value (%)</th></tr><tr><td>Dec-17</td><td>0</td></tr><tr><td>Jun-18</td><td>3</td></tr><tr><td>Dec-18</td><td>3</td></tr><tr><td>Jun-19</td><td>6</td></tr><tr><td>Dec-19</td><td>6</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>5</td></tr></table>	Date	Value (%)	Dec-17	0	Jun-18	3	Dec-18	3	Jun-19	6	Dec-19	6	Jun-20	0	Dec-20	0	Jun-21	5	Council is in contact with the aged care industry and engages with individual aged care providers. Council has previously written and forwarded letters to three lifestyle village operators promoting Narrabri Shire as a suitable location for them to expand their operations and develop a new facility in Narrabri. Conversations were held after letters sent with invitations extended to all parties to visit Narrabri Shire. Council has liaised with aged care providers within the Shire to ascertain waiting list numbers. When waiting lists numbers are compared with spaces available, there is a waiting list of 6%.
Date	Value (%)																					
Dec-17	0																					
Jun-18	3																					
Dec-18	3																					
Jun-19	6																					
Dec-19	6																					
Jun-20	0																					
Dec-20	0																					
Jun-21	5																					

1.1.4 - Youth of the shire are engaged and supported through the provision of adequate programs and training services to facilitate the retention of our young people

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO11 - Training Services: Increase in the number of formal training opportunities available for youth within the Shire.	Australian Bureau of Statistics data	300	<table><tr><th>Period</th><th>Value</th></tr><tr><td>Dec-17</td><td>260</td></tr><tr><td>Jun-18</td><td>260</td></tr><tr><td>Dec-18</td><td>260</td></tr><tr><td>Jun-19</td><td>260</td></tr><tr><td>Dec-19</td><td>260</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>300</td></tr></table>	Period	Value	Dec-17	260	Jun-18	260	Dec-18	260	Jun-19	260	Dec-19	260	Jun-20	0	Dec-20	0	Jun-21	300	Council was successful in attracting a Country Universities Centre to Narrabri Shire which began operations in 2019. Council has met with TAFE representatives about the possibility of providing a facility for industry specific qualifications in Wee Waa.
Period	Value																					
Dec-17	260																					
Jun-18	260																					
Dec-18	260																					
Jun-19	260																					
Dec-19	260																					
Jun-20	0																					
Dec-20	0																					
Jun-21	300																					
SO12 - Voluntary Programs: Increase in youth volunteer activity across the Shire.	Community survey	65 %	<table><tr><th>Period</th><th>Value</th></tr><tr><td>Dec-17</td><td>60</td></tr><tr><td>Jun-18</td><td>60</td></tr><tr><td>Dec-18</td><td>60</td></tr><tr><td>Jun-19</td><td>60</td></tr><tr><td>Dec-19</td><td>77</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>65</td></tr></table>	Period	Value	Dec-17	60	Jun-18	60	Dec-18	60	Jun-19	60	Dec-19	77	Jun-20	0	Dec-20	0	Jun-21	65	Council's Community Survey which was undertaken by Micromex in 2019 shows a 77% satisfaction rate with Youth Support. Council facilitates a range of youth related activities throughout the year, as well as recognising the importance of volunteerism. Council is currently undertaking measures to implement a Shire Youth Council which will be undertaken by youth volunteers from across the Shire. The Lillian Hulbert Memorial Prize encourages young people to excel in a range of pursuits inclusive of charitable works and volunteering within Narrabri Shire. This year's award winner was for charitable activities across the community. Council's continued facilitation in the promotion and administration of this prize contributes to youth participation in voluntary activities. This memorial prize is awarded on an annual basis.
Period	Value																					
Dec-17	60																					
Jun-18	60																					
Dec-18	60																					
Jun-19	60																					
Dec-19	77																					
Jun-20	0																					
Dec-20	0																					
Jun-21	65																					

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																				
SO13 - Youth Perception: Level of satisfaction with programs and training opportunities available locally.	Community survey	4 Mean Score	<table><thead><tr><th>Date</th><th>Score</th></tr></thead><tbody><tr><td>Dec-17</td><td>3</td></tr><tr><td>Jun-18</td><td>3</td></tr><tr><td>Dec-18</td><td>3</td></tr><tr><td>Jun-19</td><td>3</td></tr><tr><td>Dec-19</td><td>3</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr><tr><td>Target Jun-21</td><td>4</td></tr></tbody></table>	Date	Score	Dec-17	3	Jun-18	3	Dec-18	3	Jun-19	3	Dec-19	3	Jun-20	0	Dec-20	0	Jun-21	0	Target Jun-21	4	Council undertook a community survey facilitated by Micromex in 2019. This reflected a mean score of 3.11 regarding the level of satisfaction with youth related program and training provision.
Date	Score																							
Dec-17	3																							
Jun-18	3																							
Dec-18	3																							
Jun-19	3																							
Dec-19	3																							
Jun-20	0																							
Dec-20	0																							
Jun-21	0																							
Target Jun-21	4																							

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

1.2.1 - Major towns have attractive and welcoming CBD areas that provide opportunities for social interaction

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																				
SO14 - CBD Satisfaction: 80% of shop customers surveyed consider the CBD attractive and welcoming.	Targeted survey	80 %	<table><thead><tr><th>Date</th><th>Percentage</th></tr></thead><tbody><tr><td>Dec-17</td><td>72</td></tr><tr><td>Jun-18</td><td>72</td></tr><tr><td>Dec-18</td><td>72</td></tr><tr><td>Jun-19</td><td>55</td></tr><tr><td>Dec-19</td><td>55</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr><tr><td>Target Jun-21</td><td>80</td></tr></tbody></table>	Date	Percentage	Dec-17	72	Jun-18	72	Dec-18	72	Jun-19	55	Dec-19	55	Jun-20	0	Dec-20	0	Jun-21	0	Target Jun-21	80	Council has refreshed the Boggabri, Narrabri and Wee Waa CBD's with several businesses being painted. The Wee Waa CBD Green space has been completed. Signage to complement the Green Space is under development in conjunction with Wee Waa Local Aboriginal Lands Council. A CBD satisfaction specific community survey conducted in June 2019 that showed that 55.29% of those who completed the survey thought that their relevant CBD was attractive and welcoming. A further survey conducted by Micromex on behalf of Council in September 2019 found that 86% were satisfied with public area appearance and 76% were satisfied with enhancing town/village centres. The next survey of CBD businesses will take place in June 2021.
Date	Percentage																							
Dec-17	72																							
Jun-18	72																							
Dec-18	72																							
Jun-19	55																							
Dec-19	55																							
Jun-20	0																							
Dec-20	0																							
Jun-21	0																							
Target Jun-21	80																							

1.2.2 - Promote and support the development of and access to creative arts

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
SO15 - Opportunities to engage in Arts and Cultural Activities: Increase the quality and/or number of Arts and Cultural activities per annum.	Council and community data	45		The number of activities including Australian Decorative & Fine Arts Societies, Friends of the Crossing Theatre & Arts North West sponsored activities, have declined due to the current economic conditions.
SO16 - Participation in Arts and Cultural Activities: Percentage of adult population that participated in Arts and Cultural Activities during the last 12 months.	Community survey	40 %		Active marketing activities occur tailoring advertising of shows to those who attend similar productions. A key focus on The Crossing Theatre's programming is ensuring content is available for most in the community to engage with.

1.2.3 - Maximise community access to existing natural environmental assets across the Shire

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
SO17 - Community Access Satisfaction: Level of satisfaction with access to natural assets increased.	Community survey	85 %		The satisfaction level from the Community has increased by 6 percent Council believes this is due to the construction of the Narrabri Creek shared pathway and upgrades to the Narrabri lake pathway which has seen an increase of user groups at both sites.

1.2.4 - Promote and support Reconciliation in partnership with the aboriginal community

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO18 - Reconciliation Perception: 90% people surveyed are satisfied with reconciliation activities undertaken within the community.	Community survey	90 %	<table><thead><tr><th>Date</th><th>Value</th></tr></thead><tbody><tr><td>Dec-17</td><td>84</td></tr><tr><td>Jun-18</td><td>84</td></tr><tr><td>Dec-18</td><td>84</td></tr><tr><td>Jun-19</td><td>84</td></tr><tr><td>Dec-19</td><td>88</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Date	Value	Dec-17	84	Jun-18	84	Dec-18	84	Jun-19	84	Dec-19	88	Jun-20	0	Dec-20	0	Jun-21	0	Council facilitated the first Reconciliation morning tea during 2019 having worked closely with local Aboriginal people. A nomination form for Waterloo Creek to be listed on the NSW Heritage Register has been worked on with Wee Waa Aboriginal Land Council and other Aboriginal representatives.
Date	Value																					
Dec-17	84																					
Jun-18	84																					
Dec-18	84																					
Jun-19	84																					
Dec-19	88																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

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

1.3.1 - Ensure adequate community transport is available to access essential health care and social needs

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO19 - Community Transport Perception: Percentage of community members who believe that an appropriate range of community transport options are available locally to access health care and social needs.	Community survey	75 %	<table><thead><tr><th>Date</th><th>Value</th></tr></thead><tbody><tr><td>Dec-17</td><td>69</td></tr><tr><td>Jun-18</td><td>69</td></tr><tr><td>Dec-18</td><td>69</td></tr><tr><td>Jun-19</td><td>69</td></tr><tr><td>Dec-19</td><td>71</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Date	Value	Dec-17	69	Jun-18	69	Dec-18	69	Jun-19	69	Dec-19	71	Jun-20	0	Dec-20	0	Jun-21	0	Council residents have access to two major transport providers to assist them with health related transport. These include Wee Waa Community Care Service and North West Community Transport. Council regularly liaise with Wee Waa Community Transport Services to organise transportation for local residents for community events. Wee Waa Community Care Service provides transport support for older people living at home, for people who have limited or no access to private or public transport, people who have limited financial capacity, people who need a meal service, people who have functional limitations and people with disabilities.
Date	Value																					
Dec-17	69																					
Jun-18	69																					
Dec-18	69																					
Jun-19	69																					
Dec-19	71																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO20 - Transport Limitations: Percentage of adult population that experienced transport limitations in the last 12 months.	Community survey	25 %	<table><thead><tr><th>Date</th><th>Value</th></tr></thead><tbody><tr><td>Dec-17</td><td>36</td></tr><tr><td>Jun-18</td><td>36</td></tr><tr><td>Dec-18</td><td>36</td></tr><tr><td>Jun-19</td><td>36</td></tr><tr><td>Dec-19</td><td>37</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Date	Value	Dec-17	36	Jun-18	36	Dec-18	36	Jun-19	36	Dec-19	37	Jun-20	0	Dec-20	0	Jun-21	0	<p>Council works with community transport providers within the Shire to ensure adequate services are provided.</p> <p>Correspondence has been forwarded to CountryLink to reinforce their existing service and request additional train services. Air flights between Narrabri, Sydney and Brisbane provide regular and fast services to two eastern seaboard capital cities.</p>
Date	Value																					
Dec-17	36																					
Jun-18	36																					
Dec-18	36																					
Jun-19	36																					
Dec-19	37																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

1.3.2 - Strengthen access to services through enhanced use of technology

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO21 - Enhanced Service Provision: Increased percentage of services accessed via technology.	Australian Bureau of Statistics data	5 %	<table><tr><th>Date</th><th>Value</th></tr><tr><td>Dec-17</td><td>2</td></tr><tr><td>Jun-18</td><td>2</td></tr><tr><td>Dec-18</td><td>2</td></tr><tr><td>Jun-19</td><td>2</td></tr><tr><td>Dec-19</td><td>2</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></table>	Date	Value	Dec-17	2	Jun-18	2	Dec-18	2	Jun-19	2	Dec-19	2	Jun-20	0	Dec-20	0	Jun-21	0	After completing the implementation of the new Cloud-based Corporate Information System, we have increased access to the system via internet. Now our focus is increase accessibility via Mobile technology using Tablets/Mobile devices, especially for outdoor staff members.
Date	Value																					
Dec-17	2																					
Jun-18	2																					
Dec-18	2																					
Jun-19	2																					
Dec-19	2																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					
SO22 - Internet Connection: Percentage of residents connected to available internet sources such as NBN/ADSL	Australian Bureau of Statistics data	60 %	<table><tr><th>Date</th><th>Value</th></tr><tr><td>Dec-17</td><td>56</td></tr><tr><td>Jun-18</td><td>56</td></tr><tr><td>Dec-18</td><td>56</td></tr><tr><td>Jun-19</td><td>56</td></tr><tr><td>Dec-19</td><td>69</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></table>	Date	Value	Dec-17	56	Jun-18	56	Dec-18	56	Jun-19	56	Dec-19	69	Jun-20	0	Dec-20	0	Jun-21	0	Other than ADSL/Fibre (NBN), more than 90% of residents are connecting to the internet via 4G technology.
Date	Value																					
Dec-17	56																					
Jun-18	56																					
Dec-18	56																					
Jun-19	56																					
Dec-19	69																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

1.3.3 - All towns and villages have access to at least one quality meeting place to facilitate social gathering

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO23 - Social Connection: 90% of surveyed community members are satisfied with the quality and availability of meeting places in their town or village.	Community survey	90 %	<table><thead><tr><th>Date</th><th>Value</th></tr></thead><tbody><tr><td>Dec-17</td><td>78</td></tr><tr><td>Jun-18</td><td>78</td></tr><tr><td>Dec-18</td><td>78</td></tr><tr><td>Jun-19</td><td>78</td></tr><tr><td>Dec-19</td><td>81</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Date	Value	Dec-17	78	Jun-18	78	Dec-18	78	Jun-19	78	Dec-19	81	Jun-20	0	Dec-20	0	Jun-21	0	Council received Drought Communities Funding during 2018/2019 of which \$289,793.00 was directed to upgrades of Community Halls. In addition, Councils Community Grants Fund has contributed funding towards the Pilliga Community Hall (2018/19), Wee Waa Indoor Sporting Complex (2019/20) and Maules Creek Hall (2019/20) for projects which will boost useability and aesthetics of these community spaces.
Date	Value																					
Dec-17	78																					
Jun-18	78																					
Dec-18	78																					
Jun-19	78																					
Dec-19	81																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

1.3.4 - Continually improve access to community facilities and services across the Shire

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO24 - Community Accessibility: 90% of surveyed community members are satisfied with the accessibility of community facilities and services in their town or village.	Community survey	90 %	<table><thead><tr><th>Date</th><th>Value</th></tr></thead><tbody><tr><td>Dec-17</td><td>76</td></tr><tr><td>Jun-18</td><td>76</td></tr><tr><td>Dec-18</td><td>76</td></tr><tr><td>Jun-19</td><td>76</td></tr><tr><td>Dec-19</td><td>92</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Date	Value	Dec-17	76	Jun-18	76	Dec-18	76	Jun-19	76	Dec-19	92	Jun-20	0	Dec-20	0	Jun-21	0	Community survey conducted with positive results.
Date	Value																					
Dec-17	76																					
Jun-18	76																					
Dec-18	76																					
Jun-19	76																					
Dec-19	92																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

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

1.4.1 - Ensure our schools are provided with the resources required to deliver quality learning outcomes and retain student numbers

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																				
SO27 - Education Services: Residents' level of satisfaction with educational services.	Community survey	85 %	<table><thead><tr><th>Date</th><th>Satisfaction Level (%)</th></tr></thead><tbody><tr><td>Dec-17</td><td>81</td></tr><tr><td>Jun-18</td><td>81</td></tr><tr><td>Dec-18</td><td>81</td></tr><tr><td>Jun-19</td><td>81</td></tr><tr><td>Dec-19</td><td>87</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr><tr><td>Target Jun-21</td><td>85</td></tr></tbody></table>	Date	Satisfaction Level (%)	Dec-17	81	Jun-18	81	Dec-18	81	Jun-19	81	Dec-19	87	Jun-20	0	Dec-20	0	Jun-21	0	Target Jun-21	85	The Community Survey undertaken by Micromex in 2019 indicates a community satisfaction level of 87% which is 2% above target. Council continues to engage with education providers to ensure a high standard of services. The Country Universities Centre is open and attracting students, further bolstering education services for the Shire.
Date	Satisfaction Level (%)																							
Dec-17	81																							
Jun-18	81																							
Dec-18	81																							
Jun-19	81																							
Dec-19	87																							
Jun-20	0																							
Dec-20	0																							
Jun-21	0																							
Target Jun-21	85																							
SO28 - Learning Outcomes: Improved NAPLAN results across the Narrabri Shire LGA.	Australian Curriculum Assessment and Reporting Authority data	> 473 Average	<table><thead><tr><th>Date</th><th>NAPLAN Score</th></tr></thead><tbody><tr><td>Dec-17</td><td>473</td></tr><tr><td>Jun-18</td><td>473</td></tr><tr><td>Dec-18</td><td>473</td></tr><tr><td>Jun-19</td><td>460</td></tr><tr><td>Dec-19</td><td>460</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr><tr><td>Target Jun-21</td><td>473</td></tr></tbody></table>	Date	NAPLAN Score	Dec-17	473	Jun-18	473	Dec-18	473	Jun-19	460	Dec-19	460	Jun-20	0	Dec-20	0	Jun-21	0	Target Jun-21	473	The NAPLAN score provided is an average score identified across the subjects of reading, writing, grammar, spelling and numeracy.
Date	NAPLAN Score																							
Dec-17	473																							
Jun-18	473																							
Dec-18	473																							
Jun-19	460																							
Dec-19	460																							
Jun-20	0																							
Dec-20	0																							
Jun-21	0																							
Target Jun-21	473																							
SO29 - School Retention: Percentage of students from Years 7 to Year 12 still attending secondary school across the Narrabri Shire LGA.	Service provider data	65	<table><thead><tr><th>Date</th><th>Retention (%)</th></tr></thead><tbody><tr><td>Dec-17</td><td>59</td></tr><tr><td>Jun-18</td><td>60</td></tr><tr><td>Dec-18</td><td>60</td></tr><tr><td>Jun-19</td><td>41</td></tr><tr><td>Dec-19</td><td>41</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr><tr><td>Target Jun-21</td><td>65</td></tr></tbody></table>	Date	Retention (%)	Dec-17	59	Jun-18	60	Dec-18	60	Jun-19	41	Dec-19	41	Jun-20	0	Dec-20	0	Jun-21	0	Target Jun-21	65	The percentage of students who started high school in year 7 and completed their secondary education in year 12 is 41.42% in the Narrabri Shire education system. Council periodically engages with local high schools to jointly attract organisation that provide opportunities that are outside existing curriculum.
Date	Retention (%)																							
Dec-17	59																							
Jun-18	60																							
Dec-18	60																							
Jun-19	41																							
Dec-19	41																							
Jun-20	0																							
Dec-20	0																							
Jun-21	0																							
Target Jun-21	65																							

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
SO30 - Early Childhood Development: Percentage of children who are developmentally on track (AEDC Domains) across the Narrabri Shire LGA.	Australian Early Development Census data	85 %	<p>2018 AEDC data shows several areas of significant increase and decrease markers. The result is a decrease in the average percentage, from 84.2% down to 76.38%. The majority of childcare providers within Narrabri Shire provide early childhood teachers to assist with developmental growth. The decrease could be attributed to a range of factors including socio-economics, changes in staffing and movements of families to or from the Shire.</p>	

1.4.2 - Improve access to learning options for mature residents



Measure	Measured Against	Target Jun 2021	Measure Status	Comments
SO31 - Educational Qualifications: People >25 years old who have a non-school qualification.	Australian Bureau of Statistics data	2,500	<p>The Narrabri Shire Country Universities Centre Campus began operations in Narrabri in 2019 which bolsters opportunity across the Shire for residents to undertake non-school qualification courses. Council offers traineeships and apprenticeships across the organisation. There are a range of small and large organisations across the Shire that offer several entry level opportunities.</p>	
SO32 - Vocational Education & Training Enrolments: Percentage of community members aged 15 to 64 enrolled in vocational education and training.	Training providers	13 %	<p>A different data source was identified and used for this measure giving a higher percentage when compared to previous years data. Narrabri Shire residents currently participate in the University of the Third Age (U3A). The Country Universities Centre campus opened in 2019.</p>	

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
SO33 - Learning Needs Perception: Percentage of community members who believe a range of learning options are available to meet their needs.	Community survey	75 %	<p>69 69 69 69 87 0 0 0 75</p> <p>Dec-17 Jun-18 Dec-18 Jun-19 Dec-19 Jun-20 Dec-20 Jun-21</p>	All education requirements are catered for in Narrabri Shire by both private enterprise and government organisations. Council supports education programmes for all age ranges in the Shire inclusive of STEM, computing, robotics, writing, art, music, drug and alcohol education. The 2019 Micromex survey reflects a satisfaction result of 87%, with a mean score of 3.58.

1.4.3 - Work with training providers and industry to focus on the delivery of local industry training requirements

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
SO34 - Training Placements: Increase in training placements within the Narrabri Shire LGA.	National Centre for Vocational Education and Training	2,300	<p>2231 2231 2231 2231 2231 0 0 0 2300</p> <p>Dec-17 Jun-18 Dec-18 Jun-19 Dec-19 Jun-20 Dec-20 Jun-21</p>	Council has been working with the Country Universities Centre organisation and a Country Universities Centre campus has opened in Narrabri.

1.4.4 - Leverage off established research facilities to grow industry training hubs

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
SO35 - Research Program Participation: Increased participation in STEM programs.	Council data	172	 <table><tr><th>Period</th><th>Value</th></tr><tr><td>Dec-17</td><td>164</td></tr><tr><td>Jun-18</td><td>151</td></tr><tr><td>Dec-18</td><td>288</td></tr><tr><td>Jun-19</td><td>483</td></tr><tr><td>Dec-19</td><td>825</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>172</td></tr></table>	Period	Value	Dec-17	164	Jun-18	151	Dec-18	288	Jun-19	483	Dec-19	825	Jun-20	0	Dec-20	0	Jun-21	172	Council staff presented Science, Technology, Engineering and Mathematics (STEM) based activities, including LEGO, and balloon car racers as part of the STEM Program. With support from Central Northern Regional Library staff a series of workshops including sphero robotics, electronics, straw construction and an Earth to Mars Workshop, were presented. The Narrabri Shire Investigation Awards engaged large numbers of students across the Shire. Participating in the Questacon Science Circus gave Narrabri Library great community exposure.
Period	Value																					
Dec-17	164																					
Jun-18	151																					
Dec-18	288																					
Jun-19	483																					
Dec-19	825																					
Jun-20	0																					
Dec-20	0																					
Jun-21	172																					
SO36 - Research Training Provision: Increased participation in provision of training by research facilities.	Council data	79	 <table><tr><th>Period</th><th>Value</th></tr><tr><td>Dec-17</td><td>75</td></tr><tr><td>Jun-18</td><td>81</td></tr><tr><td>Dec-18</td><td>197</td></tr><tr><td>Jun-19</td><td>197</td></tr><tr><td>Dec-19</td><td>342</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>79</td></tr></table>	Period	Value	Dec-17	75	Jun-18	81	Dec-18	197	Jun-19	197	Dec-19	342	Jun-20	0	Dec-20	0	Jun-21	79	Representatives from Santos, Whitehaven Coal, Aquatech, Cotton Research and Development Corporation, University of Sydney and Cotton Seed Distributors participated in the Narrabri Shire STEM investigation Awards at the Crossing Theatre. Representatives from CSIRO DPI and University of Sydney helped with the St Francis Xavier Science Fair.
Period	Value																					
Dec-17	75																					
Jun-18	81																					
Dec-18	197																					
Jun-19	197																					
Dec-19	342																					
Jun-20	0																					
Dec-20	0																					
Jun-21	79																					



THEME 2: Our Environment

Strategic Direction 2: Environmentally Sustainable and Productive Shire

By 2027, Environmentally Sustainable and Productive Shire

COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire Community identified several environmental priority areas to be addressed over the following four years.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

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

COMMUNITY OUTCOMES

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

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

Our Environment

Strategic Direction 2: Environmentally Sustainable and Productive Shire

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

2.1.1 - Conserve our aboriginal heritage through improved awareness

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN01 - Aboriginal Heritage Count: Increase in the number of heritage items and areas listed in the Local Environmental Plan.	Council data	10	<table><tr><th>Date</th><th>Count</th></tr><tr><td>Dec-17</td><td>0</td></tr><tr><td>Jun-18</td><td>0</td></tr><tr><td>Dec-18</td><td>0</td></tr><tr><td>Jun-19</td><td>0</td></tr><tr><td>Dec-19</td><td>0</td></tr><tr><td>Jun-20</td><td>10</td></tr><tr><td>Dec-20</td><td>10</td></tr><tr><td>Jun-21</td><td>10</td></tr></table>	Date	Count	Dec-17	0	Jun-18	0	Dec-18	0	Jun-19	0	Dec-19	0	Jun-20	10	Dec-20	10	Jun-21	10	Aboriginal Cultural Heritage Study underway. Council is currently working on a nomination for Waterloo Creek site.
Date	Count																					
Dec-17	0																					
Jun-18	0																					
Dec-18	0																					
Jun-19	0																					
Dec-19	0																					
Jun-20	10																					
Dec-20	10																					
Jun-21	10																					
EN02 - Aboriginal Heritage Satisfaction: Level of satisfaction with protection of heritage items.	Community survey	85 %	<table><tr><th>Date</th><th>Satisfaction %</th></tr><tr><td>Dec-17</td><td>85</td></tr><tr><td>Jun-18</td><td>85</td></tr><tr><td>Dec-18</td><td>85</td></tr><tr><td>Jun-19</td><td>85</td></tr><tr><td>Dec-19</td><td>87</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></table>	Date	Satisfaction %	Dec-17	85	Jun-18	85	Dec-18	85	Jun-19	85	Dec-19	87	Jun-20	0	Dec-20	0	Jun-21	0	Aboriginal Cultural Heritage Study underway. Community Survey not due until Sept 2019.
Date	Satisfaction %																					
Dec-17	85																					
Jun-18	85																					
Dec-18	85																					
Jun-19	85																					
Dec-19	87																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					
EN03 - Aboriginal Heritage Signage: Total number of Aboriginal heritage sites with information signs installed increased.	IP Australia data	8	<table><tr><th>Date</th><th>Number of Sites</th></tr><tr><td>Dec-17</td><td>6</td></tr><tr><td>Jun-18</td><td>6</td></tr><tr><td>Dec-18</td><td>6</td></tr><tr><td>Jun-19</td><td>7</td></tr><tr><td>Dec-19</td><td>12</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></table>	Date	Number of Sites	Dec-17	6	Jun-18	6	Dec-18	6	Jun-19	7	Dec-19	12	Jun-20	0	Dec-20	0	Jun-21	0	The T-Qual Aboriginal Study identified significant Aboriginal areas along the Kamilaroi Highway for future development. The Kamilaroi Highway Group is developing Kamilaroi trails to educate and encourage visitation into the region. Total number of Kamilaroi heritage sites with information is 12 with other sites under development.
Date	Number of Sites																					
Dec-17	6																					
Jun-18	6																					
Dec-18	6																					
Jun-19	7																					
Dec-19	12																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

2.1.2 - Planning controls appropriately identify and conserve open spaces and natural environmental areas

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EN04 - Planning Controls: Planning controls reviewed and updated annually.	Council data	4		LEP to undergo comprehensive review following completion of Local Strategic Planning Statement and Local Growth Management Strategy in June 2020. Five planning proposals to amend the LEP currently in progress as part of progressive house keeping review.

2.1.3 - Passive recreational open spaces are well maintained and accessible for public use

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EN05 - Public Accessibility: Level of satisfaction with access to walkways and cycleways.	Community survey	70 %		satisfaction levels have increased by 13 percent in this area with the installation of the Narrabri Creek shared pathway and upgrades to the Narrabri Lake path.
EN06 - Appearance of Public Spaces: Percentage of adults who express satisfaction with the accessibility and appearance of public areas.	Community survey	80 %		Council has focused on open space assets for example sporting fields and recreation parks to make these areas as green as possible through the current drought. Council has invested in water connection to town water supply to ensure irrigation is available and utilized. This has resulted in a six percent increase in the community survey.

2.1.4 - Minimise the impacts of noxious weeds and feral and domestic animals on the environment

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN07 - Animal Education: Increase in the number of educational sessions per annum conducted by Council for animal owners.	Council data	4	<table><thead><tr><th>Period</th><th>Sessions</th></tr></thead><tbody><tr><td>Dec-17</td><td>0</td></tr><tr><td>Jun-18</td><td>1</td></tr><tr><td>Dec-18</td><td>1</td></tr><tr><td>Jun-19</td><td>2</td></tr><tr><td>Dec-19</td><td>0</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Period	Sessions	Dec-17	0	Jun-18	1	Dec-18	1	Jun-19	2	Dec-19	0	Jun-20	0	Dec-20	0	Jun-21	0	No sessions conducted between 1 July and 31 December 2019. Sessions to be held in 2020 subject to resourcing.
Period	Sessions																					
Dec-17	0																					
Jun-18	1																					
Dec-18	1																					
Jun-19	2																					
Dec-19	0																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					
EN08 - Animal Management: Reduction in reported animal attacks caused by dogs across the Narrabri Shire LGA.	Office of Local Government data	< 15	<table><thead><tr><th>Period</th><th>Attacks</th></tr></thead><tbody><tr><td>Dec-17</td><td>16</td></tr><tr><td>Jun-18</td><td>2</td></tr><tr><td>Dec-18</td><td>9</td></tr><tr><td>Jun-19</td><td>9</td></tr><tr><td>Dec-19</td><td>1</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Period	Attacks	Dec-17	16	Jun-18	2	Dec-18	9	Jun-19	9	Dec-19	1	Jun-20	0	Dec-20	0	Jun-21	0	One attack reported between 1 July and 31 December 2019.
Period	Attacks																					
Dec-17	16																					
Jun-18	2																					
Dec-18	9																					
Jun-19	9																					
Dec-19	1																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					
EN09 - Weed Management: Area of land without a Priority Weeds Management Program reduced in the Narrabri Shire Local Government Area.	Council data	20 %	<table><thead><tr><th>Period</th><th>Area (%)</th></tr></thead><tbody><tr><td>Dec-17</td><td>36</td></tr><tr><td>Jun-18</td><td>37</td></tr><tr><td>Dec-18</td><td>32</td></tr><tr><td>Jun-19</td><td>37</td></tr><tr><td>Dec-19</td><td>20</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Period	Area (%)	Dec-17	36	Jun-18	37	Dec-18	32	Jun-19	37	Dec-19	20	Jun-20	0	Dec-20	0	Jun-21	0	Council conducts inspections to prevent, eliminate and restrict biosecurity matters following the North West Regional Strategic Weed Management Plan. Data from regular inspections conducted by Council.
Period	Area (%)																					
Dec-17	36																					
Jun-18	37																					
Dec-18	32																					
Jun-19	37																					
Dec-19	20																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EN10 - Biosecurity Management: Decrease in the number of priority weed types through eradication.	Council data	3	<p>The graph shows a significant reduction in the number of priority weed types starting in June 2020, reaching zero by June 2021. The target for June 2021 is 3, which is currently being exceeded.</p>	<p>Council conducts regular road and river inspections to ensure Narrabri Shire is protected from Sagittaria Platyphylla, Salvinia Molesta, Water Lettuce, Alligator weed and Hudson Pear. Council uses Facebook and the newspaper to advise the community about weed infestations and new incursions. These weeds are still a threat for the Shire. Hudson Pear and Alligator Weed are Narrabri Shire Councils biggest threat due to the proximity of our closest infestations in neighbouring shires. Surveillance/inspections are continual to ensure that these weeds do not enter our shire. New infestations of Harrisia Cactus and Boxing glove have been discovered in the past financial year and were eradicated. Any new infestations will be treated.</p>

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

2.2.1 - Community emergency service providers are well resourced to adequately prepare and respond to natural disasters and emergencies

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																											
EN11 - Emergency Response: 100% emergency response rate to situations.	Council data	0 Response Complaints	<table><caption>EN11 - Emergency Response Data</caption><thead><tr><th>Period</th><th>Response Complaints</th><th>Target</th></tr></thead><tbody><tr><td>Dec-17</td><td>0</td><td>100</td></tr><tr><td>Jun-18</td><td>0</td><td>100</td></tr><tr><td>Dec-18</td><td>0</td><td>100</td></tr><tr><td>Jun-19</td><td>0</td><td>100</td></tr><tr><td>Dec-19</td><td>0</td><td>100</td></tr><tr><td>Jun-20</td><td>0</td><td>100</td></tr><tr><td>Dec-20</td><td>0</td><td>100</td></tr><tr><td>Jun-21</td><td>0</td><td>100</td></tr></tbody></table>	Period	Response Complaints	Target	Dec-17	0	100	Jun-18	0	100	Dec-18	0	100	Jun-19	0	100	Dec-19	0	100	Jun-20	0	100	Dec-20	0	100	Jun-21	0	100	To date there has been zero complaints in response to emergency situations.
Period	Response Complaints	Target																													
Dec-17	0	100																													
Jun-18	0	100																													
Dec-18	0	100																													
Jun-19	0	100																													
Dec-19	0	100																													
Jun-20	0	100																													
Dec-20	0	100																													
Jun-21	0	100																													

2.2.2 - Protect and rehabilitate degraded and fragmented areas and enhance corridors that connect remnant bushland

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN12 - Land Care Participation: Number of active groups in land care.	Council data	4	<table><thead><tr><th>Period</th><th>Active Groups</th></tr></thead><tbody><tr><td>Dec-17</td><td>2</td></tr><tr><td>Jun-18</td><td>2</td></tr><tr><td>Dec-18</td><td>4</td></tr><tr><td>Jun-19</td><td>2</td></tr><tr><td>Dec-19</td><td>2</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Period	Active Groups	Dec-17	2	Jun-18	2	Dec-18	4	Jun-19	2	Dec-19	2	Jun-20	0	Dec-20	0	Jun-21	0	There is only the Merrimborough Landcare group and the Yarrie Lake Landcare group that exist in the Shire. Council is liaising with local resident for the formation of more groups.
Period	Active Groups																					
Dec-17	2																					
Jun-18	2																					
Dec-18	4																					
Jun-19	2																					
Dec-19	2																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					
EN13 - Rehabilitation: Area of land where rehabilitation is completed (per annum).	Council data	350 Hectares	<table><thead><tr><th>Period</th><th>Area (Hectares)</th></tr></thead><tbody><tr><td>Dec-17</td><td>313</td></tr><tr><td>Jun-18</td><td>313</td></tr><tr><td>Dec-18</td><td>313</td></tr><tr><td>Jun-19</td><td>385</td></tr><tr><td>Dec-19</td><td>385</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Period	Area (Hectares)	Dec-17	313	Jun-18	313	Dec-18	313	Jun-19	385	Dec-19	385	Jun-20	0	Dec-20	0	Jun-21	0	Mining rehabilitation is being completed by the responsible mine.
Period	Area (Hectares)																					
Dec-17	313																					
Jun-18	313																					
Dec-18	313																					
Jun-19	385																					
Dec-19	385																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

2.2.3 - Ensure Council and government agencies have a robust compliance program to protect environmental assets

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN14 - Environmental Reporting: Annual reports are provided on environmental outcomes for all major projects.	Council data	100 % Compliance	<table><thead><tr><th>Date</th><th>Value</th></tr></thead><tbody><tr><td>Dec-17</td><td>100</td></tr><tr><td>Jun-18</td><td>100</td></tr><tr><td>Dec-18</td><td>80</td></tr><tr><td>Jun-19</td><td>85</td></tr><tr><td>Dec-19</td><td>85</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Date	Value	Dec-17	100	Jun-18	100	Dec-18	80	Jun-19	85	Dec-19	85	Jun-20	0	Dec-20	0	Jun-21	0	Council has reviewed the environmental licences annual returns for extractive industries. Some annual returns for 2018-2019 have not been uploaded on the EPA online portal yet.
Date	Value																					
Dec-17	100																					
Jun-18	100																					
Dec-18	80																					
Jun-19	85																					
Dec-19	85																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

2.2.4 - Decision making will be informed by the principles of Ecologically Sustainable Development and the precautionary principle

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN15 - Environmental Concern: Percentage of surveyed residents with a high degree of concern about the environment is decreased.	Community survey	15 %	<table><thead><tr><th>Date</th><th>Value</th></tr></thead><tbody><tr><td>Dec-17</td><td>21</td></tr><tr><td>Jun-18</td><td>21</td></tr><tr><td>Dec-18</td><td>21</td></tr><tr><td>Jun-19</td><td>21</td></tr><tr><td>Dec-19</td><td>26</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Date	Value	Dec-17	21	Jun-18	21	Dec-18	21	Jun-19	21	Dec-19	26	Jun-20	0	Dec-20	0	Jun-21	0	Council has used the principles of sustainable development in the decision-making process. Council increased community awareness of environmental issues through media advertisements, the local newspaper, Facebook and correspondence.
Date	Value																					
Dec-17	21																					
Jun-18	21																					
Dec-18	21																					
Jun-19	21																					
Dec-19	26																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EN16 - Ecological Sustainability Compliance: Demonstrated inclusion of Ecologically Sustainable Development and precautionary principle analysis in relevant Council Reports.	Council data	100 %	<p>The graph shows the measure status over time. It starts at 0 in Dec-17 and Jun-18, rises to 100 in Dec-18, remains at 100 through Jun-19 and Dec-19, drops back to 0 in Jun-20 and Dec-20, and finally reaches 100 in Jun-21.</p>	<p>Council submission on the Vickery Coal Mine Extension Project included a requirement that: "The NSW Government should apply the principles of ecologically sustainable development and the precautionary principle to the assessment of the Project." Council submission on the Narrabri Gas Project included a requirement 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."</p>

Objective 2.3 - Our natural resource consumption will be reduced and waste well managed**2.3.1 - Investigate and implement alternative energy technologies to reduce Council's carbon footprint**

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN17 - Fuel Usage: Reduction in fuel usage on prior year.	Council data	400,000 Litres	<table><thead><tr><th>Date</th><th>Fuel Usage (Litres)</th></tr></thead><tbody><tr><td>Dec-17</td><td>47180</td></tr><tr><td>Jun-18</td><td>397223</td></tr><tr><td>Dec-18</td><td>397223</td></tr><tr><td>Jun-19</td><td>491462</td></tr><tr><td>Dec-19</td><td>265667</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Date	Fuel Usage (Litres)	Dec-17	47180	Jun-18	397223	Dec-18	397223	Jun-19	491462	Dec-19	265667	Jun-20	0	Dec-20	0	Jun-21	0	Work underway to capture fuel transfers. This will enable Fleet to propose a consumption KPI rather than litres purchased.
Date	Fuel Usage (Litres)																					
Dec-17	47180																					
Jun-18	397223																					
Dec-18	397223																					
Jun-19	491462																					
Dec-19	265667																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					
EN18 - Total Energy Usage: 15% reduction in Council's total energy usage on 2016/17 levels by 2020/21.	Council data	15 %	<table><thead><tr><th>Date</th><th>Energy Usage (%)</th></tr></thead><tbody><tr><td>Dec-17</td><td>0</td></tr><tr><td>Jun-18</td><td>5</td></tr><tr><td>Dec-18</td><td>5</td></tr><tr><td>Jun-19</td><td>5</td></tr><tr><td>Dec-19</td><td>19</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Date	Energy Usage (%)	Dec-17	0	Jun-18	5	Dec-18	5	Jun-19	5	Dec-19	19	Jun-20	0	Dec-20	0	Jun-21	0	19% reduction in energy usage compared to 2018/19. All 400 watts lights around the airport car park have been replaced with 100 watts LED lights. Energy efficient lights are being considered for the air-side flood lights. Actual consumption saving is measure at end of financial year. The Crossing Theatre is continuing a program of replacing old technology lighting with energy efficient lighting. Exhibition Room LED lighting upgrade completed in December 2018. New LED High bay lights to be installed at depot and remainder of fluoro lights at Admin Building to be replaced.
Date	Energy Usage (%)																					
Dec-17	0																					
Jun-18	5																					
Dec-18	5																					
Jun-19	5																					
Dec-19	19																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

2.3.2 - Implement a waste management strategy focusing on waste avoidance, reusing and recycling to minimise the proportion of waste sent to landfill and to maximise the use of our natural resources

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																				
EN19 - Household Waste Generation: Reducing average volume (kilograms) per household.	Council data	490 Kg	<table><tr><th>Period</th><th>Value (kg)</th></tr><tr><td>Dec-17</td><td>516</td></tr><tr><td>Jun-18</td><td>546</td></tr><tr><td>Dec-18</td><td>519</td></tr><tr><td>Jun-19</td><td>608</td></tr><tr><td>Dec-19</td><td>550</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr><tr><td>Target Jun-21</td><td>490</td></tr></table>	Period	Value (kg)	Dec-17	516	Jun-18	546	Dec-18	519	Jun-19	608	Dec-19	550	Jun-20	0	Dec-20	0	Jun-21	0	Target Jun-21	490	Council is focused on a waste minimisation campaign that includes promoting the use of the recycling and green bins as well as reducing the percentage of contamination.
Period	Value (kg)																							
Dec-17	516																							
Jun-18	546																							
Dec-18	519																							
Jun-19	608																							
Dec-19	550																							
Jun-20	0																							
Dec-20	0																							
Jun-21	0																							
Target Jun-21	490																							
EN20 - Household Waste Recycling: Percentage of waste diverted from landfill (annual total waste diverted from landfill/annual municipal kerbside collection).	Council data	75 %	<table><tr><th>Period</th><th>Value (%)</th></tr><tr><td>Dec-17</td><td>45</td></tr><tr><td>Jun-18</td><td>41</td></tr><tr><td>Dec-18</td><td>38</td></tr><tr><td>Jun-19</td><td>39</td></tr><tr><td>Dec-19</td><td>36</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr><tr><td>Target Jun-21</td><td>75</td></tr></table>	Period	Value (%)	Dec-17	45	Jun-18	41	Dec-18	38	Jun-19	39	Dec-19	36	Jun-20	0	Dec-20	0	Jun-21	0	Target Jun-21	75	The percentage of waste diverted from household kerbside collection recycling and food and organics was 36% this equals to 560 tonnes of waste for the six month period. This would be approximately 1,120 tonnes for the full period.
Period	Value (%)																							
Dec-17	45																							
Jun-18	41																							
Dec-18	38																							
Jun-19	39																							
Dec-19	36																							
Jun-20	0																							
Dec-20	0																							
Jun-21	0																							
Target Jun-21	75																							
EN21 - Public Recycling Facilities: Increase in the number of recycling facilities in public spaces.	Council data	4	<table><tr><th>Period</th><th>Value</th></tr><tr><td>Dec-17</td><td>0</td></tr><tr><td>Jun-18</td><td>2</td></tr><tr><td>Dec-18</td><td>5</td></tr><tr><td>Jun-19</td><td>4</td></tr><tr><td>Dec-19</td><td>4</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr><tr><td>Target Jun-21</td><td>4</td></tr></table>	Period	Value	Dec-17	0	Jun-18	2	Dec-18	5	Jun-19	4	Dec-19	4	Jun-20	0	Dec-20	0	Jun-21	0	Target Jun-21	4	There are now three recycling bins and one reverse vending machine available for residents of the Shire.
Period	Value																							
Dec-17	0																							
Jun-18	2																							
Dec-18	5																							
Jun-19	4																							
Dec-19	4																							
Jun-20	0																							
Dec-20	0																							
Jun-21	0																							
Target Jun-21	4																							
EN22 - Industry Waste Minimisation: Increase in number of businesses and industries involved in the waste minimisation program.	Council data	50	<table><tr><th>Period</th><th>Value</th></tr><tr><td>Dec-17</td><td>0</td></tr><tr><td>Jun-18</td><td>10</td></tr><tr><td>Dec-18</td><td>10</td></tr><tr><td>Jun-19</td><td>15</td></tr><tr><td>Dec-19</td><td>15</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr><tr><td>Target Jun-21</td><td>50</td></tr></table>	Period	Value	Dec-17	0	Jun-18	10	Dec-18	10	Jun-19	15	Dec-19	15	Jun-20	0	Dec-20	0	Jun-21	0	Target Jun-21	50	As part of the development approval process, Council request waste management plans for all the new commercial developments in the Shire. Council has also reviewed the landfill fees, to include new charges that promote the adequate classification of waste. Council has also involved businesses in the Litter reduction campaign.
Period	Value																							
Dec-17	0																							
Jun-18	10																							
Dec-18	10																							
Jun-19	15																							
Dec-19	15																							
Jun-20	0																							
Dec-20	0																							
Jun-21	0																							
Target Jun-21	50																							

2.3.3 - Conserve and manage our natural water resources for environmental and agricultural sustainability

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EN23 - Council Water Consumption: Percentage reduction on 2016/2017 levels in mains water consumed by Council operations.	Council data	< 15 % Unaccounted		Water use across the Shire remains consistent with past years however automated meter readers and new water meters are recording greater use by residential and industrial properties due to their accuracy. This has greatly reduced unaccounted for water use and this accurate information will assist end users in reducing their water consumption in future.
EN24 - Water Quality: Water quality improvement in the Namoi River. Measured by the positive displacement of rubbish.	Council data	1 Tonne		No gross pollutant traps have been installed. A total of 93 potential sources of stormwater outflow to the catchment of the Namoi River within Narrabri town limits have been identified. No stormwater catchment models have been created or analysed, these estimates are based solely on existing storm water pipes and assuming they are sufficiently sized. Further work is required to scope the full extent of works.

Objective 2.4 - The impacts of extractive industries on the environment will be minimised**2.4.1 - The community is informed by real time regional dust monitoring data to inform personal decisions**

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EN25 - Air Quality: Number of days polluting concentrations exceed National Environment Protection Measure (NEPM) guidelines.	Environmental Protection Agency data	0		The National Environment Protection (Ambient Air Quality) Measure (Air NEPM) sets national standards for urban air pollutants. Narrabri experienced 1 day above the relevant standards between 1 June to August 2019.

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EN26 - Dust Monitoring: Real time regional monitoring system in place and available in easy to understand language.	Council data	85 % Compliance	<p>Line graph showing Dust Monitoring compliance from Dec-17 to Jun-21. The y-axis ranges from 0 to 120. The x-axis shows dates: Dec-17, Jun-18, Dec-18, Jun-19, Dec-19, Jun-20, Dec-20, Jun-21. Data points: Dec-17 (0), Jun-18 (98), Dec-18 (98), Jun-19 (99), Dec-19 (100), Jun-20 (0), Dec-20 (0), Jun-21 (85).</p>	Narrabri is now part of the NSW Air Quality Monitoring Network. The Narrabri air monitoring station was built in December 2017 near Narrabri Airport. Real-time Regional monitoring data has been available online since the equipment was installed.

2.4.2 - Projects are managed to minimise active disturbance areas and limit time to revegetation

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EN27 - Mine Rehabilitation Compliance: Mines adhere to agreed rehabilitation schedules.	Council data	100 % Compliance	<p>Line graph showing Mine Rehabilitation Compliance from Dec-17 to Jun-21. The y-axis ranges from 0 to 120. The x-axis shows dates: Dec-17, Jun-18, Dec-18, Jun-19, Dec-19, Jun-20, Dec-20, Jun-21. Data points: Dec-17 (100), Jun-18 (100), Dec-18 (100), Jun-19 (100), Dec-19 (0), Jun-20 (0), Dec-20 (0), Jun-21 (100).</p>	The NSW Resource Regulator has conducted targeted assessments at mine sites to ensure that operators are effectively undertaking progressive rehabilitation in accordance with the obligations set out in their approved plans. Council has not had sufficient resources to review Mine Rehabilitation Plans for this reporting period, therefore 0 has been recorded.

2.4.3 - Ground water extractions are maintained in an environmentally sustainable manner to ensure long term viability and quality

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EN28 - Water Resourcing: Current groundwater extractions are maintained.	Council data	400 Litres Per Day	<p>Line graph showing Water Resourcing (Average Litres per resident per day) from Dec-17 to Jun-21. The y-axis ranges from 0 to 600. The x-axis shows dates: Dec-17, Jun-18, Dec-18, Jun-19, Dec-19, Jun-20, Dec-20, Jun-21. Data points: Dec-17 (403), Jun-18 (403), Dec-18 (403), Jun-19 (517), Dec-19 (446), Jun-20 (0), Dec-20 (0), Jun-21 (400).</p>	Average Litres per resident per day Shire wide. Assumed population 10729 based on ABS 2016 data.

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN29 - Environmental Flow: Current bore water extractions are maintained.	Council data	1,000 Megalitres	<table><thead><tr><th>Date</th><th>Extractions (Megalitres)</th></tr></thead><tbody><tr><td>Dec-17</td><td>1004</td></tr><tr><td>Jun-18</td><td>1004</td></tr><tr><td>Dec-18</td><td>1004</td></tr><tr><td>Jun-19</td><td>1450</td></tr><tr><td>Dec-19</td><td>1749</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Date	Extractions (Megalitres)	Dec-17	1004	Jun-18	1004	Dec-18	1004	Jun-19	1450	Dec-19	1749	Jun-20	0	Dec-20	0	Jun-21	0	Borefield extractions across the Shire during July 2019 to December 2019.
Date	Extractions (Megalitres)																					
Dec-17	1004																					
Jun-18	1004																					
Dec-18	1004																					
Jun-19	1450																					
Dec-19	1749																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

2.4.4 - Potential environmental and community impacts are minimised through thorough assessment and independent monitoring

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EN30 - Community Confidence: Community confidence in assessment and monitoring.	Community survey	75 %	<table><thead><tr><th>Date</th><th>Confidence (%)</th></tr></thead><tbody><tr><td>Dec-17</td><td>72</td></tr><tr><td>Jun-18</td><td>72</td></tr><tr><td>Dec-18</td><td>72</td></tr><tr><td>Jun-19</td><td>72</td></tr><tr><td>Dec-19</td><td>70</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Date	Confidence (%)	Dec-17	72	Jun-18	72	Dec-18	72	Jun-19	72	Dec-19	70	Jun-20	0	Dec-20	0	Jun-21	0	Council have taken a public and proactive role in advocating on the Vickery Extension Project and Narrabri Gas Project environmental requirements.
Date	Confidence (%)																					
Dec-17	72																					
Jun-18	72																					
Dec-18	72																					
Jun-19	72																					
Dec-19	70																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					



THEME 3: Our Economy

Strategic Direction 3: Progressive and Diverse Economy

By 2027, Progressive and Diverse Economy

COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire Community identified several economic priority areas to be addressed over the following four years.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

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

COMMUNITY OUTCOMES

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

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

Broadened economic base

Our Economy

Strategic Direction 3: Progressive and Diverse Economy

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

3.1.1 - Identify and facilitate a diverse event, conference and entertainment program

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EC01 - Events, Conferences & Entertainments: Percentage increase in the number of events, conferences and entertainment activities per annum.	Council data	10 %	<table><thead><tr><th>Period</th><th>Value</th></tr></thead><tbody><tr><td>Dec-17</td><td>0</td></tr><tr><td>Jun-18</td><td>10</td></tr><tr><td>Dec-18</td><td>10</td></tr><tr><td>Jun-19</td><td>8</td></tr><tr><td>Dec-19</td><td>8</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Period	Value	Dec-17	0	Jun-18	10	Dec-18	10	Jun-19	8	Dec-19	8	Jun-20	0	Dec-20	0	Jun-21	0	A slowdown in local economy through ongoing drought conditions has meant less events than anticipated.
Period	Value																					
Dec-17	0																					
Jun-18	10																					
Dec-18	10																					
Jun-19	8																					
Dec-19	8																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					
EC02 - Events, Conferences & Entertainment Patronage: Percentage increase in patrons at The Crossing Theatre for events, conferences and entertainment per annum.	Council data	5 %	<table><thead><tr><th>Period</th><th>Value</th></tr></thead><tbody><tr><td>Dec-17</td><td>0</td></tr><tr><td>Jun-18</td><td>5</td></tr><tr><td>Dec-18</td><td>5</td></tr><tr><td>Jun-19</td><td>4</td></tr><tr><td>Dec-19</td><td>4</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Period	Value	Dec-17	0	Jun-18	5	Dec-18	5	Jun-19	4	Dec-19	4	Jun-20	0	Dec-20	0	Jun-21	0	A slowdown in local economy through ongoing drought conditions has meant less patrons than anticipated. Disposable incomes are tightening.
Period	Value																					
Dec-17	0																					
Jun-18	5																					
Dec-18	5																					
Jun-19	4																					
Dec-19	4																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

3.1.2 - Facilitate the provision of a quality tourism product to present to visitors

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EC03 - Tourism Visitation, Stay & Spend: Percentage increase in key visitor metrics for Narrabri Shire LGA - Number of Visitors.	Tourism Research Australia data	235,000 Visitors	<table><thead><tr><th>Period</th><th>Visitors</th></tr></thead><tbody><tr><td>Dec-17</td><td>223,000</td></tr><tr><td>Jun-18</td><td>230,000</td></tr><tr><td>Dec-18</td><td>230,000</td></tr><tr><td>Jun-19</td><td>230,000</td></tr><tr><td>Dec-19</td><td>245,000</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>235,000</td></tr></tbody></table>	Period	Visitors	Dec-17	223,000	Jun-18	230,000	Dec-18	230,000	Jun-19	230,000	Dec-19	245,000	Jun-20	0	Dec-20	0	Jun-21	235,000	Council actively markets and promotes the Narrabri Shire through various campaigns and partnerships to attract more visitors, increase length of stay and encourage higher levels of expenditure to the region. 2018 (TRA) Total Number to the Narrabri Region 245,000 Average Spend per ON domestic \$107.00 per person Average spend per trip domestic \$294 per person Average spend per ON International \$50 per person Average spend per trip International \$806 per person
Period	Visitors																					
Dec-17	223,000																					
Jun-18	230,000																					
Dec-18	230,000																					
Jun-19	230,000																					
Dec-19	245,000																					
Jun-20	0																					
Dec-20	0																					
Jun-21	235,000																					
EC04 - Social Media Audience: Grow social media user database.	Facebook data	2,500	<table><thead><tr><th>Period</th><th>Audience</th></tr></thead><tbody><tr><td>Dec-17</td><td>1,221</td></tr><tr><td>Jun-18</td><td>1,281</td></tr><tr><td>Dec-18</td><td>1,351</td></tr><tr><td>Jun-19</td><td>1,758</td></tr><tr><td>Dec-19</td><td>2,022</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>2,500</td></tr></tbody></table>	Period	Audience	Dec-17	1,221	Jun-18	1,281	Dec-18	1,351	Jun-19	1,758	Dec-19	2,022	Jun-20	0	Dec-20	0	Jun-21	2,500	Social media followers 2022 Social media likes 1932 Council established a social media strategy to focus on brand awareness, engagement, traffic, and visitation to the Narrabri Shire.
Period	Audience																					
Dec-17	1,221																					
Jun-18	1,281																					
Dec-18	1,351																					
Jun-19	1,758																					
Dec-19	2,022																					
Jun-20	0																					
Dec-20	0																					
Jun-21	2,500																					

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC21 - Tourism Visitation, Stay & Spend: Percentage increase in key visitor metrics for Narrabri Shire LGA - Visitor Spend.	Tourism Research Australia data	\$46 Million		<p>Council actively promotes a diverse range of local and regional products, gourmet produce, regional souvenirs, information and maps.</p> <p>2018 (TRA) Total Number to the Narrabri Region 245,000</p> <p>Average Spend per ON domestic \$107.00 per person</p> <p>Average spend per trip domestic \$294 per person</p> <p>Average spend per ON International \$50 per person</p> <p>Average spend per trip International \$806 per person</p>

3.1.3 - Implement the Narrabri CBD Master Plan to capture a greater proportion of highway traffic opportunities and improve shopping experience

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC05 - CBD Customer Satisfaction: Increased satisfaction with CBD experience reflected in customer surveys.	Community survey	75 %		<p>Stage 1 of the Narrabri CBD upgrade started in 2017. The centre medium strip has been constructed with the street trees planted and lighting installed. Council received Commonwealth Government Drought funding in early 2019. With a part of the funds the CBD's of Boggabri, Narrabri and Wee Waa have had their facades painted. There were 6 facades painted in Boggabri, 24 in Narrabri and 5 in Wee Waa. The 2019 Micromex survey undertaken on behalf of Council shows a satisfaction rate of 76% with an increase of mean score when compared to the 2017 survey.</p>

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																				
EC06 - CBD Shop Usage: Number of vacant shops decreased from June 2017 level.	Council data	9	<table><thead><tr><th>Date</th><th>Vacant Shops</th></tr></thead><tbody><tr><td>Dec-17</td><td>13</td></tr><tr><td>Jun-18</td><td>12</td></tr><tr><td>Dec-18</td><td>13</td></tr><tr><td>Jun-19</td><td>11</td></tr><tr><td>Dec-19</td><td>17</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr><tr><td>Target Jun-21</td><td>9</td></tr></tbody></table>	Date	Vacant Shops	Dec-17	13	Jun-18	12	Dec-18	13	Jun-19	11	Dec-19	17	Jun-20	0	Dec-20	0	Jun-21	0	Target Jun-21	9	As at January, 2020, there was a total of 17 vacant shops facing Maitland Street, Narrabri. This is up from 11 in the 6 months up to the June, 2019. Over the past 12 months, the number of overall stores in Maitland Street has decreased with impact of the ongoing drought
Date	Vacant Shops																							
Dec-17	13																							
Jun-18	12																							
Dec-18	13																							
Jun-19	11																							
Dec-19	17																							
Jun-20	0																							
Dec-20	0																							
Jun-21	0																							
Target Jun-21	9																							

3.1.4 - Airport facilities and services provide connectivity to capital city markets

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																				
EC07 - Airport Usage: Increased RPT numbers by 3% per annum.	Avdata Australia	6,500 Per Annum	<table><thead><tr><th>Date</th><th>RPT Numbers</th></tr></thead><tbody><tr><td>Dec-17</td><td>6500</td></tr><tr><td>Jun-18</td><td>8341</td></tr><tr><td>Dec-18</td><td>4477</td></tr><tr><td>Jun-19</td><td>8250</td></tr><tr><td>Dec-19</td><td>3902</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr><tr><td>Target Jun-21</td><td>6500</td></tr></tbody></table>	Date	RPT Numbers	Dec-17	6500	Jun-18	8341	Dec-18	4477	Jun-19	8250	Dec-19	3902	Jun-20	0	Dec-20	0	Jun-21	0	Target Jun-21	6500	Expected total RPT number in the range of 8,500 for 2019/20.
Date	RPT Numbers																							
Dec-17	6500																							
Jun-18	8341																							
Dec-18	4477																							
Jun-19	8250																							
Dec-19	3902																							
Jun-20	0																							
Dec-20	0																							
Jun-21	0																							
Target Jun-21	6500																							
EC08 - Airport Satisfaction: Positive rating of airport by users.	Targeted survey	80 %	<table><thead><tr><th>Date</th><th>Positive Rating (%)</th></tr></thead><tbody><tr><td>Dec-17</td><td>0</td></tr><tr><td>Jun-18</td><td>70</td></tr><tr><td>Dec-18</td><td>80</td></tr><tr><td>Jun-19</td><td>80</td></tr><tr><td>Dec-19</td><td>80</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr><tr><td>Target Jun-21</td><td>80</td></tr></tbody></table>	Date	Positive Rating (%)	Dec-17	0	Jun-18	70	Dec-18	80	Jun-19	80	Dec-19	80	Jun-20	0	Dec-20	0	Jun-21	0	Target Jun-21	80	Achieved as per survey undertaken in 2018. Next survey due in August 2020.
Date	Positive Rating (%)																							
Dec-17	0																							
Jun-18	70																							
Dec-18	80																							
Jun-19	80																							
Dec-19	80																							
Jun-20	0																							
Dec-20	0																							
Jun-21	0																							
Target Jun-21	80																							

Objective 3.2 - We will become a logistics hub for the northern inland region**3.2.1 - Promote Narrabri Shire as a national and state significant Manufacturing and Logistics Hub.**

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC09 - Logistical Operations: New or expanding logistics operations commenced.	Council data	2	<p>The graph shows the progress of Measure EC09 over time. The y-axis represents the number of operations commenced, ranging from 0 to 2.5. The x-axis shows dates from Dec-17 to Jun-21. The data points are: Dec-17 (0), Jun-18 (0), Dec-18 (0), Jun-19 (0), Dec-19 (1), Jun-20 (0), Dec-20 (0), Jun-21 (2). A red line connects the points, and a blue dot marks the final value of 2.</p>	Council has finalised a Strategic Business Case and Master Plan study of its industrial and Logistics Hub. Council has entered into options with two land holders and exercised those options in late December enabling outright purchase to occur. Council has resolved to purchase approximately 240 hectares of land to develop its Industrial and Logistics Hub. Options on a further 2 blocks of land are presently being finalised. This resolution will purchase approximately 134 hectares. Council actively promotes its Industrial and Logistics Hub proposed project to Government and Industry. A presentation was given to attendees at the Inland Rail conference in Toowoomba.

3.2.2 - Develop at least one flood free intermodal site that has access to quality infrastructure and the proposed inland rail network

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EC10 - Intermodal Site: Additional intermodal site established.	Council data	4	<table><thead><tr><th>Date</th><th>Count</th></tr></thead><tbody><tr><td>Dec-17</td><td>3</td></tr><tr><td>Jun-18</td><td>3</td></tr><tr><td>Dec-18</td><td>3</td></tr><tr><td>Jun-19</td><td>3</td></tr><tr><td>Dec-19</td><td>3</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Date	Count	Dec-17	3	Jun-18	3	Dec-18	3	Jun-19	3	Dec-19	3	Jun-20	0	Dec-20	0	Jun-21	0	At present Narrabri Shire has three (3) operational intermodal sites within its local government area. A part of the development of the proposed Northern NSW Inland Port project will be the capability of providing a further intermodal site with close and indirect connectivity to the Inland Rail infrastructure. Council is currently progressing with the proposed site by securing land, commencing a range of planning related studies, prior to undertaking land rezoning. Funding applications have been submitted to undertake initial capital works on the proposed site.
Date	Count																					
Dec-17	3																					
Jun-18	3																					
Dec-18	3																					
Jun-19	3																					
Dec-19	3																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

3.2.3 - Explore opportunities for increasing the efficiency of freight movements

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
EC11 - Freight Movement: Increased percentage of road network available for longer freight vehicles.	Council data	100 %	<table><thead><tr><th>Date</th><th>Percentage</th></tr></thead><tbody><tr><td>Dec-17</td><td>93</td></tr><tr><td>Jun-18</td><td>93</td></tr><tr><td>Dec-18</td><td>93</td></tr><tr><td>Jun-19</td><td>100</td></tr><tr><td>Dec-19</td><td>95</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Date	Percentage	Dec-17	93	Jun-18	93	Dec-18	93	Jun-19	100	Dec-19	95	Jun-20	0	Dec-20	0	Jun-21	0	Heavy vehicle permits are assessed based on the National Heavy Vehicle Regulator (NHVR) requirements. Routes are generally approved with the exception of routes that impact Councils infrastructure (e.g. load limited bridges), or the local community (e.g. within the town residential areas and school zones).
Date	Percentage																					
Dec-17	93																					
Jun-18	93																					
Dec-18	93																					
Jun-19	100																					
Dec-19	95																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

Objective 3.3 - Value adding and industry innovation will drive employment**3.3.1 - Value adding opportunities will be researched and pursued**

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC12 - Value Adding: Number of value adding opportunities assessed through the development application process and/or State Significant developments.	Council data	8		As potential opportunities arise, Council staff provide new businesses with contacts for existing local operators that will jointly benefit both parties. Council organised and ran an Inland Rail Industry Stakeholder Round Table to encourage business networking opportunities and a Small Business Summit in July of 2019.

3.3.2 - Industry innovation trends will be determined, monitored and referenced to identify opportunities

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC13 - Industry Trends: Annual production of documents identifying industry trends.	Council data	4		Council engaged a consultant to undertake a Strategic Business Case in relation to the Industrial and Logistics Hub. Within this document is a list and review of industry trends pertaining to organisations that would benefit from establishing in the Industrial and Logistics Hub.

3.3.3 - Local industry leaders will be regularly consulted to determine emerging competitive advantages

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC14 - Industry Innovation and Collaboration: Annual 'Think Tank' industry leader forum held and documented.	Council data	4		Council organised and ran an Inland Rail Industry Stakeholder Round Table in September 2018. Attendees included the Deputy Prime Minister, Assistant Trade and Investment Minister and local and regional business and industry leaders.

3.3.4 - Promote opportunities created through abundant supply of energy and easy access to transport logistics

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC15 - Business Growth: Number of registered businesses in Narrabri Shire LGA.	Australian Bureau of Statistics data	1,700	<p>The graph shows a significant drop in the number of registered businesses starting in June 2020, falling from 1760 to 0, which is well below the target of 1700 for June 2021.</p>	Council creates an environment that is conducive for overall business investment. This results in the attraction of new companies as well as the expansion of existing operations. Council actively facilitates existing business to expand and grow as well as supporting new businesses to create future opportunities.

Objective 3.4 - Adequate housing options will be available to meet demands across the Shire**3.4.1 - Available residential land is adequate to meet demand in the local market**

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC16 - Median Sales Price: Median sales prices are in line with comparable areas.	Real Estate data	=/- 10 %		In 2019, the Narrabri median house price is \$317,500 and Gunnedah median house price is \$320,000.

3.4.2 - Public housing stock is adequate to meet current and projected demand across all demographics

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC17 - Housing Affordability: Affordability of housing in the Narrabri Shire calculated by median weekly rent divided by median weekly household income.	Council data	15 %		Data sourced that is current to October 2019 shows a figure of 36.29% of household income spent on rent in Narrabri. This figure remains less than Gunnedah which is has decreased from 38.38% to 37.31%

3.4.3 - Housing stock will reflect the changing demographic trend of smaller low maintenance properties

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC18 - Housing Stock: New approvals for housing reflect increased percentage of unit/villa stock.	Council data	5 %		No unit developments received or approved.

3.4.4 - Housing stocks will be maintained to a suitable standard

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC19 - Residential Development: Increase in residential investment per year. Measured by number of new dwelling applications.	Council data	15	<p>20 15 10 5 0</p> <p>Dec-17 Jun-18 Dec-18 Jun-19 Dec-19 Jun-20 Dec-20 Jun-21</p>	<p>In the calendar year 2018 there were 20 new dwellings approved in the Shire. Narrabri – 12, Wee Waa – 3, Boggabri – 4, Other – 1.</p> <p>In the calendar year 2019 there were 14 new dwellings approved in the Shire. Narrabri – 10, Wee Waa – 0, Boggabri – 2, Other – 2.</p> <p>This indicates a decline in the residential investment on a calendar year comparison.</p> <p>In the period 1 July 2018 to 31 December 2018 there were 13 new dwellings. Narrabri – 8, Wee Waa – 2, Boggabri – 3.</p> <p>In the period 1 July 2019 to 31 December 2019 there were 5 new dwellings. Narrabri – 4, Wee Waa – 0, Boggabri – 1.</p> <p>This indicates a decline in the residential investment on a period comparison.</p>
EC20 - Public Complaints: Decreasing trend of public complaints about buildings.	Council data	5	<p>7 6 5 4 3 2 1 0</p> <p>Dec-17 Jun-18 Dec-18 Jun-19 Dec-19 Jun-20 Dec-20 Jun-21</p>	<p>Planning and Regulatory Services currently not resourced for proactive compliance programs.</p>



THEME 4: Our Civic Leadership

Strategic Direction 4: Collaborative and Proactive Leadership

By 2027, Collaborative and Proactive Leadership

COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire community identified several civic leadership priority areas to be addressed over the following four years.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire Community include:

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

COMMUNITY OUTCOMES

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

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

Our Civic Leadership

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

4.1.1 - Provide customer service excellence that is responsive to community needs

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
CL01 - Customer Response: Percentage of customer requests attended to within adopted customer service level standards.	Council data	85 %	<table><thead><tr><th>Date</th><th>Percentage</th></tr></thead><tbody><tr><td>Dec-17</td><td>52</td></tr><tr><td>Jun-18</td><td>52</td></tr><tr><td>Dec-18</td><td>52</td></tr><tr><td>Jun-19</td><td>57</td></tr><tr><td>Dec-19</td><td>57</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>85</td></tr></tbody></table>	Date	Percentage	Dec-17	52	Jun-18	52	Dec-18	52	Jun-19	57	Dec-19	57	Jun-20	0	Dec-20	0	Jun-21	85	Responsiveness can be increased and monitored with the implementation of the new Corporate Information system. Follow-up action has been taken to ensure requests are closed out in the system once completed. Customer Response workflows are continuing to be built in CRM and reporting of this data is being tested to ensure accuracy.
Date	Percentage																					
Dec-17	52																					
Jun-18	52																					
Dec-18	52																					
Jun-19	57																					
Dec-19	57																					
Jun-20	0																					
Dec-20	0																					
Jun-21	85																					
CL02 - Community Satisfaction: Community satisfaction with operations of Council.	Community survey	75 %	<table><thead><tr><th>Date</th><th>Percentage</th></tr></thead><tbody><tr><td>Dec-17</td><td>61</td></tr><tr><td>Jun-18</td><td>61</td></tr><tr><td>Dec-18</td><td>61</td></tr><tr><td>Jun-19</td><td>61</td></tr><tr><td>Dec-19</td><td>65</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>75</td></tr></tbody></table>	Date	Percentage	Dec-17	61	Jun-18	61	Dec-18	61	Jun-19	61	Dec-19	65	Jun-20	0	Dec-20	0	Jun-21	75	The Community Survey was undertaken in September 2019. 84% of residents are at least somewhat satisfied with the overall performance of Council over the past 12 months. This is a 2% increase from the previous survey conducted in 2017. Residents are at least satisfied with 35 out of 45 Council services/facilities. 85% of residents rate their overall quality of life good to excellent.
Date	Percentage																					
Dec-17	61																					
Jun-18	61																					
Dec-18	61																					
Jun-19	61																					
Dec-19	65																					
Jun-20	0																					
Dec-20	0																					
Jun-21	75																					

4.1.2 - Ensure the community is informed and involved in Council activities through implementing quality consultation

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
CL03 - Community Satisfaction: Level of satisfaction with Council's provision of information to residents about activities, services and community services.	Community survey	75 %	<table><thead><tr><th>Date</th><th>Satisfaction Level</th></tr></thead><tbody><tr><td>Dec-17</td><td>67</td></tr><tr><td>Jun-18</td><td>67</td></tr><tr><td>Dec-18</td><td>67</td></tr><tr><td>Jun-19</td><td>67</td></tr><tr><td>Dec-19</td><td>65</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>75</td></tr></tbody></table>	Date	Satisfaction Level	Dec-17	67	Jun-18	67	Dec-18	67	Jun-19	67	Dec-19	65	Jun-20	0	Dec-20	0	Jun-21	75	Council continues to distribute information on Council-specific activities through Your Council, media releases, the Council website, fact sheets, social media and community radio sponsored announcements. In August 2018 Council commenced a radio segment fortnightly with local community radio station 2maxFM where the GM provides an update on Council related activities.
Date	Satisfaction Level																					
Dec-17	67																					
Jun-18	67																					
Dec-18	67																					
Jun-19	67																					
Dec-19	65																					
Jun-20	0																					
Dec-20	0																					
Jun-21	75																					
CL04 - Website Usage: Increasing trend of visits to the Narrabri Shire Council website homepage.	Google analytics	41,000	<table><thead><tr><th>Date</th><th>Visits</th></tr></thead><tbody><tr><td>Dec-17</td><td>0</td></tr><tr><td>Jun-18</td><td>6226</td></tr><tr><td>Dec-18</td><td>16850</td></tr><tr><td>Jun-19</td><td>35000</td></tr><tr><td>Dec-19</td><td>46799</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Date	Visits	Dec-17	0	Jun-18	6226	Dec-18	16850	Jun-19	35000	Dec-19	46799	Jun-20	0	Dec-20	0	Jun-21	0	Google Analytics was applied to the Narrabri Shire Council website from July 1 2018 to June 30 2019. This has provided accurate data on website utilisation. Home page views continues to be the most accessed page accounting for 11,799 out of 66,908 total website page views for the most recent reporting period.
Date	Visits																					
Dec-17	0																					
Jun-18	6226																					
Dec-18	16850																					
Jun-19	35000																					
Dec-19	46799																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					
CL05 - Social Media Usage: Number of people following the Narrabri Shire Council Facebook page and other platforms.	Council data	5,000	<table><thead><tr><th>Date</th><th>Followers</th></tr></thead><tbody><tr><td>Dec-17</td><td>3376</td></tr><tr><td>Jun-18</td><td>3576</td></tr><tr><td>Dec-18</td><td>3784</td></tr><tr><td>Jun-19</td><td>4115</td></tr><tr><td>Dec-19</td><td>4274</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Date	Followers	Dec-17	3376	Jun-18	3576	Dec-18	3784	Jun-19	4115	Dec-19	4274	Jun-20	0	Dec-20	0	Jun-21	0	Council continues to provide regular updates on its social media platforms of interesting and relevant information. Council provides posts that inform the community on upcoming events, career opportunities, project updates, emergencies and other matters of interest.
Date	Followers																					
Dec-17	3376																					
Jun-18	3576																					
Dec-18	3784																					
Jun-19	4115																					
Dec-19	4274																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

4.1.3 - Develop and build strong, productive partnerships with State and Federal Governments

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																				
CL06 - Grant Funding: Grant funding levels maintained (per annum).	Council data	\$6 Million	<table><thead><tr><th>Period</th><th>Value</th></tr></thead><tbody><tr><td>Dec-17</td><td>6</td></tr><tr><td>Jun-18</td><td>6</td></tr><tr><td>Dec-18</td><td>2</td></tr><tr><td>Jun-19</td><td>10</td></tr><tr><td>Dec-19</td><td>21</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr><tr><td>Target Jun-21</td><td>6</td></tr></tbody></table>	Period	Value	Dec-17	6	Jun-18	6	Dec-18	2	Jun-19	10	Dec-19	21	Jun-20	0	Dec-20	0	Jun-21	0	Target Jun-21	6	Number of grants submitted in the first 6 months of the 2019/2020 financial year is 27. There is ongoing review of available grant opportunities for all sections of Council. Grants continues to be matched with capital works and specific project lists. In the first 6 months of the 2019/2020 financial year, Council has been notified of \$217,691.00 in successful grant applications. These notifications come from grant applications submitted in both the 2018/2019 and 2019/2020 financial years.
Period	Value																							
Dec-17	6																							
Jun-18	6																							
Dec-18	2																							
Jun-19	10																							
Dec-19	21																							
Jun-20	0																							
Dec-20	0																							
Jun-21	0																							
Target Jun-21	6																							

4.1.4 - Grow volunteer capacity to achieve community outcomes

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																				
CL07 - Volunteering: Percentage of adult population who volunteer.	Community survey	70 %	<table><thead><tr><th>Period</th><th>Value</th></tr></thead><tbody><tr><td>Dec-17</td><td>67</td></tr><tr><td>Jun-18</td><td>67</td></tr><tr><td>Dec-18</td><td>67</td></tr><tr><td>Jun-19</td><td>67</td></tr><tr><td>Dec-19</td><td>65</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr><tr><td>Target Jun-21</td><td>70</td></tr></tbody></table>	Period	Value	Dec-17	67	Jun-18	67	Dec-18	67	Jun-19	67	Dec-19	65	Jun-20	0	Dec-20	0	Jun-21	0	Target Jun-21	70	An annual event is hosted by Council to celebrate National Volunteers Week and recognise the contribution made by volunteers within Narrabri Shire. The event assists in raising awareness of the importance of volunteering and provides the opportunity for the volunteer of the year to be recognised in front of their peers.
Period	Value																							
Dec-17	67																							
Jun-18	67																							
Dec-18	67																							
Jun-19	67																							
Dec-19	65																							
Jun-20	0																							
Dec-20	0																							
Jun-21	0																							
Target Jun-21	70																							

Objective 4.2 - Decision making will ensure Council remains financially sustainable**4.2.1 - Maintain and improve Council's financial sustainability with a focus on core business**

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
CL08 - Council Fitness: Council meeting Fit For The Future (FFTF) Ratios.	Council data	100 %		Council is currently meeting all the Performance Measures as reported in note 22 of the 2018 audited Financial Statements.

4.2.2 - Proposed expansions in Council services are evaluated after consideration of asset renewal and operational costs

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
CL09 - Service Expansions: No service expansion occurs without full lifecycle costing considerations.	Council data	0		Council has considered one (1) business case assessment during the Delivery Program period (2017-2021).

4.2.3 - Modernise Council's service delivery, governance and management

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
CL21 - Council Performance: Increased Community satisfaction with Council performance.	Community survey	80 %		The Community Survey was undertaken in September 2019. 84% of residents are at least somewhat satisfied with the overall performance of Council over the past 12 months. This is a 2% increase from the previous survey conducted in 2017. Residents are at least satisfied with 35 out of 45 Council services/facilities. 85% of residents rate their overall quality of life good to excellent.

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
CL11 - Councillor Satisfaction: Percentage of Community satisfaction with elected representatives.	Community survey	75 %	<table><tr><th>Date</th><th>Satisfaction (%)</th></tr><tr><td>Dec-17</td><td>68</td></tr><tr><td>Jun-18</td><td>68</td></tr><tr><td>Dec-18</td><td>68</td></tr><tr><td>Jun-19</td><td>68</td></tr><tr><td>Dec-19</td><td>65</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>75</td></tr></table>	Date	Satisfaction (%)	Dec-17	68	Jun-18	68	Dec-18	68	Jun-19	68	Dec-19	65	Jun-20	0	Dec-20	0	Jun-21	75	The Community Survey undertaken in September 2017 reported that satisfaction is currently higher among 65+ year olds and lower among 50-64 year olds.
Date	Satisfaction (%)																					
Dec-17	68																					
Jun-18	68																					
Dec-18	68																					
Jun-19	68																					
Dec-19	65																					
Jun-20	0																					
Dec-20	0																					
Jun-21	75																					
CL13 - Organisational Review: Organisational structure reviewed according to Service Review schedule.	Council data	100 %	<table><tr><th>Date</th><th>Progress (%)</th></tr><tr><td>Dec-17</td><td>19</td></tr><tr><td>Jun-18</td><td>20</td></tr><tr><td>Dec-18</td><td>30</td></tr><tr><td>Jun-19</td><td>30</td></tr><tr><td>Dec-19</td><td>75</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>100</td></tr></table>	Date	Progress (%)	Dec-17	19	Jun-18	20	Dec-18	30	Jun-19	30	Dec-19	75	Jun-20	0	Dec-20	0	Jun-21	100	Current organisational structure review completed with implementation to be finalised 31/01/2020
Date	Progress (%)																					
Dec-17	19																					
Jun-18	20																					
Dec-18	30																					
Jun-19	30																					
Dec-19	75																					
Jun-20	0																					
Dec-20	0																					
Jun-21	100																					
CL12 - Service Review: Service Review Program undertaken.	Council data	12 Reviews	<table><tr><th>Date</th><th>Reviews</th></tr><tr><td>Dec-17</td><td>1</td></tr><tr><td>Jun-18</td><td>2</td></tr><tr><td>Dec-18</td><td>8</td></tr><tr><td>Jun-19</td><td>8</td></tr><tr><td>Dec-19</td><td>8</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>12</td></tr></table>	Date	Reviews	Dec-17	1	Jun-18	2	Dec-18	8	Jun-19	8	Dec-19	8	Jun-20	0	Dec-20	0	Jun-21	12	Service reviews have been undertaken on The Crossing Theatre, Tourism Services, Swimming Pools, Fleet Management and the Roads Service Review was completed in October 2017. A subsequent Fleet Review was summarised with recommendations made in June. The Project Management service review was received in May 2018 and is currently being reviewed. The Parks and Open Spaces (including Cemeteries) review is well advanced.
Date	Reviews																					
Dec-17	1																					
Jun-18	2																					
Dec-18	8																					
Jun-19	8																					
Dec-19	8																					
Jun-20	0																					
Dec-20	0																					
Jun-21	12																					

Objective 4.3 - Infrastructure and service delivery will provide public value for the community**4.3.1 - Develop and integrate a methodology that measures and reports to communities on equitable distribution of Council funding**

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																				
CL14 - Spending Distribution: Increased community understanding of Council's spending distribution throughout the Shire.	Community survey	75 %	<table><thead><tr><th>Date</th><th>Value (%)</th></tr></thead><tbody><tr><td>Dec-17</td><td>61</td></tr><tr><td>Jun-18</td><td>61</td></tr><tr><td>Dec-18</td><td>61</td></tr><tr><td>Jun-19</td><td>61</td></tr><tr><td>Dec-19</td><td>55</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr><tr><td>Target Jun-21</td><td>75</td></tr></tbody></table>	Date	Value (%)	Dec-17	61	Jun-18	61	Dec-18	61	Jun-19	61	Dec-19	55	Jun-20	0	Dec-20	0	Jun-21	0	Target Jun-21	75	Council has introduced service-based costings as part of its budget presentation. This will be further enhanced with the implementation of the new Corporate Information system.
Date	Value (%)																							
Dec-17	61																							
Jun-18	61																							
Dec-18	61																							
Jun-19	61																							
Dec-19	55																							
Jun-20	0																							
Dec-20	0																							
Jun-21	0																							
Target Jun-21	75																							

4.3.2 - Service outcomes are maintained by regular market testing of delivery methods and regional inter-Council cooperation

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
CL15 - Council Efficiency: Efficiency gains are identified and quantified.	Council data	\$600,000	<table><thead><tr><th>Date</th><th>Value (\$)</th></tr></thead><tbody><tr><td>Dec-17</td><td>163,000</td></tr><tr><td>Jun-18</td><td>382,700</td></tr><tr><td>Dec-18</td><td>696,700</td></tr><tr><td>Jun-19</td><td>416,700</td></tr><tr><td>Dec-19</td><td>487,800</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>0</td></tr></tbody></table>	Date	Value (\$)	Dec-17	163,000	Jun-18	382,700	Dec-18	696,700	Jun-19	416,700	Dec-19	487,800	Jun-20	0	Dec-20	0	Jun-21	0	Council had reached its goal of \$600,000 efficiency savings, however Council has sold a building asset for an amount significantly under the carrying book value. This sale resulted in the reduction of Council's efficiency savings by \$280,000. Previously Council's efficiency savings were in the vicinity of \$696,700.
Date	Value (\$)																					
Dec-17	163,000																					
Jun-18	382,700																					
Dec-18	696,700																					
Jun-19	416,700																					
Dec-19	487,800																					
Jun-20	0																					
Dec-20	0																					
Jun-21	0																					

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
CL16 - Market Testing: Annual market testing of services.	Council data	4	<p>The graph shows the number of market testing sessions conducted annually. The target for June 2021 is 4. The performance was 0 in Dec-17, 1 in Jun-18, 1 in Dec-18, 1 in Jun-19, 3 in Dec-19, and 0 in Jun-20, Dec-20, and Jun-21.</p>	<p>Council is in receipt of the FY2019 Local Government Performance Excellence Program report. The report provides appropriate comparisons between Narrabri Shire and a benchmark set of councils, in terms of location, size and revenue. Areas of analysis included workforce, finance, service delivery and corporate leadership. The report summarised performance year-on-year and against the benchmark set. Council has also recently decided to participate in Council Comparison Windows, based on Council's OLG Grouping and mining affected councils.</p>

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

4.4.1 - Engage with the community to determine affordable and acceptable levels of service

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
CL10 - Community Satisfaction: Community satisfaction with overall Council service delivery.	Community survey	80 %	<p>The graph shows a sharp decline in satisfaction from 84% in Dec-19 to 0% in Jun-20, with a projected 80% for Jun-21.</p>	<p>The Community Survey was undertaken in September 2019. 84% of residents are at least somewhat satisfied with the overall performance of Council over the past 12 months. This is a 2% increase from the previous survey conducted in 2017. Residents are at least satisfied with 35 out of 45 Council services/facilities. Council have commenced a program of Service Reviews to review areas for efficiency, effectiveness and relevance. A priority list to schedule service areas for review up until 2023 has been endorsed by Management.</p>

4.4.2 - Ensure effective and sound local governance practice

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
CL17 - Local Governance: No breaches of Code of Conduct identified in compliance with the requirements of the Local Government Act 1993.	Council data	0	<p>The graph shows a sharp decline from 1 breach in Dec-19 to 0 breaches in Jun-20, with 0 breaches projected for Jun-21.</p>	<p>Code of Conduct training to be provided to Councillors/Staff in 2020.</p>

4.4.3 - Report in a clear, concise manner that is easily understood

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
CL18 - Council Reporting: Survey of Councillors indicates reporting is easy to understand.	Council data	80 %	<table border="1"><thead><tr><th>Date</th><th>Value</th></tr></thead><tbody><tr><td>Dec-17</td><td>0</td></tr><tr><td>Jun-18</td><td>0</td></tr><tr><td>Dec-18</td><td>0</td></tr><tr><td>Jun-19</td><td>0</td></tr><tr><td>Dec-19</td><td>0</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>80</td></tr></tbody></table>	Date	Value	Dec-17	0	Jun-18	0	Dec-18	0	Jun-19	0	Dec-19	0	Jun-20	0	Dec-20	0	Jun-21	80	Survey of Councillors to be undertaken in 2020.
Date	Value																					
Dec-17	0																					
Jun-18	0																					
Dec-18	0																					
Jun-19	0																					
Dec-19	0																					
Jun-20	0																					
Dec-20	0																					
Jun-21	80																					

4.4.4 - Implement Strategic Asset Management Plans focusing on renewal of assets

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																		
CL19 - Council Infrastructure Satisfaction: Percentage of adult population who are satisfied with core infrastructure including roads and footpaths.	Community survey	75 %	<table border="1"><thead><tr><th>Date</th><th>Value</th></tr></thead><tbody><tr><td>Dec-17</td><td>67</td></tr><tr><td>Jun-18</td><td>67</td></tr><tr><td>Dec-18</td><td>67</td></tr><tr><td>Jun-19</td><td>67</td></tr><tr><td>Dec-19</td><td>67</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>75</td></tr></tbody></table>	Date	Value	Dec-17	67	Jun-18	67	Dec-18	67	Jun-19	67	Dec-19	67	Jun-20	0	Dec-20	0	Jun-21	75	Asset Management Plans are under continued review. A Condition Assessment of Shire Roads was commissioned in late 2017 and completed in June 2018. The data is currently being analysed before engagement with the public to determine future service levels. Drought conditions have hurt the ability of roads staff manage unsealed roads, which may cause a dip in unsealed road satisfaction (dust being an issue).
Date	Value																					
Dec-17	67																					
Jun-18	67																					
Dec-18	67																					
Jun-19	67																					
Dec-19	67																					
Jun-20	0																					
Dec-20	0																					
Jun-21	75																					
CL20 - Asset Renewal Ratio: Infrastructure Renewal Ratio exceeds 100%.	Council data	> 100 %	<table border="1"><thead><tr><th>Date</th><th>Value</th></tr></thead><tbody><tr><td>Dec-17</td><td>137</td></tr><tr><td>Jun-18</td><td>137</td></tr><tr><td>Dec-18</td><td>100</td></tr><tr><td>Jun-19</td><td>100</td></tr><tr><td>Dec-19</td><td>100</td></tr><tr><td>Jun-20</td><td>0</td></tr><tr><td>Dec-20</td><td>0</td></tr><tr><td>Jun-21</td><td>100</td></tr></tbody></table>	Date	Value	Dec-17	137	Jun-18	137	Dec-18	100	Jun-19	100	Dec-19	100	Jun-20	0	Dec-20	0	Jun-21	100	Council's capital works renewal budget for 2019/2020 currently exceeds the depreciation expense for infrastructure assets.
Date	Value																					
Dec-17	137																					
Jun-18	137																					
Dec-18	100																					
Jun-19	100																					
Dec-19	100																					
Jun-20	0																					
Dec-20	0																					
Jun-21	100																					

www.
narrabri.
nsw.gov.au

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

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



NARRABRI SHIRE
DISCOVER THE POTENTIAL

Narrabri Shire Council

ANNUAL FINANCIAL STATEMENTS for the year ended 30 June 2019

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



Narrabri Shire Council

GENERAL PURPOSE FINANCIAL STATEMENTS for the year ended 30 June 2019

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



Narrabri Shire Council

Financial Statements 2019

General Purpose Financial Statements

for the year ended 30 June 2019

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Overview

Narrabri Shire Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

46-48 Maitland Street
Narrabri NSW 2390

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note 2(b).

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.narrabri.nsw.gov.au.

Narrabri Shire Council

Financial Statements 2019

General Purpose Financial Statements

for the year ended 30 June 2019

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across NSW are required to present a set of audited financial statements to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2019.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Narrabri Shire Council

Financial Statements 2019

General Purpose Financial Statements
for the year ended 30 June 2019**Statement by Councillors and Management made pursuant to Section 413(2)(c) of the Local Government Act 1993 (NSW) (as amended)****The attached General Purpose Financial Statements have been prepared in accordance with:**

- the *Local Government Act 1993* (NSW) (as amended) and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the *Local Government Code of Accounting Practice and Financial Reporting*.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.**Signed in accordance with a resolution of Council made on 17 December 2019.**

Cr Catherine Redding
Mayor
17 December 2019



Cr Cameron Staines
Deputy Mayor
17 December 2019



Mr Stewart Todd
General Manager
17 December 2019



Mr Tim McClellan
Responsible Accounting Officer
17 December 2019

Narrabri Shire Council

Financial Statements 2019

Income Statement

for the year ended 30 June 2019

Original unaudited budget 2019	\$ '000	Notes	Actual 2019	Actual 2018 ¹
Income from continuing operations				
<u>Revenue:</u>				
20,344	Rates and annual charges	3a	20,303	19,810
11,226	User charges and fees	3b	7,939	15,479
1,482	Interest and investment revenue	3c	1,521	1,553
2,317	Other revenues	3d	2,477	2,134
9,840	Grants and contributions provided for operating purposes	3e,3f	11,444	12,621
16,990	Grants and contributions provided for capital purposes	3e,3f	10,242	2,522
<u>Other income:</u>				
—	Net share of interests in joint ventures and associates using the equity method	14	20	46
62,199	Total income from continuing operations		53,946	54,165
Expenses from continuing operations				
16,583	Employee benefits and on-costs	4a	15,791	15,451
282	Borrowing costs	4b	282	340
12,768	Materials and contracts	4c	12,940	14,984
9,950	Depreciation and amortisation	4d	9,602	10,458
3,961	Other expenses	4e	4,610	4,162
—	Net losses from the disposal of assets	5	576	1,344
43,544	Total expenses from continuing operations		43,801	46,739
18,655	Operating result from continuing operations		10,145	7,426
18,655	Net operating result for the year		10,145	7,426
18,655	Net operating result attributable to council		10,145	7,426
1,665	Net operating result for the year before grants and contributions provided for capital purposes		(97)	4,904

⁽¹⁾ The Council has not restated comparatives when initially applying AASB 9. The comparative information has been prepared under AASB 139 Financial Instruments: Recognition and Measurement

The above Income Statement should be read in conjunction with the accompanying notes.

Narrabri Shire Council

Financial Statements 2019

Statement of Comprehensive Income
for the year ended 30 June 2019

\$ '000	Notes	2019	2018 ¹
Net operating result for the year (as per Income Statement)		10,145	7,426
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of IPP&E	9(a)	46,290	6,837
Total items which will not be reclassified subsequently to the operating result		46,290	6,837
Total other comprehensive income for the year		46,290	6,837
Total comprehensive income for the year		56,435	14,263
Total comprehensive income attributable to Council		56,435	14,263

⁽¹⁾ The Council has not restated comparatives when initially applying AASB 9. The comparative information has been prepared under AASB 139 *Financial Instruments: Recognition and Measurement*

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Narrabri Shire Council

Financial Statements 2019

Statement of Financial Position

as at 30 June 2019

\$ '000	Notes	2019	2018 ¹
ASSETS			
Current assets			
Cash and cash equivalent assets	6(a)	1,380	854
Investments	6(b)	50,000	56,000
Receivables	7	12,495	7,115
Inventories	8a	2,992	3,067
Other	8b	362	687
Total current assets		67,229	67,723
Non-current assets			
Infrastructure, property, plant and equipment	9(a)	492,633	428,052
Investments accounted for using the equity method	14	247	227
Total non-current assets		492,880	428,279
TOTAL ASSETS		560,109	496,002
LIABILITIES			
Current liabilities			
Payables	10	3,297	3,829
Income received in advance	10	549	503
Borrowings	10	763	836
Provisions	11	4,102	3,794
Total current liabilities		8,711	8,962
Non-current liabilities			
Payables	10	196	181
Borrowings	10	5,150	5,913
Provisions	11	8,745	74
Total non-current liabilities		14,091	6,168
TOTAL LIABILITIES		22,802	15,130
Net assets		537,307	480,872
EQUITY			
Accumulated surplus	12a	236,475	226,330
Revaluation reserves	12a	300,832	254,542
Council equity interest		537,307	480,872
Total equity		537,307	480,872

(1) The Council has not restated comparatives when initially applying AASB 9. The comparative information has been prepared under AASB 139 Financial Instruments: Recognition and Measurement

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Narrabri Shire Council

Financial Statements 2019

Statement of Changes in Equity

for the year ended 30 June 2019

\$ '000	Notes	2019			2018 ¹		
		Accumulated surplus	IPP&E revaluation reserve	Total equity	Accumulated surplus	IPP&E revaluation reserve	Total equity
Opening balance		226,330	254,542	480,872	218,904	247,705	466,609
Opening balance		226,330	254,542	480,872	218,904	247,705	466,609
Net operating result for the year		10,145	–	10,145	7,426	–	7,426
Net operating result for the period		10,145	–	10,145	7,426	–	7,426
Other comprehensive income							
– Gain (loss) on revaluation of IPP&E	9(a)	–	46,290	46,290	–	6,837	6,837
Other comprehensive income		–	46,290	46,290	–	6,837	6,837
Total comprehensive income		10,145	46,290	56,435	7,426	6,837	14,263
Equity – balance at end of the reporting period		236,475	300,832	537,307	226,330	254,542	480,872

(1) The Council has not restated comparatives when initially applying AASB 9. The comparative information has been prepared under AASB 139 *Financial Instruments: Recognition and Measurement*

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Narrabri Shire Council

Financial Statements 2019

Statement of Cash Flows

for the year ended 30 June 2019

Original unaudited budget 2019	\$ '000	Notes	Actual 2019	Actual 2018
Cash flows from operating activities				
	<u>Receipts</u>			
20,305	Rates and annual charges		19,848	19,176
11,512	User charges and fees		7,979	16,001
1,608	Investment and interest revenue received		1,513	1,483
26,573	Grants and contributions		17,735	15,689
–	Bonds, deposits and retention amounts received		35	216
2,457	Other		5,365	3,523
	<u>Payments</u>			
(16,556)	Employee benefits and on-costs		(15,755)	(15,836)
(12,562)	Materials and contracts		(16,078)	(17,107)
(284)	Borrowing costs		(246)	(292)
(3,961)	Other		(5,192)	(5,384)
29,092	Net cash provided (or used in) operating activities	13b	15,204	17,469
Cash flows from investing activities				
	<u>Receipts</u>			
8,224	Sale of investment securities		78,000	51,000
813	Sale of infrastructure, property, plant and equipment		584	903
	<u>Payments</u>			
–	Purchase of investment securities		(72,000)	(55,000)
(36,564)	Purchase of infrastructure, property, plant and equipment		(20,388)	(16,592)
(27,527)	Net cash provided (or used in) investing activities		(13,804)	(19,689)
Cash flows from financing activities				
	<u>Payments</u>			
(836)	Repayment of borrowings and advances		(874)	(1,096)
–	Repayment of finance lease liabilities		–	(2)
(836)	Net cash flow provided (used in) financing activities		(874)	(1,098)
729	Net increase/(decrease) in cash and cash equivalents		526	(3,318)
4,509	Plus: cash and cash equivalents – beginning of year	13a	854	4,172
5,238	Cash and cash equivalents – end of the year	13a	1,380	854
Additional Information:				
35,207	plus: Investments on hand – end of year	6(b)	50,000	56,000
40,445	Total cash, cash equivalents and investments		51,380	56,854

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

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Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 1. Basis of preparation

These financial statements were authorised for issue by Council on 31 January 2020. Council has the power to amend and reissue these financial statements.

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)* and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not for-profit entity for the purpose of preparing these financial statements.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Unless otherwise indicated, all amounts disclosed in the financial statements are actual amounts. Specific budgetary amounts have been included for comparative analysis (to actuals) in the following reports and notes:

- Income statement
- Statement of cash flows
- Material budget variations

and are clearly marked.

(a) New and amended standards adopted by Council

During the year, Council adopted all standards which were mandatorily effective for the first time at 30 June 2019.

Those newly adopted standards which had an impact on reported position, performance and/or disclosures have been discussed in Note 12.

(b) Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities and certain classes of infrastructure, property, plant and equipment.

(c) Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires Council to exercise its judgement in the process of applying its accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- i. estimated fair values of infrastructure, property, plant and equipment;
- ii. estimated tip remediation provisions; and
- iii. employee benefit provisions.

Significant judgements in applying the council's accounting policies

Council has made a significant judgement about the impairment of a number of its receivables.

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Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 1. Basis of preparation (continued)

Monies and other assets received by Council

(a) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General Purpose Operations
- Water Services
- Sewerage Services

(b) The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies. Trust monies and property subject to Council's control have been included in these reports.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority are presented as operating cash flows.

New accounting standards and interpretations issued not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2019 reporting periods (and which have not been early adopted by Council).

Council's assessment of these new standards and interpretations are set out below:

AASB 16 Leases

AASB 16 will result (for YE 19/20 and beyond) in almost all operating leases being recognised on the balance sheet by Council (alongside existing finance leases) with the distinction between operating and finance leases removed.

Under the new standard, a financial liability (ie. a lease liability) and an asset (ie. a right to use the leased item) will be recognised for nearly all arrangements where Council commits itself to paying a rental fee for the use of a specific asset.

The only exceptions are short-term and low-value leases which are exempt from the accounting (but not disclosure) requirements of AASB 16 - Leases.

Council staff have reviewed Council's leasing arrangements over the last 12 months taking into consideration the new lease accounting rules in AASB 16 (applicable from 1/7/19).

Council's activities as a lessor are not considered material and hence Council does not expect any significant impact on the financial statements. However, some additional disclosures may be required from next year.

AASB 15 Revenue from Contracts with Customers and associated amending standards.

AASB15 introduces a five-step process for revenue recognition, with the core principle of the new standard being for entities to recognise revenue to depict the transfer of goods or services to customers in amounts that reflect the consideration (that is, payment) to which the entity expects to be entitled in exchange for those goods or services.

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Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 1. Basis of preparation (continued)

Accounting policy changes will arise in the timing of revenue recognition, treatment of contracts costs and contracts which contain a financing element.

The changes in revenue recognition requirements in AASB15 may cause changes to the timing and amount of revenue recorded in the financial statements as well as additional disclosures.

Based on a comprehensive analysis of Council's income streams, AASB15 is expected to have a material impact in the next financial year. Council will have to recognise \$327k of liability on transition. The liability represents the amount of unsatisfied performance obligations as at 30 June 2019 for unexpended grants.

AASB 1058 Income of NFP Entities

AASB 1058 supersedes all the income recognition requirements relating to councils, previously in AASB 1004 Contributions.

Under AASB 1058 the future timing of income recognition will depend on whether the transaction gives rise to a liability or other performance obligation (a promise to transfer a good or service) related to an asset (such as cash or another asset) received by an entity.

AASB 1058 also applies when Council receives volunteer services or enters into other transactions in which the consideration to acquire an asset is significantly less than the fair value of the asset, and where Council's objective is principally to enable the asset to further its objectives.

Upon initial recognition of the asset, this standard requires Council to consider whether any other financial statement elements (called 'related amounts') should be recognised in accordance with the applicable accounting standard, such as:

- a. contributions by owners
- b. revenue, or a contract liability arising from a contract with a customer
- c. a lease liability
- d. a financial instrument, or
- e. a provision.

If the transaction is a transfer of a financial asset to enable Council to acquire or construct a recognisable non-financial asset to be controlled by Council (i.e. an in-substance acquisition of a non-financial asset), Council will recognise a liability for the excess of the fair value of the transfer over any related amounts recognised. Council will then recognise income as it satisfies its obligations under the transfer similarly to income recognition in relation to performance obligations under AASB 15.

If the transaction does not enable Council to acquire or construct a recognisable non-financial asset to be controlled by it, then any excess of the initial carrying amount of the recognised asset over the related amounts is recognised as income.

Council will not be recognising services provided by volunteers. Whilst these services provide considerable value to the community, Council is not financially placed to purchase them should volunteers cease to provide these services.

The specific impacts of AASB1058 for Council on transition will be to recognise a \$1,542k liability for unsatisfied performance obligations as at 30 June 2019 for unexpended grants excluding roads. Currently road grant funding is received in arrears of the work being done.

AASB 2018-8 Amendments to Australian Accounting Standards – Right-of-Use Assets of Not-for-Profit Entities

This Standard provides a temporary option for not-for-profit entities to not apply the fair value initial measurement requirements for right-of-use assets arising under leases with significantly below market terms and conditions, principally to enable the entity to further its objectives (for example, concessionary or peppercorn leases).

The Standard requires an entity that elects to apply the option (i.e. measures a class or classes of such right-of-use assets at cost rather than fair value) to include additional disclosures in the financial statements to ensure users understand the effects on the financial position, financial performance and cash flows of the entity arising from these leases.

As per a NSW Office of Local Government recommendation, Council has elected to measure right-of-use assets (under a concessionary or peppercorn lease) at cost. The standard requires additional disclosures be provided in relation to below market-value leases measured at cost.

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Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements
for the year ended 30 June 2019**Note 1. Basis of preparation (continued)**

The specific impacts of AASB2018-8 for Council are expected to be immaterial as Council has not determined any instances where it lesses property for concessional lease payments.

Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2018.

Other Accounting Standards

There are no other released standards (with future effective dates) that are expected to have a material impact on Council.

Council has elected not to apply any pronouncements before their operative date in these financial statements.

Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 2(a). Council services - financial information

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note 2(b).										
	Income from continuing operations		Expenses from continuing operations		Operating result from continuing operations		Grants included in income from continuing operations		Total assets held (current and non-current)	
\$ '000	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
Services										
Strategic Management and Governance	48	–	1,515	1,121	(1,467)	(1,121)	–	–	826	997
Workforce Management	104	99	1,423	928	(1,319)	(829)	–	–	1,431	1,312
Community and Customer Relations	2	80	675	114	(673)	(34)	–	–	–	–
Financial Services	178	61	1,420	963	(1,242)	(902)	–	–	3,840	4,630
Information Services	110	–	614	967	(504)	(967)	106	–	2,775	853
Property Services	250	326	1,931	779	(1,681)	(453)	56	–	21,130	19,934
Airport	197	213	741	650	(544)	(437)	–	–	12,633	12,687
Depot Services	(26)	–	164	360	(190)	(360)	–	–	2,034	1,847
The Crossing Theatre	1,162	1,115	1,797	1,941	(635)	(826)	9	–	7,091	7,348
Libraries	79	168	723	639	(644)	(471)	51	112	2,347	2,010
Planning and Regulatory Services	2,209	3,189	1,459	1,154	750	2,035	39	80	12,620	12,286
Environmental Health Services	258	290	374	466	(116)	(176)	242	159	180	65
Solid Waste Management	3,618	3,661	3,463	3,270	155	391	145	2	11,664	2,408
Economic Development	585	248	1,297	921	(712)	(673)	575	248	2,022	2,147
Cemeteries	167	182	281	244	(114)	(62)	–	–	991	742
Swimming Pools	497	521	1,555	1,456	(1,058)	(935)	131	163	9,789	8,806
Parks and Open Spaces	214	428	2,275	2,297	(2,061)	(1,869)	345	264	13,261	10,163
Saleyards	179	201	333	291	(154)	(90)	–	–	2,277	1,984
Tourism	238	189	736	607	(498)	(418)	28	27	1,383	1,203
Infrastructure Delivery Support	11	3	69	405	(58)	(402)	–	–	–	30
Design and Investigation Services	9	1	507	530	(498)	(529)	–	–	–	–
Fleet Management	307	247	(359)	–	666	247	–	–	11,864	11,717
Emergency Support	262	203	553	827	(291)	(624)	174	202	683	1,098
Transport (Roads & Ancillary Services)	7,891	13,027	12,735	19,512	(4,844)	(6,485)	4,836	3,547	338,580	296,314
Water Services	10,590	6,105	3,814	3,240	6,776	2,865	5,890	968	50,034	46,427
Sewerage Services	3,836	3,778	3,706	3,057	130	721	456	122	46,341	44,891
General Purpose Income	20,971	19,830	–	–	20,971	19,830	7,382	7,000	4,313	4,103
Total functions and activities	53,946	54,165	43,801	46,739	10,145	7,426	20,465	12,894	560,109	496,002

Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements for the year ended 30 June 2019

Note 2(b). Council services - component descriptions

Details relating to Council's services as reported in Note 2(a) are as follows:

Strategic Management and Governance

Civic leadership and organisational management setting and implementing Council's strategic agenda.

Workforce Management

Staff management, recruitment, work health and safety compliance and organisational development.

Community and Customer Relations

Deliver quality customer service, administrative support and corporate records management, engage in communications with the community and maintaining the Council brand and reputation.

Financial Services

Financial reporting, financial support, investment services, rates management, accounts receivable, front counter reception, accounts payable, payroll services, asset administration, procurement services and stores management.

Information Services

Maintenance of Council's information technology infrastructure, technical support and records management services.

Property Services

Management of land, buildings and property assets (incl. caravan parks), provision of geospatial information services (GIS), management of Council's property insurance portfolio and overseeing asset management across the organisation.

Airport

Management services for the Narrabri Airport including airside and landside operations and aviation fuel facilities.

Depot Services

Enclosures and secure areas to store and house Council assets, buildings and storage facilities to meet Council's requirements.

The Crossing Theatre

Provides, promotes, attracts and facilitates event and entertainment opportunities for residents and visitors. Services include cinemas, front of house services (box office, candy bar & point of sale), The Crossing Café, user pays events, user pays live events and entrepreneurial live events.

Libraries

Provision of library services in Narrabri, Wee Waa and Boggabri. Also includes Council's share in the Central Northern Regional Library.

Planning and Regulatory Services

Strategic land use planning, statutory land use planning, building certification, local activity approvals, development compliance, environmental health and companion animal management.

Environmental Health Services

Environmental health and weeds management.

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Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 2(b). Council services - component descriptions (continued)**Solid Waste Management**

Kerbside domestic and commercial waste collection, operation of a waste disposal facility at Narrabri, kerbside recycling collection, reprocessing services for kerbside collected organic material and co-mingled recycling and "drop-off" facilities at Council sites throughout the shire to divert material from landfill to reprocessing / reuse.

Economic Development

Economic promotion and marketing of Narrabri Shire, investment attraction and lobbying, assist existing business community, management of Council's communication engagements, community development and seeking grant opportunities for Council and the community.

Cemeteries

Cemetery management services for eight operational cemeteries and four closed cemeteries in towns and villages across the shire; including cemetery information management, interment services and on-going grounds maintenance.

Swimming Pools

Outdoor swimming pools in Narrabri, Wee Waa and Boggabri, an indoor heated pool in Narrabri and an artesian bore bath (swimming pool) at Pilliga.

Parks and Open Spaces

Management and maintenance of amenity and open spaces, sporting facilities, recreation parks, public amenities and dump points, public waste / litter control, monuments and memorials, street trees and town CBD precincts.

Saleyards

Facilitates the sale of cattle in Narrabri by local graziers and provides ancillary services for stock transporters and drovers.

Tourism

Information services to visitors, tourism and business operators, the tourism industry and the shire community. This includes tourism marketing and promotion of the shire, supporting local event organisers and products and tourism infrastructure co-ordination and development.

Infrastructure Delivery Support

Business support to the Infrastructure Delivery directorate including co-ordination of activities, annual budget maintenance and supervision, financial analysis, monitoring and reporting, long-term asset management planning, contracts administration and tender management services.

Design and Investigation Services

Site survey work, design and drafting infrastructure projects, capturing traffic count data, assessing heavy vehicle applications and maintaining alcohol free zones.

Fleet Management

Acquisition, maintenance and disposal of Council's plant and vehicle fleet.

Emergency Support

Financial support to the NSW Rural Fire Service (RFS), Fire and Rescue NSW (town fire brigades) and the NSW State Emergency Service (SES).

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Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 2(b). Council services - component descriptions (continued)

Transport (Roads and Ancillary Services)

Quarries management, stormwater management, street lighting, routine maintenance of urban, local and regional roads (sealed and unsealed), bridges, footpaths, kerb and guttering and parking areas. Also includes the asset renewal / replacement of all of these infrastructure asset categories.

Contract services are also provided to the Roads and Maritime Service (RMS) for maintenance, repairs and emergency response support on the Newell and Kamilaroi highways.

Water Services

Water supplies provided to Baan Baa, Bellata, Boggabri, Gwabegar, Narrabri, Pilliga and Wee Waa.

Sewerage Services

Sewerage services provided to Boggabri, Narrabri and Wee Waa.

General Purpose Income

Ordinary rates income, untied general purpose grants and unrestricted interest and investment income.

Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 3. Income from continuing operations

\$ '000	2019	2018
(a) Rates and annual charges		
Ordinary rates		
Residential	4,371	4,300
Farmland	6,328	6,209
Mining	975	954
Business	1,273	1,234
Less: pensioner rebates (mandatory)	(156)	(144)
Rates levied to ratepayers	12,791	12,553
Pensioner rate subsidies received	86	79
Total ordinary rates	12,877	12,632
Special rates		
Tourism	65	65
Rates levied to ratepayers	65	65
Total special rates	65	65
Annual charges		
Domestic waste management services	1,372	1,285
Water supply services	1,787	1,732
Sewerage services	3,064	2,961
Waste management services (non-domestic)	1,209	1,151
Less: pensioner rebates (mandatory)	(159)	(112)
Annual charges levied	7,273	7,017
Pensioner subsidies received:		
– Water	32	33
– Sewerage	28	28
– Domestic waste management	28	35
Total annual charges	7,361	7,113
TOTAL RATES AND ANNUAL CHARGES	20,303	19,810

Council has used 2016 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy for rates and charges

Rates and annual charges are recognised as revenue when Council obtains control over the assets comprising these receipts.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates.

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

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Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 3. Income from continuing operations (continued)

\$ '000	2019	2018
(b) User charges and fees		
Specific user charges		
(per s.502 - specific 'actual use' charges)		
Water supply services	2,322	2,743
Sewerage services	40	332
Other	—	4
Total specific user charges	2,362	3,079
Other user charges and fees		
(i) Fees and charges – statutory and regulatory functions (per s.608)		
Planning and building regulation	225	222
Private works – section 67	—	6
Regulatory/ statutory fees	115	142
Total fees and charges – statutory/regulatory	340	370
(ii) Fees and charges – other (incl. general user charges (per s.608))		
Aerodrome	202	207
Caravan park	88	86
Cemeteries	173	181
Lease rentals	37	44
Leaseback fees – council vehicles	162	152
Park / Oval rents	8	12
RMS (formerly RTA) charges (state roads not controlled by Council)	1,820	8,298
Saleyards	192	199
Swimming centres	258	280
Tonnage charges - gravel	37	122
Tonnage charges - mining	1,417	1,301
Waste disposal tipping fees	805	1,033
Water / Sewer connection fees	34	109
Other	4	6
Total fees and charges – other	5,237	12,030
TOTAL USER CHARGES AND FEES	7,939	15,479

Accounting policy for user charges and fees

User charges and fees are recognised as revenue when the service has been provided.

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Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 3. Income from continuing operations (continued)

\$ '000	2019	2018
(c) Interest and investment revenue (including losses)		
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	126	127
– Cash and investments	1,395	1,426
TOTAL INTEREST AND INVESTMENT REVENUE	1,521	1,553
Interest revenue is attributable to:		
Unrestricted investments/financial assets:		
Overdue rates and annual charges (general fund)	70	127
General Council cash and investments	509	361
Restricted investments/funds – external:		
Development contributions		
– Section 7.11	318	347
Water fund operations	335	438
Sewerage fund operations	265	266
Domestic waste management operations	20	14
Other externally restricted assets	4	–
Total interest and investment revenue	1,521	1,553

Accounting policy for interest and investment revenue

Interest income is recognised using the effective interest rate at the date that interest is earned.

(d) Other revenues

Diesel rebate	255	91
Fines	3	14
Legal fees recovery – rates and charges (extra charges)	9	48
Insurance claims recoveries	77	101
Insurance premium refunds	75	–
Recoverable expenses	236	264
Rental income – other council properties	208	133
Sales – general	413	278
The Crossing Theatre	1,170	1,108
Other	31	97
TOTAL OTHER REVENUE	2,477	2,134

Accounting policy for other revenue

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to Council and specific criteria have been met for each of Council's activities as described below. Council bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Rental income is accounted for on a straight-line basis over the lease term.

Fines are recognised as revenue when the penalty has been applied.

Sales are recognised when physical possession has transferred to the customer which is deemed to be the point of transfer of risks and rewards.

All other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

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Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 3. Income from continuing operations (continued)

\$ '000	Operating 2019	Operating 2018	Capital 2019	Capital 2018
(e) Grants				
General purpose (untied)				
Current year allocation				
Financial assistance	3,624	3,449	–	–
Payment in advance - future year allocation				
Financial assistance	3,758	3,551	–	–
Total general purpose	7,382	7,000	–	–
Specific purpose				
Bushfire and emergency services	174	202	–	–
Community care	884	32	–	–
Economic development	100	150	–	–
Environmental programs	–	46	101	–
Heritage and cultural	82	14	–	–
Library	51	64	–	48
LIRS subsidy	131	163	–	–
Noxious weeds	242	159	–	–
Recreation and culture	43	96	10	210
Sewerage services	–	–	456	122
Storm / flood damage	–	912	–	–
Traffic route lighting subsidy	58	56	–	–
Transport (other roads and bridges funding)	400	400	3,778	70
Transport (roads to recovery)	601	2,110	–	–
Water supplies	–	–	5,740	968
Other	127	71	105	1
Total specific purpose	2,893	4,475	10,190	1,419
Total grants	10,275	11,475	10,190	1,419
Grant revenue is attributable to:				
– Commonwealth funding	7,983	9,110	–	–
– State funding	2,292	2,365	10,190	1,419
	10,275	11,475	10,190	1,419

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Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 3. Income from continuing operations (continued)

\$ '000	Notes	Operating 2019	Operating 2018	Capital 2019	Capital 2018
(f) Contributions					
Developer contributions:					
(s7.4 & s7.11 - EP&A Act, s64 of the LGA):					
Cash contributions					
S 7.4 – contributions using planning agreements		–	–	–	1,000
S 7.12 – fixed development consent levies		–	–	52	103
Total developer contributions – cash		–	–	52	1,103
Total developer contributions	21	–	–	52	1,103
Other contributions:					
Cash contributions					
RMS contributions (regional roads, block grant)		1,169	1,146	–	–
Total other contributions – cash		1,169	1,146	–	–
Total other contributions		1,169	1,146	–	–
Total contributions		1,169	1,146	52	1,103
TOTAL GRANTS AND CONTRIBUTIONS		11,444	12,621	10,242	2,522

Accounting policy for grants and contributions

Control over grants and contributions is normally obtained upon their receipt (or acquittal) and is valued at the fair value of the granted or contributed asset at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner, or used over a particular period, and those conditions were un-discharged at reporting date, the unused grant or contribution is disclosed above.

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979*.

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at reporting date.

All unexpended grant and contribution funds are shown as externally restricted cash, refer to Note 6.

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Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 3. Income from continuing operations (continued)

\$ '000	2019	2018
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(g) Unspent grants and contributions

Certain grants and contributions are obtained by Council on condition that they be spent in a specified manner:

Operating grants

Unexpended at the close of the previous reporting period	466	1,218
Add: operating grants recognised in the current period but not yet spent	703	464
Less: operating grants recognised in a previous reporting period now spent	(391)	(1,216)
Unexpended and held as restricted assets (operating grants)	778	466

Capital grants

Unexpended at the close of the previous reporting period	212	28
Add: capital grants recognised in the current period but not yet spent	322	208
Less: capital grants recognised in a previous reporting period now spent	(55)	(24)
Unexpended and held as restricted assets (capital grants)	479	212

Contributions

Unexpended at the close of the previous reporting period	12,497	12,752
Add: contributions recognised in the current period but not yet spent	982	1,961
Less: contributions recognised in a previous reporting period now spent	(928)	(2,216)
Unexpended and held as restricted assets (contributions)	12,551	12,497

Narrabri Shire Council

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for the year ended 30 June 2019

Note 4. Expenses from continuing operations

\$ '000	2019	2018
(a) Employee benefits and on-costs		
Salaries and wages	12,130	11,843
Travel expenses	63	53
Employee leave entitlements (ELE)	2,234	1,666
Superannuation	1,277	1,235
Workers' compensation insurance	666	777
Fringe benefit tax (FBT)	150	131
Training costs (other than salaries and wages)	97	183
Protective clothing	43	64
Other	98	138
Total employee costs	16,758	16,090
Less: capitalised costs	(967)	(639)
TOTAL EMPLOYEE COSTS EXPENSED	15,791	15,451

Accounting policy for employee benefits and on-costs

Employee benefit expenses are recorded when the service has been provided by the employee.

Retirement benefit obligations

All employees of Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, ie. as an expense when it becomes payable.

(b) Borrowing costs**(i) Interest bearing liability costs**

Interest on loans	244	285
Total interest bearing liability costs expensed	244	285

(ii) Other borrowing costs

Interest applicable on interest free (and favourable) loans to Council	38	55
Total other borrowing costs	38	55

TOTAL BORROWING COSTS EXPENSED	282	340
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Accounting policy for borrowing costs

Other borrowing costs are expensed.

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 4. Expenses from continuing operations (continued)

\$ '000	2019	2018
(c) Materials and contracts		
Raw materials and consumables	7,148	9,694
– Contractor and consultancy costs	4,518	3,981
– Waste collection	1,154	1,149
Auditors remuneration ²	54	53
Legal expenses:		
– Legal expenses: planning and development	20	30
– Legal expenses: debt recovery	24	48
– Legal expenses: other	22	29
Total materials and contracts	12,940	14,984
TOTAL MATERIALS AND CONTRACTS	12,940	14,984

2. Auditor remuneration

During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

NSW Auditor General: Audit and review of financial statements

	54	53
Total Auditor remuneration	54	53

(d) Depreciation of IPP&E

Plant and equipment	979	1,024
Office equipment	155	107
Furniture and fittings	71	71
Land improvements (depreciable)	89	88
Infrastructure:		
– Buildings	781	602
– Other structures	675	653
– Roads	3,645	4,880
– Bridges	442	328
– Footpaths	133	75
– Stormwater drainage	121	123
– Water supply network	966	832
– Sewerage network	1,256	1,388
– Swimming pools	207	202
– Other open space/recreational assets	82	85
Total depreciation costs	9,602	10,458
TOTAL DEPRECIATION FOR IPP&E	9,602	10,458

Accounting policy for depreciation expenses of IPP&E**Depreciation**

Depreciation is calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note 9 for IPPE assets.

Depreciation is capitalised where in-house assets have contributed to new assets.

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 4. Expenses from continuing operations (continued)

\$ '000	2019	2018
(e) Other expenses		
Advertising	280	188
Agency collection fees	103	79
Bad and doubtful debts	35	26
Bank charges	24	22
Catering	31	30
Cleaning	144	133
Contributions / levies to other levels of government		
– Emergency services levies (includes FRNSW, SES, and RFS)	369	378
Councillor expenses – mayoral fee	26	25
Councillor expenses – councillors' fees	106	104
Councillors' expenses (incl. mayor) – other (excluding fees above)	58	65
Donations / contributions to other organisations (section 356)		
– community assistance scheme	114	158
– contribution to Central Northern Libraries	220	218
Fees & permits	52	50
Insurance	658	559
Office expenses (including computer expenses)	519	413
Postage	48	18
Printing and stationery	143	65
Property - electricity and heating	758	744
Property - other expenses	152	153
Recoverable expenses	4	104
Street lighting	292	278
Subscriptions and memberships	228	169
Telephone and communications	130	104
Valuation fees – assets	7	22
Valuation fees – rating	58	57
Other	51	–
Total other expenses	4,610	4,162
TOTAL OTHER EXPENSES	4,610	4,162

Accounting policy for other expenses

Other expenses are recorded on an accruals basis as Council receives the goods or services.

Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 5. Gains or losses from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2019	2018
Property (excl. investment property)			
Proceeds from disposal – property		9	35
Less: carrying amount of property assets sold/written off		(145)	(40)
Net gain/(loss) on disposal		(136)	(5)
Plant and equipment			
	9(a)		
Proceeds from disposal – plant and equipment		552	737
Less: carrying amount of plant and equipment assets sold/written off		(851)	(741)
Net gain/(loss) on disposal		(299)	(4)
Infrastructure			
	9(a)		
Proceeds from disposal – infrastructure		23	131
Less: carrying amount of infrastructure assets sold/written off		(164)	(1,177)
Net gain/(loss) on disposal		(141)	(1,046)
Real estate assets held for sale			
	8		
Less: carrying amount of real estate assets sold/written off		–	(289)
Net gain/(loss) on disposal		–	(289)
Investments			
	6(b)		
Proceeds from disposal/redemptions/maturities – investments		78,000	51,000
Less: carrying amount of investments sold/redeemed/matured		(78,000)	(51,000)
Net gain/(loss) on disposal		–	–
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS		(576)	(1,344)

Accounting policy for disposal of assets

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

Note 6(a). Cash and cash equivalent assets

\$ '000	2019	2018
Cash and cash equivalents		
Cash on hand and at bank	380	354
Cash-equivalent assets		
– Deposits at call	1,000	500
Total cash and cash equivalents	1,380	854

Accounting policy for cash and cash equivalents

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Narrabri Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 6(b). Investments

\$ '000	2019 Current	2019 Non-current	2018 Current	2018 Non-current
Investments				
b. 'Financial assets at amortised cost' / 'held to maturity' (2018)	50,000	–	56,000	–
Total Investments	50,000	–	56,000	–
TOTAL CASH ASSETS, CASH EQUIVALENTS AND INVESTMENTS	51,380	–	56,854	–
Financial assets at amortised cost / held to maturity (2018)				
Term deposits	50,000	–	56,000	–
Total	50,000	–	56,000	–

Accounting policy for investments

Accounting policy under AASB 9 – applicable from 1 July 2018

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Council's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the Statement of Financial Position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Accounting policy under AASB 139 – applicable for 2018 comparatives only

Classification

Council previously classified all of its financial assets in the held-to-maturity category. Investments were classified at initial recognition and re-evaluated at each reporting date.

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Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 6(b). Investments (continued)

Held-to-maturity investments were non-derivative financial assets with fixed or determinable payments and fixed maturities that Council had a positive intention and ability to hold to maturity. Assets in this category were measured at amortised cost.

Recognition and de-recognition

Regular purchases and sales of financial assets are recognised on trade-date: the date on which Council commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Investments are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Council has transferred substantially all the risks and rewards of ownership.

Impairment of financial assets

Council assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

Note 6(c). Restricted cash, cash equivalents and investments – details

\$ '000	2019	2019	2018	2018
	Current	Non-current	Current	Non-current
Total cash, cash equivalents and investments	51,380	–	56,854	–
attributable to:				
External restrictions	34,773	–	36,358	–
Internal restrictions	16,559	–	20,430	–
Unrestricted	48	–	66	–
	51,380	–	56,854	–
<hr/>				
\$ '000			2019	2018

Details of restrictions

External restrictions – included in liabilities

Specific purpose unexpended loans – general	203	466
Leards Forest Environmental Trust	253	261
Kamilaroi Highway Group Funds	63	56
External restrictions – included in liabilities	519	783

Narrabri Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 6(c). Restricted cash, cash equivalents and investments – details

External restrictions – other

Developer contributions – general	11,939	12,091
RMS contributions	612	406
Specific purpose unexpended grants	1,257	678
Water supplies	10,471	12,543
Sewerage services	9,596	9,509
Domestic waste management	379	348
External restrictions – other	34,254	35,575

Total external restrictions

34,773	36,358
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Internal restrictions

Plant and Vehicle Replacement	1,879	2,562
Employees Leave Entitlement	1,160	1,160
Carry Over Works	230	309
Deposits, Retentions and Bonds	341	305
Airport Reserve	454	479
Boggabri (Oakham Street) Reserve	–	100
Buildings Infrastructure	1,321	1,527
Corporate Information System	–	839
Crown Reserves Management	68	68
Election Costs	127	97
FAG Payments Received in Advance	3,758	3,550
Friends of the Crossing Theatre	63	47
Heritage (Old Gaol)	–	3
Housing (Doctors) Reserve	152	152
Library	–	47
Narrabri CBD Masterplan	136	136
Narrabri Depot Reserve	–	171
Office Equipment	26	45
Parks & Gardens (Bulk Water Sale Reserve)	234	279
Parks & Gardens (Tree Replacement Reserve)	7	7
Quarries Restoration and Improvements	301	275
Risk Management	181	152
RMS Single Invitation Contract (warranty)	100	100
Roads Infrastructure Reserve	498	1,830
Roads Infrastructure (Stormwater) Reserve	572	487
Roads: Narrabri West (Old Turrawan Rd) Masterplan	150	150
Service Reviews Reserve	200	200
Smart Community Strategies	250	250
Statutory Land Planning Reserve	245	195
Strategic Project Master Planning	450	450
Swimming Pools	952	855
Tonnage Payments – Gravel (maintenance)	–	18
Tonnage Payments – Gravel (upgrade)	–	3
Tonnage Payments – Mining	2,083	3,108
Waste Management	621	474
Total internal restrictions	16,559	20,430

TOTAL RESTRICTIONS

51,332	56,788
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Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 7. Receivables

\$ '000	2019 Current	2019 Non-current	2018 Current	2018 Non-current
Purpose				
Rates and annual charges	1,931	–	1,476	–
Interest and extra charges	287	–	281	–
User charges and fees	923	–	497	–
Accrued revenues				
– Interest on investments	555	–	553	–
– Other income accruals	2,726	–	3,355	–
Government grants and subsidies	4,551	–	584	–
Net GST receivable	1,373	–	300	–
Other debtors	219	–	139	–
Total	12,565	–	7,185	–
Less: provision of impairment				
Rates and annual charges	(21)	–	(21)	–
Interest and extra charges	(16)	–	(16)	–
User charges and fees	(33)	–	(33)	–
Total provision for impairment – receivables	(70)	–	(70)	–
TOTAL NET RECEIVABLES	12,495	–	7,115	–
Externally restricted receivables				
Water supply				
– Specific purpose grants	2,313	–	–	–
– Rates and availability charges	637	–	467	–
– Other	665	–	2	–
Sewerage services				
– Specific purpose grants	77	–	–	–
– Rates and availability charges	339	–	240	–
– Other	214	–	–	–
Total external restrictions	4,245	–	709	–
Unrestricted receivables	8,250	–	6,406	–
TOTAL NET RECEIVABLES	12,495	–	7,115	–

\$ '000	2019	2018
Movement in provision for impairment of receivables		
Balance at the beginning of the year (calculated in accordance with AASB 139)	70	250
+ new provisions recognised during the year	–	25
– amounts already provided for and written off this year	–	(205)
Balance at the end of the period	70	70

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 7. Receivables (continued)

Accounting policy for receivables**Recognition and measurement**

Receivables are included in current assets, except for those with maturities greater than 12 months after the reporting date which are classified as non-current assets.

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

Impairment**Accounting policy under AASB 9 applicable from 1 July 2018**

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 90 days past due has seen a significant increase in credit risk.

Council uses the presentation that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations in full, without recourse by Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, eg. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

Accounting policy under AASB 139 – applicable for 2018 comparatives only

For loans and receivables, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss.

Collectability of receivables is reviewed on an ongoing basis. Debts that are known to be uncollectable are written off by reducing the carrying amount directly.

An allowance account (provision for impairment of receivables) is used when there is objective evidence that Council will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation are considered indicators that the receivable is impaired. When a receivable for which an impairment allowance had been recognised becomes uncollectable in a subsequent period, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against other expenses in the Income Statement.

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Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 7. Receivables (continued)

Rates and annual charges outstanding are secured against the property. A provision for impairment for this receivable classification is only raised when the value of the property (for rating purposes) is less than the debt currently recorded against the property.

Note 8. Inventories and other assets

\$ '000	2019 Current	2019 Non-current	2018 Current	2018 Non-current
(a) Inventories				
(i) Inventories at cost				
Real estate for resale	1,675	–	1,675	–
Stores and materials	396	–	381	–
Trading stock	921	–	1,011	–
Total inventories at cost	2,992	–	3,067	–
TOTAL INVENTORIES	2,992	–	3,067	–
(b) Other assets				
Prepayments	362	–	372	–
Assets held for sale	–	–	315	–
TOTAL OTHER ASSETS	362	–	687	–

(i) Other disclosures

\$ '000	Notes	2019 Current	2019 Non-current	2018 Current	2018 Non-current
(a) Details for real estate development					
Residential		1,675	–	1,675	–
Total real estate for resale		1,675	–	1,675	–
(Valued at the lower of cost and net realisable value)					
Represented by:					
Acquisition costs		1,675	–	1,675	–
Total costs		1,675	–	1,675	–
Total real estate for resale		1,675	–	1,675	–
Movements:					
Real estate assets at beginning of the year		1,675	–	1,964	–
– WDV of sales (expense)	5	–	–	(289)	–
Total real estate for resale		1,675	–	1,675	–

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 8. Inventories and other assets (continued)

The following inventories and other assets, even though classified as current are not expected to be recovered in the next 12 months;

\$ '000	2019	2018
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(b) Current assets not anticipated to be settled within the next 12 months

Real estate for resale	1,675	–
	<u>1,675</u>	<u>–</u>

Accounting policy for inventories and other assets**Raw materials and stores, work in progress and finished goods**

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Inventory held for distribution

Inventory held for distribution is held at cost, adjusted where applicable for any loss of service potential.

Land held for resale/capitalisation of borrowing costs

Land held for resale is stated at the lower of cost and net realisable value. Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development. When development is completed, borrowing costs and other holding charges are expensed as incurred.

Narrabri Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 9(a). Infrastructure, property, plant and equipment

\$ '000	as at 30/6/2018			Asset movements during the reporting period						as at 30/6/2019		
	Gross carrying amount	Accumulated depreciation	Net carrying amount	Additions renewals ¹	Carrying value of disposals	Depreciation expense	Adjustments and transfers	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation	Net carrying amount
Capital work in progress	8,394	—	8,394	17,812	—	—	—	—	—	26,206	—	26,206
Plant and equipment	16,042	(6,618)	9,424	2,261	(851)	(979)	—	—	—	16,674	(6,819)	9,855
Office equipment	1,816	(1,158)	658	—	—	(155)	—	—	—	1,816	(1,313)	503
Furniture and fittings	1,517	(951)	566	—	—	(71)	—	—	—	1,517	(1,022)	495
Land:												
— Crown land	—	—	—	—	—	—	—	—	4,387	4,387	—	4,387
— Operational land	9,991	—	9,991	—	(145)	—	145	(1,548)	—	8,443	—	8,443
— Community land	3,068	—	3,068	—	—	—	—	(1,857)	—	1,211	—	1,211
Land improvements – depreciable	5,475	(1,885)	3,590	—	—	(89)	—	—	—	5,475	(1,974)	3,501
Infrastructure:												
— Buildings	41,331	(15,132)	26,199	—	(164)	(781)	170	—	—	41,332	(15,908)	25,424
— Other structures	24,399	(4,019)	20,380	—	—	(675)	—	—	—	24,399	(4,694)	19,705
— Roads	247,294	(95,448)	151,846	—	—	(3,645)	—	—	38,984	209,140	(21,955)	187,185
— Bridges	31,218	(8,120)	23,098	—	—	(442)	—	—	3,848	37,958	(11,454)	26,504
— Footpaths	5,499	(1,920)	3,579	—	—	(133)	—	—	1,481	7,859	(2,932)	4,927
— Bulk earthworks (non-depreciable)	91,740	—	91,740	—	—	—	—	—	45	91,785	—	91,785
— Stormwater drainage	9,677	(4,714)	4,963	—	—	(121)	—	—	—	9,678	(4,836)	4,842
— Water supply network	64,964	(36,680)	28,284	—	—	(966)	—	—	437	66,003	(38,248)	27,755
— Sewerage network	98,135	(64,837)	33,298	—	—	(1,256)	—	—	513	99,705	(67,150)	32,555
— Swimming pools	10,732	(3,177)	7,555	—	—	(207)	—	—	—	10,732	(3,384)	7,348
— Other open space/recreational assets	2,550	(1,131)	1,419	—	—	(82)	—	—	—	2,550	(1,213)	1,337
Reinstatement, rehabilitation and restoration assets (refer Note 11):												
— Tip assets	—	—	—	—	—	—	8,665	—	—	8,665	—	8,665
Total Infrastructure, property, plant and equipment	673,842	(245,790)	428,052	20,073	(1,160)	(9,602)	8,980	(3,405)	49,695	675,535	(182,902)	492,633

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 9(a). Infrastructure, property, plant and equipment (continued)

	as at 30/6/2017			Asset movements during the reporting period									as at 30/6/2018		
	Gross carrying amount	Accumulated depreciation	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Tfs from/(to) 'held for sale' category	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation	Net carrying amount
\$ '000															
Capital work in progress	27,414	–	27,414	1,600	1,823	–	–	(22,297)	(146)	–	–	–	8,394	–	8,394
Plant and equipment	15,305	(6,484)	8,821	2,320	–	(720)	(1,024)	27	–	–	–	–	16,042	(6,618)	9,424
Office equipment	1,339	(1,051)	288	157	277	–	(107)	43	–	–	–	–	1,816	(1,158)	658
Furniture and fittings	1,627	(1,055)	572	70	–	(5)	(71)	–	–	–	–	–	1,517	(951)	566
Land:															
– Operational land	8,451	–	8,451	–	150	(40)	–	–	–	(145)	–	1,575	9,991	–	9,991
– Community land	3,068	–	3,068	–	–	–	–	–	–	–	–	–	3,068	–	3,068
Land improvements – depreciable	5,365	(1,797)	3,568	13	31	–	(88)	66	–	–	–	–	5,475	(1,885)	3,590
Infrastructure:															
– Buildings	36,527	(15,135)	21,392	537	59	(169)	(602)	640	–	(170)	–	4,512	41,331	(15,132)	26,199
– Other structures	21,408	(3,389)	18,019	1,641	293	(19)	(653)	1,099	–	–	–	–	24,399	(4,019)	20,380
– Roads	233,549	(91,029)	142,520	234	164	(402)	(4,880)	14,210	–	–	–	–	247,294	(95,448)	151,846
– Bridges	25,763	(10,131)	15,632	4,695	711	(573)	(328)	2,961	–	–	–	–	31,218	(8,120)	23,098
– Footpaths	5,252	(1,845)	3,407	222	–	–	(75)	25	–	–	–	–	5,499	(1,920)	3,579
– Bulk earthworks (non-depreciable)	91,740	–	91,740	–	–	–	–	–	–	–	–	–	91,740	–	91,740
– Stormwater drainage	9,678	(4,592)	5,086	–	–	–	(123)	–	–	–	–	–	9,677	(4,714)	4,963
– Water supply network	59,632	(36,134)	23,498	1,224	736	(16)	(832)	3,198	–	–	–	476	64,964	(36,680)	28,284
– Sewerage network	96,026	(62,116)	33,910	93	–	–	(1,388)	–	–	–	–	683	98,135	(64,837)	33,298
– Swimming pools	11,494	(3,358)	8,136	3	–	(1)	(202)	28	–	–	(409)	–	10,732	(3,177)	7,555
– Other open space/recreational assets	2,578	(1,061)	1,517	–	–	(13)	(85)	–	–	–	–	–	2,550	(1,131)	1,419
Total Infrastructure, property, plant and equipment	656,216	(239,177)	417,039	12,809	4,244	(1,958)	(10,458)	–	(146)	(315)	(409)	7,246	673,842	(245,790)	428,052

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

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for the year ended 30 June 2019

Note 9(a). Infrastructure, property, plant and equipment (continued)

Accounting policy for infrastructure, property, plant and equipment

Infrastructure, property, plant and equipment are held at fair value. Independent comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Department of Industry (DoI) – Water.

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

When infrastructure, property, plant and equipment are acquired by Council for nil or nominal consideration, the assets are initially recognised at their fair value at acquisition date.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and Equipment	Years	Buildings	Years
Office equipment	2 to 10	Buildings: masonry	50 to 150
Office furniture	5 to 30	Buildings: other	10 to 60
Computer equipment	2 to 5		
Vehicles	3 to 5	Water and Sewer Assets	
Heavy plant / road making equipment	10 to 15	Reservoirs	80 to 100
Other plant and equipment	5 to 15	Bores	60
		Reticulation pipes: PVC	80
Other Equipment		Reticulation pipes: other	50 to 100
Playground equipment	10 to 20	Pumps and telemetry	15 to 30
Benches, seats, etc.	10 to 30	Water meters	10 to 15
Transportation Assets		Stormwater Assets	
Sealed roads: surface	20	Drains	80
Sealed roads: structure	90	Culverts	80
Unsealed roads	30	Flood control structures	80
Bridges: concrete	100		
Bridges: other	100	Other Infrastructure Assets	
Footpaths: bitumen	20	Swimming pools	20 to 60
Footpaths: concrete	90	Other open space / recreational assets	10 to 40
Kerb & gutter	50 to 140	Other infrastructure	10 to 50
Bulk earthworks	Infinite		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads.

Council has also not acquired any land for roadways after 1 July 2008 when asset recognition is required in accordance with AASB 116 Property, Plant and Equipment.

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 9(a). Infrastructure, property, plant and equipment (continued)

Crown reserves

Crown reserves under Council's care and control are recognised as assets of Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Rural Fire Service assets

Council does not believe it has 'control' over Rural Fire Services assets. Until such time as discussions on this matter have concluded and the legislation changed, Council will not recognise these assets in its financial statements.

Note 9(b). Externally restricted infrastructure, property, plant and equipment

\$ '000	2019			2018		
	Gross carrying amount	Accumulated depn. and impairment	Net carrying amount	Gross carrying amount	Accumulated depn. and impairment	Net carrying amount
Water supply						
WIP	11,010	–	11,010	4,013	–	4,013
Plant and equipment	244	221	23	244	221	23
Office equipment	5	5	–	5	5	–
Land						
– Operational land	260	–	260	260	–	260
Buildings	178	97	81	178	94	84
Other structures	92	25	67	92	25	67
Infrastructure	66,003	38,248	27,755	64,964	36,680	28,284
Total water supply	77,792	38,596	39,196	69,756	37,025	32,731
Sewerage services						
WIP	2,141	–	2,141	569	–	569
Plant and equipment	114	106	8	114	106	8
Furniture and fittings	3	3	–	3	3	–
Land						
– Operational land	1,688	–	1,688	1,688	–	1,688
Buildings	419	255	164	419	247	172
Other structures	158	68	90	158	68	90
Infrastructure	99,705	67,150	32,555	98,135	64,837	33,298
Total sewerage services	104,228	67,582	36,646	101,086	65,261	35,825
TOTAL RESTRICTED I,PP&E	182,020	106,178	75,842	170,842	102,286	68,556

Narrabri Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 10. Payables and borrowings

\$ '000	2019 Current	2019 Non-current	2018 Current	2018 Non-current
Payables				
Government departments and agencies	242	–	66	–
Goods and services – operating expenditure	74	–	–	–
Accrued expenses:				
– Borrowings	4	–	6	–
– Salaries and wages	222	–	410	–
– Employee expense oncosts	244	5	242	5
– Other expenditure accruals	1,926	–	2,525	–
Security bonds, deposits and retentions	149	191	129	176
Leards Forest Environmental trust	253	–	261	–
Kamilaroi Highway Group funds	63	–	56	–
Friends of the Crossing Theatre funds	63	–	93	–
Other	57	–	41	–
Total payables	3,297	196	3,829	181
Income received in advance				
Payments received in advance	549	–	503	–
Total income received in advance	549	–	503	–
Borrowings				
Loans – secured ¹	763	5,150	836	5,913
Total borrowings	763	5,150	836	5,913
TOTAL PAYABLES AND BORROWINGS	4,609	5,346	5,168	6,094

(1) Loans are secured over the general rating income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note 20.

\$ '000	2019 Current	2019 Non-current	2018 Current	2018 Non-current
(a) Payables and borrowings relating to restricted assets				
Externally restricted assets				
Water	–	–	91	–
Sewer	–	–	23	–
Payables and borrowings relating to externally restricted assets	–	–	114	–
Total payables and borrowings relating to restricted assets	–	–	114	–
Total payables and borrowings relating to unrestricted assets	4,609	5,346	5,054	6,094
TOTAL PAYABLES AND BORROWINGS	4,609	5,346	5,168	6,094

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Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 10. Payables and borrowings (continued)

\$ '000	2019	2018
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(b) Current payables and borrowings not anticipated to be settled within the next twelve months

The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.

Payables – security bonds, deposits and retentions	322	21
Total payables and borrowings	322	21

(c) Changes in liabilities arising from financing activities

	as at 30/6/2018					as at 30/6/2019
\$ '000	Opening Balance	Cash flows	Non-cash acquisitions	Non-cash fair value changes	Other non-cash movements	Closing balance
Loans – secured	6,749	(836)	–	–	–	5,913
TOTAL	6,749	(836)	–	–	–	5,913

	as at 30/6/2017					as at 30/6/2018
\$ '000	Opening Balance	Cash flows	Non-cash acquisitions	Non-cash fair value changes	Other non-cash movements	Closing balance
Loans – secured	7,790	(1,041)	–	–	–	6,749
Finance lease liabilities	2	(2)	–	–	–	–
TOTAL	7,792	(1,043)	–	–	–	6,749

\$ '000	2019	2018
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(d) Financing arrangements**(i) Unrestricted access was available at balance date to the following lines of credit:**

Credit cards/purchase cards	300	300
Total financing arrangements	300	300

Drawn facilities as at balance date:

– Credit cards/purchase cards	25	19
Total drawn financing arrangements	25	19

Undrawn facilities as at balance date:

– Credit cards/purchase cards	275	281
Total undrawn financing arrangements	275	281

Additional financing arrangements information**Breaches and defaults**

During the current and prior year, there were no defaults or breaches on any of the loans.

Security over loans

Loans are secured over future cash flows.

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 10. Payables and borrowings (continued)

Accounting policy for payables and borrowings

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Council comprise trade payables and loans liabilities.

Payables

These amounts represent liabilities for goods and services provided to the council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Income Statement over the period of the borrowings using the effective-interest method.

Borrowings are classified as current liabilities unless Council has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

Note 11. Provisions

	2019	2019	2018	2018
\$ '000	Current	Non-current	Current	Non-current
Provisions				
Employee benefits				
Annual leave	1,061	–	1,016	–
Sick leave	326	–	296	–
Long service leave	2,571	80	2,380	74
Other leave (TIL, RDO)	144	–	102	–
Sub-total – aggregate employee benefits	4,102	80	3,794	74
Asset remediation/restoration:				
Asset remediation/restoration (future works)	–	8,665	–	–
Sub-total – asset remediation/restoration	–	8,665	–	–
TOTAL PROVISIONS	4,102	8,745	3,794	74
<hr/>				
\$ '000			2019	2018

(a) Current provisions not anticipated to be settled within the next twelve months

The following provisions, even though classified as current, are not expected to be settled in the next 12 months.

Provisions – employees benefits	2,150	2,168
	<u>2,150</u>	<u>2,168</u>

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Financial Statements 2019

Notes to the Financial Statements
for the year ended 30 June 2019

Note 11. Provisions (continued)

(b) Description of and movements in provisions

\$ '000	ELE provisions				Total
	Annual leave	Sick leave	Long service leave	Other employee benefits (TOIL, RDO)	
2019					
At beginning of year	1,016	296	2,454	102	3,868
Additional provisions	793	22	253	301	1,369
Amounts used (payments)	(845)	(11)	(288)	(274)	(1,418)
Remeasurement effects	97	19	232	15	363
Total ELE provisions at end of period	1,061	326	2,651	144	4,182
2018					
At beginning of year	947	280	2,406	78	3,711
Additional provisions	856	31	305	34	1,226
Amounts used (payments)	(809)	(20)	(296)	(12)	(1,137)
Remeasurement effects	22	5	39	2	68
Total ELE provisions at end of period	1,016	296	2,454	102	3,868

\$ '000	Other provisions	
	Asset remediation	Total
2019		
At beginning of year	—	—
Other	8,665	8,665
Total other provisions at end of period	8,665	8,665
2018		
At beginning of year	—	—
Total other provisions at end of period	—	—

Nature and purpose of non-employee benefit provisions

Asset remediation

Council has a legal / public obligation to make, restore, rehabilitate and reinstate the Council landfill and quarries.

Accounting policy for provisions

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of Council's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

Employee benefits

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised

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for the year ended 30 June 2019

Note 11. Provisions (continued)

in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods. These amounts include superannuation and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

The obligations are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur.

Provisions for close-down and restoration, and environmental clean-up costs – tips and quarries**Restoration**

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs.

Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The costs are estimated on the basis of a closure plan. The cost estimates are calculated annually during the life of the operation to reflect known developments, eg. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

Rehabilitation

Where rehabilitation is conducted systematically over the life of the operation, rather than at the time of closure, provision is made for the estimated outstanding continuous rehabilitation work at each reporting date, and the cost is charged to the Income Statement.

Provision is made for the estimated present value of the costs of environmental clean-up obligations outstanding at the reporting date. These costs are charged to the Income Statement. Movements in the environmental clean-up provisions are presented as an operating cost, except for the unwinding of the discount which is shown as a borrowing cost.

Remediation procedures generally commence soon after the time the damage, remediation process, and estimated remediation costs become known, but may continue for many years depending on the nature of the disturbance and the remediation techniques.

As noted above, the ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

Close-down and restoration costs are a normal consequence of landfill operations, and the majority of close-down and restoration expenditure is incurred at the end of the life of the operations. Although the ultimate cost to be incurred is uncertain, Council estimates the respective costs based on feasibility and engineering studies using current restoration standards and techniques.

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 12. Revaluation reserves and changes in accounting policies

(a) Nature and purpose of reserves

Infrastructure, property, plant and equipment revaluation reserve

The infrastructure, property, plant and equipment revaluation reserve is used to record increments / decrements of non-current asset values due to their revaluation.

(b) Changes in accounting policies due to adoption of new accounting standards (not-retrospective)

During the year, Council adopted a number of new accounting standards. The impact of the adoption and associated transition disclosures are shown below.

The Council has adopted AASB 9 Financial Instruments for the first time in the current year with a date of initial adoption of 1 July 2017. As part of the adoption of AASB 9, the Council adopted consequential amendments to other accounting standards arising from the issue of AASB 9 as follows:

– AASB 101 Presentation of Financial Statements requires the impairment of financial assets to be presented in a separate line item in the income statement. In prior year, this information was presented as part of other expenses.

– AASB 7 Financial Instruments: Disclosures requires amended disclosures due to changes arising from AASB 9. These disclosures have been provided for the current year.

The key changes to Council's accounting policy and the impact on these financial statements from applying AASB 9 are described below.

Changes in accounting policies resulting from the adoption of AASB 9 have been applied retrospectively except Council has not restated any amounts relating to classification and measurement requirements, including impairment, which have been applied from 1 July 2018.

Note 13. Statement of cash flows - additional information

\$ '000	Notes	2019	2018
(a) Reconciliation of cash assets			
Total cash and cash equivalent assets	6(a)	1,380	854
Balance as per the Statement of Cash Flows		1,380	854

(b) Reconciliation of net operating result to cash provided from operating activities

Net operating result from Income Statement	10,145	7,426
Adjust for non-cash items:		
Depreciation and amortisation	9,602	10,458
Net losses/(gains) on disposal of assets	576	1,344
Amortisation of premiums, discounts and prior period fair valuations		
– Interest exp. on interest-free loans received by Council (previously fair valued)	38	55
Share of net (profits)/losses of associates/joint ventures using the equity method	(20)	(46)
+/- Movement in operating assets and liabilities and other cash items:		
Decrease/(increase) in receivables	(5,380)	(1,472)
Increase/(decrease) in provision for impairment of receivables	–	(180)
Decrease/(increase) in inventories	75	31
Decrease/(increase) in other current assets	325	(441)

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 13. Statement of cash flows - additional information (continued)

\$ '000	2019	2018
Increase/(decrease) in payables	74	1
Increase/(decrease) in accrued interest payable	(2)	(7)
Increase/(decrease) in other accrued expenses payable	(787)	(111)
Increase/(decrease) in other liabilities	244	254
Increase/(decrease) in provision for employee benefits	314	157
Net cash provided from/(used in) operating activities from the Statement of Cash Flows	15,204	17,469

Note 14. Interests in other entities

Associates

The following information is provided for associates that are individually material to the Council. Included are the amounts as per the individual associates' financial statements, adjusted for fair-value adjustments at acquisition date and differences in accounting policies, rather than the Council's share.

(a) Net carrying amounts – Council's share

\$ '000	Nature of relationship	Measurement method	2019	2018
Central Northern Regional Libraries	Associate		247	227
Total carrying amounts – material associates			247	227

(b) Details

	Principal activity	Place of business
Central Northern Regional Libraries	Public Library Services	Tamworth

(c) Relevant interests and fair values

	Interest in outputs		Interest in ownership		Proportion of voting power	
\$ '000	2019	2018	2019	2018	2019	2018
Central Northern Regional Libraries	14%	14%	14%	14%	14%	14%

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Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 14. Interests in other entities (continued)

	Central Northern Regional Libraries	
\$ '000	2019	2018
(d) Summarised financial information for associates		
Statement of financial position		
Current assets		
Cash and cash equivalents	508	730
Non-current assets	1,221	856
Net assets	<u>1,729</u>	<u>1,586</u>
Reconciliation of the carrying amount		
Opening net assets (1 July)	1,586	1,264
Profit/(loss) for the period	143	322
Closing net assets	<u>1,729</u>	<u>1,586</u>
Council's share of net assets (%)	14%	14%
Council's share of net assets (\$)	247	227
Statement of comprehensive income		
Income	1,620	1,828
Interest income	13	13
Depreciation and amortisation	(273)	(268)
Other expenses	(1,217)	(1,251)
Profit/(loss) from continuing operations	<u>143</u>	<u>322</u>
Profit/(loss) for period	<u>143</u>	<u>322</u>
Total comprehensive income	<u>143</u>	<u>322</u>
Share of income – Council (%)	14%	14%
Profit/(loss) – Council (\$)	20	46
Total comprehensive income – Council (\$)	20	46

Accounting policy for associates

Interests in associates are accounted for using the equity method in accordance with *AASB128 Investments in Associates and Joint Ventures*.

Under this method, the investment is initially recognised as a cost and the carrying amount is increased or decreased to recognise the Council's share of the profit or loss and other comprehensive income of the investee after the date of acquisition.

If Council's share of losses of an associate equals or exceeds its interest in the associate, Council discontinues recognising its share of further losses.

Council's share in the associates gains or losses arising from transactions between itself and its associate are eliminated.

Adjustments are made to the associates accounting policies where they are different from those of Council for the purposes of the consolidated financial statements.

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 15. Commitments

\$ '000	2019	2018
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Capital commitments (exclusive of GST)

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Property, plant and equipment

Plant and equipment	681	1,245
Buildings	–	45
Other structures	841	216
Roads	960	–
Bridges	–	936
Footpaths	143	–
Water supply network	4,552	10,441
Total commitments	7,177	12,883

These expenditures are payable as follows:

Within the next year	7,177	7,663
Later than one year and not later than 5 years	–	5,220
Total payable	7,177	12,883

Sources for funding of capital commitments:

Future grants and contributions	5,248	11,593
Unexpended grants	288	–
Externally restricted reserves	–	661
Internally restricted reserves	1,641	629
Total sources of funding	7,177	12,883

Details of capital commitments

Council has contractual commitments for the following projects: Narrabri Water Augmentation, Cooma Road (Narrabri) Shared Path, Narrabri Creek Shared Path, Kerb & Gutter replacements and some major plant (fleet) replacements. All projects are expected to be completed in the 2019/20 financial year.

Note 16. Contingencies and other assets/liabilities not recognised

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.

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Note 16. Contingencies and other assets/liabilities not recognised (continued)

– The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled employers are required to pay standard employer contributions and additional lump sum contributions to the fund.

The standard employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current standard employer contribution rates are:

Division B	1.9 x times employee contributions
Division C	2.5% salaries
Division D	1.64 x times employee contributions

The additional lump sum contribution for each Pooled Employer is a share of the total additional contributions of \$40 million per annum from 1 July 2018 to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2018. These additional lump sum contributions are used to fund the deficit of assets to accrued liabilities as at 30 June 2018.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2019 was \$105,895.59. The last valuation of the Scheme was performed by Mr Richard Boyfield, FIAA on 31 December 2018, and covers the period ended 30 June 2018.

The amount of additional contributions included in the total employer contribution advised above is \$105,894.59. Council's expected contribution to the plan for the next annual reporting period is \$114,387.08.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2019 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	1,798.7	
Past Service Liabilities	1,784.2	100.8%
Vested Benefits	1,792.0	100.4%

* excluding member accounts and reserves in both assets and liabilities.

The share of this deficit that is broadly attributed to Council is estimated to be in the order of 0.15%.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

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for the year ended 30 June 2019

Note 16. Contingencies and other assets/liabilities not recognised (continued)

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	5.75% per annum
Salary inflation *	3.50% per annum
Increase in CPI	2.50% per annum

* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities**(i) Third party claims**

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for such claims through its insurance coverage.

Council has had legal proceedings commenced against it by the Environmental Protection Authority (EPA) in the Local Court.

Council has been charged with two offences that if proven could result in a total fine of \$220,000. With costs, Council estimates a maximum liability of \$320,000.

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Note 16. Contingencies and other assets/liabilities not recognised (continued)

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

Note 17. Financial risk management

Risk management

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by Council.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

\$ '000	Carrying value 2019	Carrying value 2018	Fair value 2019	Fair value 2018
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	1,380	854	1,380	854
Receivables	12,495	7,115	12,495	7,115
Investments				
– 'Financial assets at amortised cost' / 'held to maturity' (2018)	50,000	56,000	50,000	56,000
Total financial assets	63,875	63,969	63,875	63,969
Financial liabilities				
Payables	3,493	4,010	3,493	4,010
Loans/advances	5,913	6,749	5,913	6,749
Total financial liabilities	9,406	10,759	9,406	10,759

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings and held-to-maturity investments** – are based upon estimated future cash flows discounted by the current mkt interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- Financial assets classified (i) '**at fair value through profit and loss**' or (ii) '**available-for-sale**' – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio.

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 17. Financial risk management (continued)

Council has an investment policy which complies with the Local Government Act 1993 and Minister's investment order 625. This policy is regularly reviewed by Council and it's staff and a monthly investment report is provided to Council setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether there changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

(a) Market risk – price risk and interest rate risk

The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.

\$ '000	Increase of values/rates		Decrease of values/rates	
	Profit	Equity	Profit	Equity
2019				
Possible impact of a 1% movement in interest rates	510	510	(510)	(510)
2018				
Possible impact of a 1% movement in interest rates	565	565	(565)	(565)

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

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Note 17. Financial risk management (continued)

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages the payment of debt.

\$ '000	Not yet overdue	Overdue	Total
Credit risk profile			
2019			
Overdue	–	1,931	1,931
2018			
Overdue	–	1,476	1,476

Receivables - non-rates and annual charges

Council applies the simplified approach for non-rates and annual charges debtors to provide for expected credit losses prescribed by AASB 9, which permits the use of the lifetime expected loss provision. To measure the expected credit losses, non-rates and annual charges debtors have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision as at 30 June 2019 is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	0 - 30 days overdue	31 - 60 days overdue	61 - 90 days overdue	> 91 days overdue	Total
2019						
Gross carrying amount	3,055	6,193	85	873	428	10,634
ECL provision	–	–	1	17	15	33
2018						
Gross carrying amount	3,908	1,767	8	22	4	5,709
ECL provision	–	23	–	10	–	33

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 17. Financial risk management (continued)

(c) Liquidity risk

Payables and borrowings are both subject to liquidity risk – the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended and overdraft facilities utilised as required.

Borrowings are also subject to interest rate risk – the risk that movements in interest rates could adversely affect funding costs and debt servicing requirements. Council manages this risk through diversification of borrowing types, maturities and interest rate structures. The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows and therefore the balances in the table may not equal the balances in the statement of financial position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in: 1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
2019							
Trade/other payables	0.00%	340	3,153	–	–	3,493	3,493
Loans and advances	3.99%	–	5,468	817	–	6,285	5,913
2018							
Trade/other payables	0.00%	305	3,705	–	–	4,010	4,010
Loans and advances	3.99%	–	1,120	6,081	204	7,405	6,749

Narrabri Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 18. Material budget variations

Council's original financial budget for 2018/19 was adopted by the Council on 26/06/2018 and is unaudited.

While the Income Statement included in this General Purpose Financial Statements must disclose the original budget adopted by Council, the Local Government Act 1993 requires Council to review its financial budget on a quarterly basis, so that it is able to manage the various variations between actuals versus budget that invariably occur throughout the year.

This note sets out the details of **material variations** between Council's original budget and its actual results for the year as per the Income Statement – even though such variations may have been adjusted for during each quarterly budget review.

Material variations represent those variances between the original budget figure and the actual result that amount to **10%** or more.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2019 Budget	2019 Actual	2019 ----- Variance -----	
REVENUES				
Rates and annual charges	20,344	20,303	(41)	0% U
User charges and fees	11,226	7,939	(3,287)	(29)% U
Council received \$3,130k less than budgeted for RMS charges (state roads not controlled by Council). This is a very difficult item to budget for as it relies upon the programmed works of the RMS.				
Interest and investment revenue	1,482	1,521	39	3% F
Other revenues	2,317	2,477	160	7% F
Operating grants and contributions	9,840	11,444	1,604	16% F
Mainly due to the timing of the Commonwealth Government's payment of Financial Assistance Grant instalments.				
Capital grants and contributions	16,990	10,242	(6,748)	(40)% U
Augmentation works on the Boggabri and Wee Waa sewerage treatment plants didn't get as far as initially expected due to a complicated design process. \$5,895k of income was budgeted in 2018/19. It is anticipated that the construction contracts for these projects will be awarded in February 2020.				
Joint ventures and associates – net profits	–	20	20	∞ F
Council did not budget for the operating result of its share of the Central Northern Regional Libraries as it is immaterial.				
EXPENSES				
Employee benefits and on-costs	16,583	15,791	792	5% F
Borrowing costs	282	282	–	0% F
Materials and contracts	12,768	12,940	(172)	(1)% U
Depreciation and amortisation	9,950	9,602	348	3% F
Other expenses	3,961	4,610	(649)	(16)% U
With the implementation of a new corporate information system this year, Council's costs capture is much more specific which has resulted in some variations of budgeted amounts and actual results within both Materials and Contracts and Other Expenses. This is largely the reason for this variance, more so than anything distinctive.				
Net losses from disposal of assets	–	576	(576)	∞ U
Council did not budget for profit or loss on disposal of plant and infrastructure assets as they are generally expected to be immaterial. The recorded loss on disposal of property and infrastructure in note 5 (\$277k) was for the sale of a child care centre in Narrabri below market value.				

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for the year ended 30 June 2019

Note 18. Material budget variations (continued)

\$ '000	2019 Budget	2019 Actual	2019 ----- Variance -----	
STATEMENT OF CASH FLOWS				
Net cash provided from (used in) operating activities	29,092	15,204	(13,888)	(48)% U
This variation flows through from the variations noted in the Income Statement already listed.				
Net cash provided from (used in) investing activities	(27,527)	(13,804)	13,723	(50)% F
This is a result of reduced capital works expenditure.				
Net cash provided from (used in) financing activities	(836)	(874)	(38)	5% U

Note 19. Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

– Infrastructure, property, plant and equipment

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

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Notes to the Financial Statements

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Note 19. Fair value measurement (continued)

(1) Assets and liabilities that have been measured and recognised at fair values

2019	Notes	Fair value measurement hierarchy				Total
		Date of latest valuation	Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobserv-able inputs	
Recurring fair value measurements (IPP&E)						
Plant & Equipment		30/06/19	—	—	9,855	9,855
Office Equipment		30/06/19	—	—	503	503
Furniture & Fittings		30/06/19	—	—	495	495
Crown Land		30/06/19	—	—	4,387	4,387
Operational Land		30/06/19	—	—	8,443	8,443
Community Land		30/06/19	—	—	1,211	1,211
Land Improvements		30/06/19	—	—	3,501	3,501
Buildings		30/06/19	—	—	25,424	25,424
Other Structures		30/06/19	—	—	19,705	19,705
Roads		30/06/19	—	—	187,185	187,185
Bridges		30/06/19	—	—	26,504	26,504
Footpaths		30/06/19	—	—	4,927	4,927
Bulk Earthworks		30/06/19	—	—	91,785	91,785
Stormwater Drainage		30/06/19	—	—	4,842	4,842
Water Supply Network		30/06/19	—	—	27,755	27,755
Sewerage Network		30/06/19	—	—	32,555	32,555
Swimming Pools		30/06/19	—	—	7,348	7,348
Other Open Space / Recreational Assets		30/06/19	—	—	1,337	1,337
Total infrastructure, property, plant & equipment			—	—	457,762	457,762

2018	Notes	Fair value measurement hierarchy				Total
		Date of latest valuation	Level 1	Level 2	Level 3	
			Quoted prices in active mkt	Significant observable inputs	Significant unobservable inputs	
Recurring fair value measurements (IPP&E)						
Plant & Equipment		30/06/18	—	—	9,424	9,424
Office Equipment		30/06/18	—	—	658	658
Furniture & Fittings		30/06/18	—	—	566	566
Crown Land		30/06/18	—	—	—	—
Operational Land		30/06/18	—	—	9,991	9,991
Community Land		30/06/18	—	—	3,068	3,068
Land Improvements		30/06/18	—	—	3,590	3,590
Buildings		30/06/18	—	—	26,199	26,199
Other Structures		30/06/18	—	—	20,380	20,380
Roads		30/06/18	—	—	151,846	151,846
Bridges		30/06/18	—	—	23,098	23,098
Footpaths		30/06/18	—	—	3,579	3,579
Bulk Earthworks		30/06/18	—	—	91,740	91,740
Stormwater Drainage		30/06/18	—	—	4,963	4,963
Water Supply Network		30/06/18	—	—	28,284	28,284
Sewerage Network		30/06/18	—	—	33,298	33,298
Swimming Pools		30/06/18	—	—	7,555	7,555
Other Open Space / Recreational Assets		30/06/18	—	—	1,419	1,419
Total infrastructure, property, plant & equipment			—	—	419,658	419,658

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 19. Fair value measurement (continued)

Note that capital WIP is not included above since it is carried at cost.

(2) Valuation techniques used to derive level 2 and level 3 fair values

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Infrastructure, property, plant and equipment (IPP&E)

Plant & Equipment, Office Equipment and Furniture & Fittings

Plant & Equipment, Office Equipment and Furniture & Fittings are valued at cost but are disclosed at fair value in the notes. The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. Examples of assets within these classes are as follows:

- Plant and Equipment - Graders, trucks, rollers, tractors and motor vehicles.
- Office Equipment - Computers, photocopiers, calculators etc.
- Furniture & Fittings - Chairs, desks and display boards.

There has been no change to the valuation process during the reporting period.

Crown, Operational & Community Land

Crown, Operational & Community Land are based on either the Land Value provided by the Valuer General or an average unit rate based on the Land Value for similar properties where the Valuer General did not provide a Land Value having regard to the highest and best use for the land. Operational Land is based on the Valuer General's land value as these are representative of the actual market values in the Narrabri Shire LGA. As these rates were not considered to be observable market evidence they have been classified a Level 3.

There has been no change to the valuation process during the reporting period.

Land Improvements

Land Improvements include the Wee Waa Levee, sporting ovals, cemeteries, etc. The cost approach has been utilised whereby replacement cost was estimated for each asset by taking into account a range of factors. No market based evidence (Level 2) could be supported, therefore these assets were all classified as having been valued using Level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

Buildings

Buildings are valued using the Rawlinson's Construction Guide in June 2013 using the cost approach. The approach estimated the replacement cost for each building by componentising the building into significant parts. While all buildings were physically inspected and the unit rates based on square metres from Rawlinson's Construction Guide, no market based evidence (Level 2) could not be established. As such these assets were classified as having been valued as Level 3 valuation inputs.

While the costs were current and the impact of depreciation negligible, the building has been classified as Level 3 as they are immaterial in relation to the overall value of the asset type.

There has been no change to the valuation process during the reporting period.

Other Structures

Other Structures comprise of Aerodrome runway, lighting, irrigation systems, fencing etc. The cost approach has been utilised whereby replacement cost was estimated for each asset by taking into account a range of factors. No market based evidence (Level 2) could be supported, therefore these assets were all classified as having been valued using Level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 19. Fair value measurement (continued)**Roads, Bridges, Footpaths and Bulk Earthworks**

Roads comprise road carriageway, roadside shoulders, kerb & gutter.

All roads, bridges, footpaths and bulk earthwork assets were valued using Level 3 valuation inputs using the cost approach. This approach estimates the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors.

While unit rates are based on quantitative dimensional units such as square metres or lineal metres and can be supported from market evidence (level 2), other inputs such as estimates of useful lives, remaining life profiles and asset conditions require extensive professional judgement which impacts significantly on the final determination of the assets fair value.

As a result, the valuation is classified as having been valued using Level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

Stormwater Drainage

Assets within this class comprise pits and pipes.

The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on linear metres of certain diameter pipes and prices per pit or similar could be supported from market evidence (Level 2) other inputs (such as estimates of pattern of consumption, residual value, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. Additionally, due to limitations in the historical records of very long lived assets there is uncertainty regarding the actual design, specifications and dimensions of some assets.

There has been no change to the valuation process during the reporting period.

Water Supply Network

Assets within this class comprise reservoirs, pumping stations and water pipelines.

The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on linear metres of certain diameter pipes and prices per pit or similar may be supported from market evidence (Level 2) other inputs (such as estimates of pattern of consumption, residual value, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. Additionally, due to limitations in the historical records of very long lived assets there is uncertainty regarding the actual design, specifications and dimensions of some assets. These assets are indexed each year in line with the NSW Reference Rates Manual as publish by the Office of Water.

There has been no change to the valuation process during the reporting period.

Sewerage Network

Assets within this class comprise treatment works, pumping stations and sewerage mains.

The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on linear metres of certain diameter pipes and prices per pit or similar may be supported from market evidence (Level 2) other inputs (such as estimates of pattern of consumption, residual value, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. Additionally, due to limitations in the historical records of very long lived assets there is uncertainty regarding the actual design, specifications and dimensions of some assets. These assets are indexed each year in line with the NSW Reference Rates Manual as publish by the Office of Water.

There has been no change to the valuation process during the reporting period.

Swimming Pools

Assets within this class comprise Council's Aquatic Centre and other outdoor swimming pools.

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Notes to the Financial Statements

for the year ended 30 June 2019

Note 19. Fair value measurement (continued)

Swimming pools were valued in-house by experienced staff using the cost approach. The approach estimated the replacement cost for each pool by componentising its significant parts.

While some elements of gross replacement values may be supported from market evidence (Level 2 input) other inputs (such as estimates of pattern of consumption, residual value, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value.

There has been no change to the valuation process during the reporting period.

Other Open Space / Recreational Assets

Assets within this class comprise playground equipment, BBQs, outdoor fitness facilities, etc. The cost approach has been utilised whereby replacement cost was estimated for each asset by taking into account a range of factors. No market based evidence (Level 2) could be supported as such these assets were all classified as having been valued using Level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

(3) Fair value measurements using significant unobservable inputs (level 3)

a. The following tables present the changes in level 3 fair value asset classes.

\$ '000	P&E, Office Equip & Furniture	Land & Improves	Buildings & Other structures	Transport and other assets	Stormwater drainage
2018					
Opening balance	9,681	15,087	39,411	253,299	5,086
Purchases (GBV)	2,894	260	4,269	23,222	–
Disposals (WDV)	(725)	(40)	(188)	(975)	–
Depreciation and impairment	(1,202)	(88)	(1,255)	(5,283)	(123)
FV gains – other comprehensive income	–	1,575	4,512	–	–
Transfers to Held for Sale	–	(145)	(170)	–	–
Closing balance	10,648	16,649	46,579	270,263	4,963
2019					
Opening balance	10,648	16,649	46,579	270,263	4,963
Purchases (GBV)	2,261	–	–	–	–
Disposals (WDV)	(851)	(145)	(164)	–	–
Depreciation and impairment	(1,205)	(89)	(1,456)	(4,220)	(121)
FV gains – other comprehensive income	–	982	–	44,358	–
Transfers to Held for Sale	–	145	170	–	–
Closing balance	10,853	17,542	45,129	310,401	4,842

\$ '000	Water supply network	Sewerage network	Pools, Other Open Space Rec Assets	Total
2018				
Opening balance	23,498	33,910	9,653	389,625
Purchases (GBV)	5,158	93	31	35,927
Disposals (WDV)	(16)	–	(14)	(1,958)
Depreciation and impairment	(832)	(1,388)	(287)	(10,458)

continued on next page ...

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Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 19. Fair value measurement (continued)

\$ '000	Water supply network	Sewerage network	Pools, Other Open Space Rec Assets	Total
FV gains – other comprehensive income	476	683	(409)	6,837
Transfers to Held for Sale	–	–	–	(315)
Closing balance	28,284	33,298	8,974	419,658
2019				
Opening balance	28,284	33,298	8,974	419,658
Purchases (GBV)	–	–	–	2,261
Disposals (WDV)	–	–	–	(1,160)
Depreciation and impairment	(966)	(1,256)	(289)	(9,602)
FV gains – other comprehensive income	437	513	–	46,290
Transfers to Held for Sale	–	–	–	315
Closing balance	27,755	32,555	8,685	457,762

c. Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

\$ '000	Fair value (30/6/19)	Valuation technique/s	Unobservable inputs
Infrastructure, property, plant and equipment			
Plant & Equipment	9,855	Cost used to approximate fair value	<ul style="list-style-type: none"> • Depreciated Historical Cost • Remaining Useful Life • Residual Value
Office Equipment	503	Cost used to approximate fair value	<ul style="list-style-type: none"> • Depreciated Historical Cost • Remaining Useful Life • Residual Value
Furniture / Fittings	495	Cost used to approximate fair value	<ul style="list-style-type: none"> • Depreciated Historical Cost • Remaining Useful Life • Residual Value
Crown Land	4,387	Land values for similar land averaged m ² rate	<ul style="list-style-type: none"> • Land Value (price per m²)
Operational Land	8,443	Land values for similar land averaged m ² rate	<ul style="list-style-type: none"> • Land Value (price per m²)
Community Land	1,211	Land values obtained from NSW Valuer-General	<ul style="list-style-type: none"> • Land Value (price per m²)
Land Improvements	3,501	Cost used to approximate fair value	<ul style="list-style-type: none"> • Gross Replacement Cost • Asset Condition • Remaining Useful Life • Residual Value
Buildings	25,424	Cost used to approximate fair value	<ul style="list-style-type: none"> • Gross Replacement Cost • Asset Condition • Remaining Useful Life • Residual Value
Other Structures	19,705	Cost used to approximate fair value	<ul style="list-style-type: none"> • Gross Replacement Cost • Asset Condition • Remaining Useful Life • Residual Value
Roads	187,185	Unit rates per m ² or length	<ul style="list-style-type: none"> • Gross Replacement Cost • Asset Condition • Remaining Useful Life • Residual Value

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Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 19. Fair value measurement (continued)

\$ '000	Fair value (30/6/19)	Valuation technique/s	Unobservable inputs
Bridges	26,504	Unit rates per m ² or length	<ul style="list-style-type: none"> • Gross Replacement Cost • Asset Condition • Remaining Useful Life
Footpaths	4,927	Unit rates per m ² or length	<ul style="list-style-type: none"> • Gross Replacement Cost • Asset Condition • Remaining Useful Life
Bulk Earthworks	91,785	Cost used to approximate fair value	<ul style="list-style-type: none"> • Gross Replacement Cost • Asset Condition • Remaining Useful Life • Residual Value
Stormwater Drainage	4,842	Cost used to approximate fair value	<ul style="list-style-type: none"> • Gross Replacement Cost • Asset Condition • Remaining Useful Life
Water Supply Network	27,755	Cost used to approximate fair value	<ul style="list-style-type: none"> • Gross Replacement Cost • Asset Condition • Remaining Useful Life
Sewerage Network	32,555	Cost used to approximate fair value	<ul style="list-style-type: none"> • Gross Replacement Cost • Asset Condition • Remaining Useful Life
Swimming Pools	7,348	Cost used to approximate fair value	<ul style="list-style-type: none"> • Gross Replacement Cost • Asset Condition • Remaining Useful Life • Residual Value
Other Open Space / Recreational Assets	1,337	Cost used to approximate fair value	<ul style="list-style-type: none"> • Gross Replacement Cost • Asset Condition • Remaining Useful Life • Residual Value

(4) Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 20. Related party transactions

(a) Key management personnel

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2019	2018
Compensation:		
Short-term benefits	1,030	877
Post-employment benefits	83	71
Other long-term benefits	241	227
Total	1,354	1,175

(b) Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 21. Statement of developer contributions

Under the *Environmental Planning and Assessment Act 1979*, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas.

It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

Summary of contributions and levies

	as at 30/6/2018	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	as at 30/6/2019	
	Opening Balance	Cash	Non-cash				Held as restricted asset	Cumulative internal borrowings due/(payable)
\$ '000								
Roads	7	–	–	–	–	–	7	–
Parking	18	–	–	1	–	–	19	–
Open space	31	–	–	1	–	–	32	–
Community facilities	23	–	–	1	–	–	24	–
Other	41	–	–	1	–	–	42	–
Bushfire	19	–	–	–	–	–	19	–
S7.11 contributions – under a plan	139	–	–	4	–	–	143	–
S7.12 levies – under a plan	1,142	51	–	27	(177)	–	1,043	–
Total S7.11 and S7.12 revenue under plans	1,281	51	–	31	(177)	–	1,186	–
S7.4 planning agreements	10,810	–	–	287	(344)	–	10,753	–
Total contributions	12,091	51	–	318	(521)	–	11,939	–

Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 22. Financial result and financial position by fund

\$ '000	General ¹ 2019	Water 2019	Sewer 2019
Income Statement by fund			
Income from continuing operations			
Rates and annual charges	15,319	1,880	3,104
User charges and fees	5,124	2,756	59
Interest and investment revenue	921	335	265
Other revenues	2,462	15	–
Grants and contributions provided for operating purposes	11,294	150	–
Grants and contributions provided for capital purposes	4,046	5,740	456
Other income			
Share of interests in joint ventures and associates using the equity method	20	–	–
Total income from continuing operations	39,186	10,876	3,884
Expenses from continuing operations			
Employee benefits and on-costs	14,462	795	534
Borrowing costs	282	–	–
Materials and contracts	9,169	2,011	1,760
Depreciation and amortisation	7,360	972	1,270
Other expenses	4,021	398	191
Net losses from the disposal of assets	576	–	–
Total expenses from continuing operations	35,870	4,176	3,755
Operating result from continuing operations	3,316	6,700	129
Net operating result for the year	3,316	6,700	129
Net operating result attributable to each council fund	3,316	6,700	129
Net operating result for the year before grants and contributions provided for capital purposes	(730)	960	(327)

NB. All amounts disclosed above are gross – that is, they include internal charges and recoveries made between the funds.

(1) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

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Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 22. Financial result and financial position by fund (continued)

\$ '000	General ¹ 2019	Water 2019	Sewer 2019
Statement of Financial Position by fund			
ASSETS			
Current assets			
Cash and cash equivalents	1,113	171	96
Investments	30,200	10,300	9,500
Receivables	8,250	3,615	630
Inventories	2,992	–	–
Other	362	–	–
Total current assets	42,917	14,086	10,226
Non-current assets			
Infrastructure, property, plant and equipment	416,791	39,196	36,646
Investments accounted for using the equity method	247	–	–
Total non-current assets	417,038	39,196	36,646
TOTAL ASSETS	459,955	53,282	46,872
LIABILITIES			
Current liabilities			
Payables	3,297	–	–
Income received in advance	549	–	–
Borrowings	763	–	–
Provisions	4,102	–	–
Total current liabilities	8,711	–	–
Non-current liabilities			
Payables	196	–	–
Borrowings	5,150	–	–
Provisions	8,745	–	–
Total non-current liabilities	14,091	–	–
TOTAL LIABILITIES	22,802	–	–
Net assets	437,153	53,282	46,872
EQUITY			
Accumulated surplus	191,107	31,993	13,375
Revaluation reserves	246,046	21,289	33,497
Council equity interest	437,153	53,282	46,872
Total equity	437,153	53,282	46,872

NB. All amounts disclosed above are gross – that is, they include internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

(1) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 23(a). Statement of performance measures – consolidated results

\$ '000	Amounts 2019	Indicator 2019	2018	Prior periods 2017	2016	Benchmark
1. Operating performance ratio						
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	459	1.05%	12.02%	18.15%	10.40%	>0.00%
Total continuing operating revenue excluding capital grants and contributions	43,684					
2. Own source operating revenue ratio						
Total continuing operating revenue excluding all grants and contributions ¹	32,066	59.46%	71.70%	58.82%	57.52%	>60.00%
Total continuing operating revenue ¹	53,926					
3. Unrestricted current ratio						
Current assets less all external restrictions	26,536	4.25x	4.60x	5.16x	3.73x	>1.50x
Current liabilities less specific purpose liabilities	6,239					
4. Debt service cover ratio						
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	10,343	8.95x	11.82x	13.08x	6.65x	>2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	1,156					
5. Rates, annual charges, interest and extra charges outstanding percentage						
Rates, annual and extra charges outstanding	2,181	9.92%	8.04%	7.64%	7.92%	<10.00%
Rates, annual and extra charges collectible	21,984					
6. Cash expense cover ratio						
Current year's cash and cash equivalents plus all term deposits	51,380	16.16 mths	17.18 mths	19.50 mths	14.60 mths	>3.00 mths
Monthly payments from cash flow of operating and financing activities	3,179					

(1) Excludes fair value adjustments, reversal of revaluation decrements, net gain on sale of assets, and net loss of interests in joint ventures and associates.

(2) Excludes impairment/revaluation decrements, net loss on sale of assets, and net loss on share of interests in joint ventures and associates

Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 23(b). Statement of performance measures – by fund

\$ '000	General Indicators ³		Water Indicators		Sewer Indicators		Benchmark
	2019	2018	2019	2018	2019	2018	
1. Operating performance ratio							
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(0.50)%	8.62%	18.69%	37.26%	(9.54)%	16.39%	>0.00%
Total continuing operating revenue excluding capital grants and contributions ¹							
2. Own source operating revenue ratio							
Total continuing operating revenue excluding capital grants and contributions ¹	60.54%	67.84%	45.55%	84.14%	87.54%	96.77%	>60.00%
Total continuing operating revenue ¹							
3. Unrestricted current ratio							
Current assets less all external restrictions	4.25x	4.60x	∞	142.99x	∞	423.87x	>1.50x
Current liabilities less specific purpose liabilities							
4. Debt service cover ratio							
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	6.46x	8.54x	∞	∞	∞	400.80x	>2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)							
5. Rates, annual charges, interest and extra charges outstanding percentage							
Rates, annual and extra charges outstanding	9.11%	6.11%	15.91%	25.56%	10.79%	8.03%	<10.00%
Rates, annual and extra charges collectible							
6. Cash expense cover ratio							
Current year's cash and cash equivalents plus all term deposits	11.10 mths	11.72 mths	48.82 mths	62.98 mths	67.10 mths	67.04 mths	>3.00 mths
Payments from cash flow of operating and financing activities							

(1) - (2) Refer to Notes at Note 22a above.

(3) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

END OF AUDITED FINANCIAL STATEMENTS

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Narrabri Shire Council

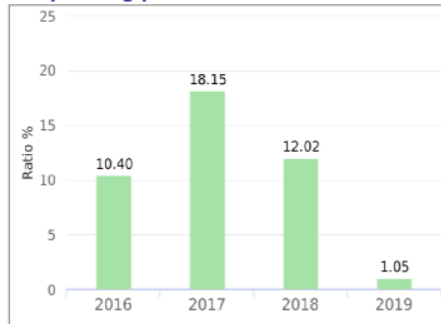
Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 23(c). Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2018/19 result

2018/19 ratio 1.05%

Council's operating result this year has been largely impacted by a significant reduction in the value of works Council has been requested to undertake for the Roads and Maritime Service (RMS) on State Highways.

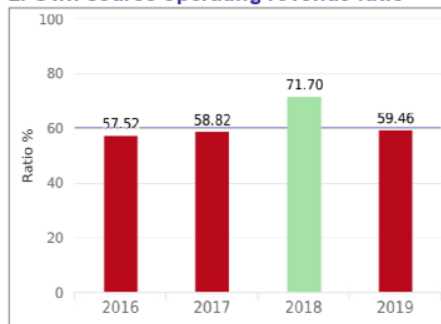
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2018/19 result

2018/19 ratio 59.46%

Council has been granted additional monies for capital works this year. This has impacted this ratio.

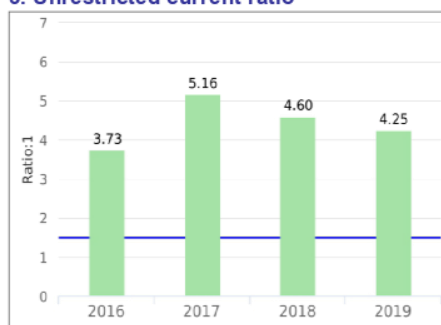
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2018/19 result

2018/19 ratio 4.25x

Council remains in a healthy financial position in terms of meeting its short term obligations.

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

Ratio achieves benchmark

Ratio is outside benchmark

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Narrabri Shire Council

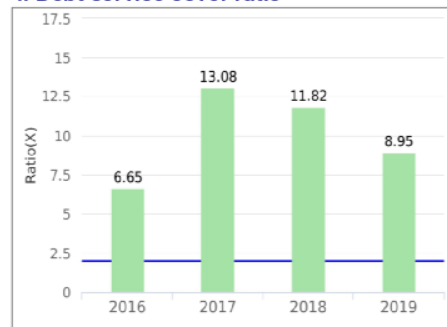
Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 23(c). Statement of performance measures – consolidated results (graphs)

4. Debt service cover ratio



Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2018/19 result

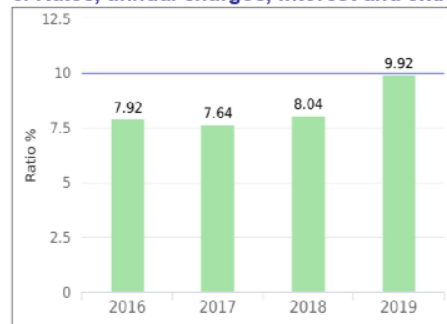
2018/19 ratio 8.95x

Council has sufficient cash to service its debt.

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates, annual charges, interest and extra charges outstanding percentage



Benchmark: — < 10.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

Purpose of rates, annual charges, interest and extra charges outstanding

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2018/19 result

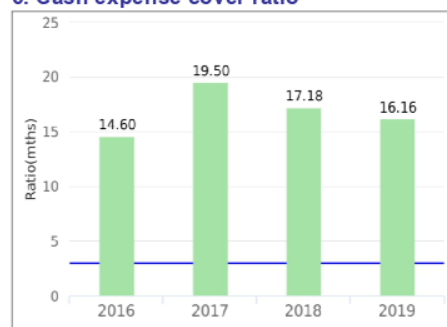
2018/19 ratio 9.92%

After a number of years where Council has been able to maintain a relatively consistent percentage outstanding, the effect of the prolonged drought in NSW is now having an impact.

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



Benchmark: — > 3.00mths

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2018/19 result

2018/19 ratio 16.16 mths

Council's liquidity levels remain very good.

Ratio achieves benchmark

Ratio is outside benchmark

Narrabri Shire Council

Financial Statements 2019

Notes to the Financial Statements

for the year ended 30 June 2019

Note 24. Council information and contact details

Principal place of business:46-48 Maitland Street
Narrabri NSW 2390**Contact details****Mailing Address:**PO Box 261
Narrabri NSW 2390**Telephone:** 02 6799 6866**Facsimile:** 02 6799 6888**Opening hours:**8:35am - 5:00pm
Monday to Friday**Internet:** www.narrabri.nsw.gov.au**Email:** council@narrabri.nsw.gov.au**Officers****General Manager**

Mr Stewart Todd

Responsible Accounting Officer

Mr Tim McClellan

Public Officer

Mr Lindsay Mason

AuditorsThe Audit Office of New South Wales
Level 19, Darling Park Tower 2
201 Sussex Street
Sydney NSW 2000**Elected members****Mayor**

Cr Catherine Redding

CouncillorsCr Robert Kneale (Deputy Mayor)
Cr Maxine Booby
Cr Ron Campbell
Cr Ron Campey
Cr Lloyd Finlay
Cr Ann Loader
Cr Annie McMahon
Cr Cameron Staines**Other information****ABN:** 95 717 801 656



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Narrabri Shire Council

To the Councillors of Narrabri Shire Council

Opinion

I have audited the accompanying financial statements of Narrabri Shire Council (the Council), which comprise the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2019, the Statement of Financial Position as at 30 June 2019, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Statement by Councillors and Management.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been presented, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2019, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2019 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting except where the Council will be dissolved or amalgamated by an Act of Parliament, or otherwise cease operations.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note 18 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Chris Harper
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

31 January 2020
SYDNEY



Cr Catherine Redding
Mayor
Narrabri Shire Council
PO Box 261
NARRABRI NSW 2390

Contact: Chris Harper
Phone no: 02 9275 7374
Our ref: D2001139/1767

31 January 2020

Dear Mayor Redding





**Report on the Conduct of the Audit
for the year ended 30 June 2019
Narrabri Shire Council**

I have audited the general purpose financial statements (GPFS) of Narrabri Shire Council (the Council) for the year ended 30 June 2019 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2019 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT**Operating result**

	2019	2018	Variance
	\$m	\$m	%
Rates and annual charges revenue	20.3	19.8	 2.5
Grants and contributions revenue	21.7	15.1	 43.7
Operating result for the year	10.1	7.4	 36.5
Net operating result before capital grants and contributions	(0.1)	4.9	 102

Council's operating surplus of \$10.1 million (including the effect of depreciation and amortisation expense of \$9.6 million) was \$2.7 million higher than 2017–18. This was mainly due to a reduction in expenses in relation to borrowing costs, materials and contracts and depreciation during the year.

The net operating deficit before capital grants and contributions of \$97,000 was \$5.0 million lower than 2017–18. This is mainly due to the increase in capital grants received for bridges, roads and the Narrabri water augmentation received during the year.

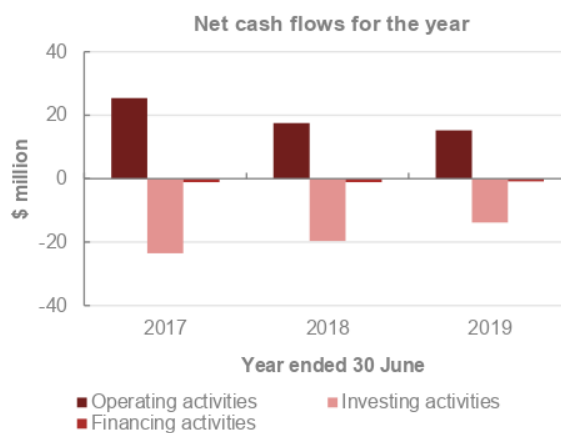
Rates and annual charges revenue of \$20.3 million increased by \$500,000 (2.5 per cent) in 2018–2019. This was mainly due to rate peg increases and domestic waste management charges during the year.

Grants and contributions revenue of \$21.7 million were \$6.6 million higher mainly due to grants in relation to bridges, roads and the Narrabri water augmentation received during the year.

STATEMENT OF CASH FLOWS

Cash flows from operations decreased mainly due to a reduction in cash inflows from user charges and fees which is offset by an increase in grants and contributions received during the year.

Cash flows from investing activities represents expenditure on the purchase and renewal of assets.



FINANCIAL POSITION

Cash and investments

Cash and investments	2019	2018	Commentary
	\$m	\$m	
External restrictions	34.7	36.4	<ul style="list-style-type: none"> Major external cash restrictions include water, sewer, unexpended grants and developer contributions for specific purposes at year end. Council's internal restrictions mainly comprise restrictions for Financial Assistance Grants received in advance, employee leave entitlements at year end, plant and vehicle replacement, mining tonnage payments and building infrastructure.
Internal restrictions	16.6	20.4	
Unrestricted	0.1	0.1	
Cash and investments	51.4	56.9	

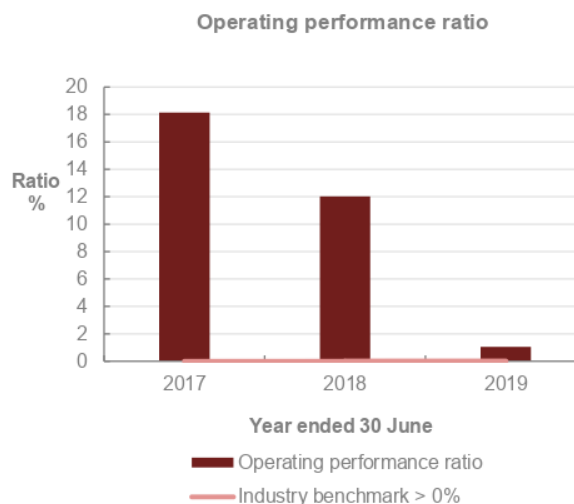
PERFORMANCE

Operating performance ratio

The operating performance ratio decreased mainly due to an increase in capital grants and a reduction in fees and charges for RMS related work this financial year.

The ratio remains above the benchmark set by the former Office of Local Government (OLG) of greater than zero per cent.

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements).

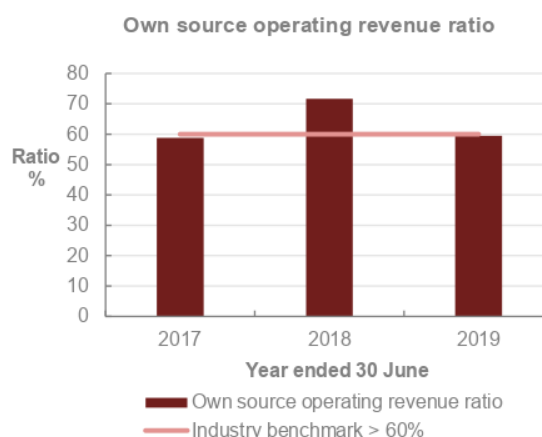


Own source operating revenue ratio

The own source operating revenue ratio has decreased compared to 2017-18 mainly due to a higher proportion of grants and contributions during the year.

Council is close (59.46 per cent) to achieving the 60 per cent benchmark set by the former OLG.

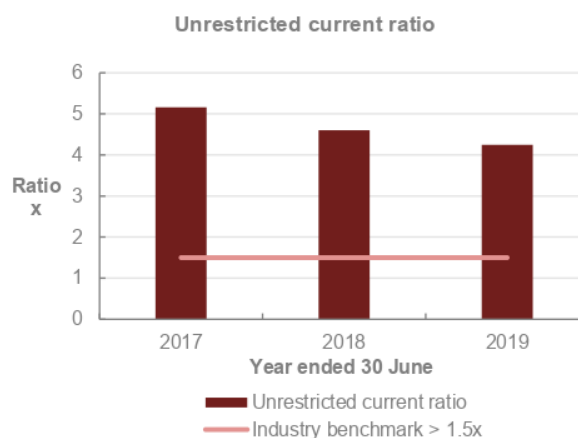
The 'own source operating revenue ratio' measures Council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions.



Unrestricted current ratio

Council remains above the former OLG benchmark. The ratio has decreased from the prior year mainly due to the increase in externally restricted receivables at year end.

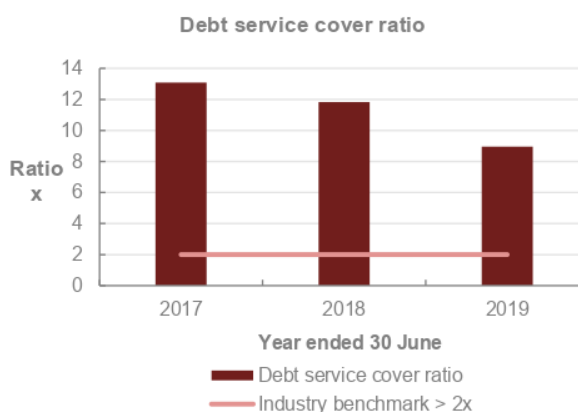
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by the former OLG is greater than 1.5 times.



Debt service cover ratio

Council's debt service cover ratio remains above the former OLG benchmark and decreased mainly due to the increase in capital grants during the year.

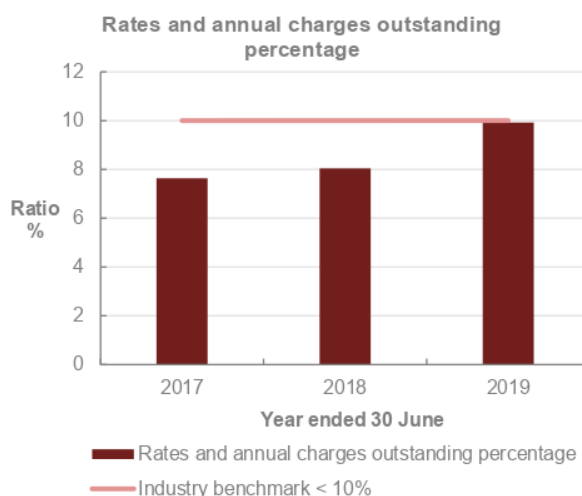
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by the former OLG is greater than two times.



Rates and annual charges outstanding percentage

Council's rates and annual charges outstanding ratio has remained within the former OLG benchmark. The percentage increased due to an increase in outstanding rates arising from the economic impact of drought conditions.

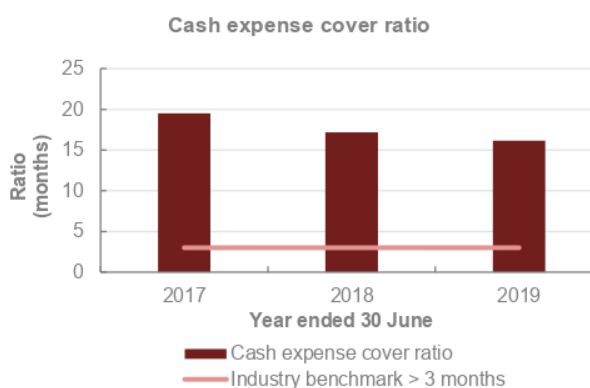
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by the former OLG is less than 10 per cent for regional and rural councils.



Cash expense cover ratio

The cash expense cover ratio has decreased compared to 2017-18 due to the reduction in cash and investments at year end, but remains well above the former OLG benchmark.

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by the former OLG is greater than three months.



Infrastructure, property, plant and equipment renewals

Council's Infrastructure, Property, Plant and Equipment (IPPE) renewal expenditure was \$20.1 million. This increased by \$7.3 million compared to 2017-18. Infrastructure renewal expenditure was \$10.5 million greater than the depreciation, amortisation and impairment for the year.

OTHER MATTERS

New accounting standards implemented

Application period	Overview
AASB 9 'Financial Instruments' and revised AASB 7 'Financial Instruments: Disclosures'	
For the year ended 30 June 2019	<p>AASB 9 replaces AASB 139 'Financial Instruments: Recognition and Measurement' and changes the way financial instruments are treated for financial reporting.</p> <p>Key changes include:</p> <ul style="list-style-type: none"> a simplified model for classifying and measuring financial assets

- a new method for calculating impairment
- a new type of hedge accounting that more closely aligns with risk management.

The revised AASB 7 includes new disclosures as a result of AASB 9.

Council's disclosure of the impact of adopting AASB 9 is disclosed in Notes 6 and 7.

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.



Chris Harper
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

cc: Mr Stewart Todd, General Manager
Jim Betts, Secretary of the Department of Planning, Industry and Environment

Narrabri Shire Council

SPECIAL PURPOSE FINANCIAL STATEMENTS for the year ended 30 June 2019

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



Narrabri Shire Council

Special Purpose Financial Statements 2019

Special Purpose Financial Statements

for the year ended 30 June 2019

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Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Narrabri Shire Council

Special Purpose Financial Statements 2019

Special Purpose Financial Statements
for the year ended 30 June 2019**Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting****The attached Special Purpose Financial Statements have been prepared in accordance with:**

- the NSW Government Policy Statement 'Application of National Competition Policy to Local Government',
- the Division of Local Government Guidelines 'Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting,
- the NSW Office of Water Best-Practice Management of Water and Sewerage Guidelines.

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.**Signed in accordance with a resolution of Council made on 17 December 2019.**

Cr Catherine Redding
Mayor
17 December 2019



Cr Cameron Staines
Deputy Mayor
17 December 2019



Mr Stewart Todd
General Manager
17 December 2019



Mr Tim McClellan
Responsible Accounting Officer
17 December 2019

Narrabri Shire Council

Special Purpose Financial Statements 2019

Income Statement – Water Supply Business Activity

for the year ended 30 June 2019

\$ '000	2019	2018
Income from continuing operations		
Access charges	1,880	1,798
User charges	2,713	2,851
Fees	43	49
Interest	335	438
Grants and contributions provided for non-capital purposes	150	–
Other income	15	1
Total income from continuing operations	5,136	5,137
Expenses from continuing operations		
Employee benefits and on-costs	795	587
Materials and contracts	2,011	1,786
Depreciation, amortisation and impairment	972	849
Loss on sale of assets	–	16
Other expenses	398	1
Total expenses from continuing operations	4,176	3,239
Surplus (deficit) from continuing operations before capital amounts	960	1,898
Grants and contributions provided for capital purposes	5,740	968
Surplus (deficit) from continuing operations after capital amounts	6,700	2,866
Surplus (deficit) from all operations before tax	6,700	2,866
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(264)	(522)
SURPLUS (DEFICIT) AFTER TAX	6,436	2,344
Plus accumulated surplus	25,293	22,427
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	264	522
Less:		
Closing accumulated surplus	31,993	25,293
Return on capital %	2.4%	5.8%
Subsidy from Council	–	–
Calculation of dividend payable:		
Surplus (deficit) after tax	6,436	2,344
Less: capital grants and contributions (excluding developer contributions)	(5,740)	(968)
Surplus for dividend calculation purposes	696	1,376
Potential dividend calculated from surplus	348	688

Narrabri Shire Council

Special Purpose Financial Statements 2019

Income Statement – Sewerage Business Activity

for the year ended 30 June 2019

\$ '000	2019	2018
Income from continuing operations		
Access charges	3,104	2,971
User charges	20	69
Liquid trade waste charges	39	348
Fees	–	–
Interest	265	266
Grants and contributions provided for non-capital purposes	–	–
Other income	–	1
Total income from continuing operations	3,428	3,655
Expenses from continuing operations		
Employee benefits and on-costs	534	327
Borrowing costs	–	5
Materials and contracts	1,760	1,214
Depreciation, amortisation and impairment	1,270	1,400
Other expenses	191	110
Total expenses from continuing operations	3,755	3,056
Surplus (deficit) from continuing operations before capital amounts	(327)	599
Grants and contributions provided for capital purposes	456	122
Surplus (deficit) from continuing operations after capital amounts	129	721
Surplus (deficit) from all operations before tax	129	721
Less: corporate taxation equivalent (27.5%) [based on result before capital]	–	(165)
SURPLUS (DEFICIT) AFTER TAX	129	556
Plus accumulated surplus	13,246	12,525
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	–	165
Less:		
Closing accumulated surplus	13,375	13,246
Return on capital %	(0.9)%	1.7%
Subsidy from Council	811	338
Calculation of dividend payable:		
Surplus (deficit) after tax	129	556
Less: capital grants and contributions (excluding developer contributions)	(456)	(122)
Surplus for dividend calculation purposes	–	434
Potential dividend calculated from surplus	–	217

Narrabri Shire Council

Special Purpose Financial Statements 2019

Statement of Financial Position – Water Supply Business Activity

as at 30 June 2019

\$ '000	2019	2018
ASSETS		
Current assets		
Cash and cash equivalents	171	143
Investments	10,300	12,400
Receivables	3,615	469
Total current assets	14,086	13,012
Non-current assets		
Infrastructure, property, plant and equipment	39,196	32,731
Total non-current assets	39,196	32,731
TOTAL ASSETS	53,282	45,743
LIABILITIES		
Current liabilities		
Payables	–	91
Total current liabilities	–	91
TOTAL LIABILITIES	–	91
NET ASSETS	53,282	45,652
EQUITY		
Accumulated surplus	31,993	25,293
Revaluation reserves	21,289	20,359
TOTAL EQUITY	53,282	45,652

Narrabri Shire Council

Special Purpose Financial Statements 2019

Statement of Financial Position – Sewerage Business Activity
as at 30 June 2019

\$ '000	2019	2018
ASSETS		
Current assets		
Cash and cash equivalents	96	109
Investments	9,500	9,400
Receivables	630	240
Total current assets	10,226	9,749
Non-current assets		
Infrastructure, property, plant and equipment	36,646	35,825
Total non-current assets	36,646	35,825
TOTAL ASSETS	46,872	45,574
LIABILITIES		
Current liabilities		
Payables	–	23
Total current liabilities	–	23
TOTAL LIABILITIES	–	23
NET ASSETS	46,872	45,551
EQUITY		
Accumulated surplus	13,375	13,246
Revaluation reserves	33,497	32,305
TOTAL EQUITY	46,872	45,551

Narrabri Shire Council

Special Purpose Financial Statements 2019

Notes to the Special Purpose Financial Statements for the year ended 30 June 2019

Note 1. Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these Special Purpose Financial Statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these Special Purpose Financial Statements have been prepared in accordance with the Local Government Act 1993 (NSW), the *Local Government (General) Regulation 2005*, and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, current values of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 NSW government policy statement titled 'Application of National Competition Policy to Local Government'.

The *Pricing and Costing for Council Businesses, A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements.

These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, return on investments (rate of return), and dividends paid.

Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

a. Narrabri Shire Council Water Supplies

Supply operations servicing Baan Baa, Bellata, Boggabri, Gwabegar, Pilliga, Narrabri and Wee Waa.

b. Narrabri Shire Council Sewerage Service

Sewerage reticulation and treatment operations servicing Boggabri, Narrabri and Wee Waa.

Category 2

(where gross operating turnover is less than \$2 million)

Nil

Monetary amounts

Amounts shown in the financial statements are in Australian dollars and rounded to the nearest one thousand dollars.

continued on next page ...

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Narrabri Shire Council

Special Purpose Financial Statements 2019

Notes to the Special Purpose Financial Statements

for the year ended 30 June 2019

Note 1. Significant Accounting Policies (continued)

(i) Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – 27.5%

Land tax – the first \$692,000 of combined land values attracts 0%. For the combined land values in excess of \$692,001 up to \$4,231,000 the rate is 1.6% + \$100. For the remaining combined land value that exceeds \$4,231,000 a premium marginal rate of 2.0% applies.

Payroll tax – 5.45% on the value of taxable salaries and wages in excess of \$850,000.

In accordance with the Department of Industry (DoI) – Water guidelines, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the DoI – Water guidelines as a 'dividend for taxation equivalent', may be applied for any purpose allowed under the *Local Government Act, 1993*.

Achievement of substantial compliance to the DoI – Water guidelines is not a prerequisite for the payment of the tax equivalent charges, however the payment must not exceed \$3 per assessment.

Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 27.5%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 27.5% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

Local government rates and charges

A calculation of the equivalent rates and charges payable on all category 1 businesses has been applied to all land assets owned or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that council business activities face 'true' commercial borrowing costs in line with private sector competitors.

continued on next page ...

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Narrabri Shire Council

Special Purpose Financial Statements 2019

Notes to the Special Purpose Financial Statements

for the year ended 30 June 2019

Note 1. Significant Accounting Policies (continued)

In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

(ii) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed.

Subsidies occur when Council provides services on a less-than-cost-recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations.

Accordingly, 'subsidies disclosed' (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by Council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported business activity.

(iii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The actual rate of return achieved by each business activity is disclosed at the foot of each respective Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 1.32% at 30/6/19.

(iv) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

Local government water supply and sewerage businesses are permitted to pay an annual dividend from its water supply or sewerage business surplus.

Each dividend must be calculated and approved in accordance with the Department of Industry – Water guidelines and must not exceed:

- 50% of this surplus in any one year, or
- the number of water supply or sewerage assessments at 30 June 2019 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with the Department of Industry – Water guidelines a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are required to be submitted to the Department of Industry – Water.



INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statements

Narrabri Shire Council

To the Councillors of Narrabri Shire Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Narrabri Shire Council's (the Council) declared business activities, which comprise the Income Statement of each declared business activity for the year ended 30 June 2019, the Statement of Financial Position of each declared business activity as at 30 June 2019, Note 1 Significant Accounting Policies for the business activities declared by Council, and the Statement by Councillors and Management.

The declared business activities of the Council are:

- Water Supply
- Sewerage.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared business activities as at 30 June 2019, and its financial performance for the year then ended, in accordance with the Australian Accounting Standards described in Note 1 and the Local Government Code of Accounting Practice and Financial Reporting – update number 27 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to Note 1 to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2019 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in Note 1 to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless it is not appropriate to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Chris Harper
Director, Financial Audit Services
Delegate of the Auditor-General for New South Wales

31 January 2020
SYDNEY

Narrabri Shire Council

SPECIAL SCHEDULES
for the year ended 30 June 2019

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



Narrabri Shire Council

Special Schedules 2019

Special Schedules

for the year ended 30 June 2019

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Narrabri Shire Council

Special Schedules 2019

Permissible income for general rates

\$ '000		Calculation 2019/20	Calculation 2018/19
Notional general income calculation ¹			
Last year notional general income yield	a	13,174	12,882
Plus or minus adjustments ²	b	8	3
Notional general income	c = a + b	13,182	12,885
Permissible income calculation			
Or rate peg percentage	e	2.70%	2.30%
Or plus rate peg amount	i = e x (c + g)	356	296
Sub-total	k = (c + g + h + i + j)	13,538	13,181
Plus (or minus) last year's carry forward total	l	8	5
Sub-total	n = (l + m)	8	5
Total permissible income	o = k + n	13,546	13,186
Less notional general income yield	p	13,538	13,174
Catch-up or (excess) result	q = o - p	8	12
Less unused catch-up ⁵	s	(4)	(4)
Carry forward to next year ⁶	t = q + r + s	4	8

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916.
- (5) Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.
- (6) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Local Government Act 1993. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



Special Schedules 2019

INDEPENDENT AUDITOR'S REPORT

Special Schedule - Permissible income for general rates

Narrabri Shire Council

To the Councillors of Narrabri Shire Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Narrabri Shire Council (the Council) for the year ending 30 June 2020.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting – update number 27 (LG Code), and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2019 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on Infrastructure Assets as at 30 June 2019'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless it is not appropriate to do so.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

Special Schedules 2019

My opinion does not provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Chris Harper
Director, Financial Audit Services
Delegate of the Auditor-General for New South Wales
31 January 2020
SYDNEY

Narrabri Shire Council

Special Schedules 2019

Report on Infrastructure Assets

as at 30 June 2019

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard		Estimated cost to bring to the agreed level of service set by Council ^a	2018/19 Required maintenance	2018/19 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
									1	2	3	4	5
(a) Report on Infrastructure Assets - Values													
Buildings	Buildings	3,617	3,617	227	159	25,424	41,332	13.0%	55.0%	21.0%	11.0%	0.0%	
	Sub-total	3,617	3,617	227	159	25,424	41,332	13.0%	55.0%	21.0%	11.0%	0.0%	
Other structures	Other structures	488	488	642	223	19,705	24,399	56.0%	17.0%	26.0%	1.0%	0.0%	
	Sub-total	488	488	642	223	19,705	24,399	56.0%	17.0%	26.0%	1.0%	0.0%	
Roads	Sealed roads	34	1,787	1,145	2,107	122,571	134,639	87.0%	12.0%	1.0%	0.0%	0.0%	
	Unsealed roads	369	11,738	1,782	2,528	37,393	40,997	23.0%	48.0%	28.0%	1.0%	0.0%	
	Kerb & gutter	76	25,879	27	58	27,221	33,504	2.0%	21.0%	77.0%	0.0%	0.0%	
	Bridges	4,993	5,383	27	20	26,504	37,958	51.0%	35.0%	1.0%	4.0%	9.0%	
	Footpaths	443	3,231	62	15	4,927	7,859	1.0%	58.0%	36.0%	5.0%	0.0%	
	Bulk earthworks	—	—	—	—	91,785	91,785	36.0%	64.0%	0.0%	0.0%	0.0%	
	Sub-total	5,915	48,018	3,043	4,728	310,401	346,742	51.8%	34.5%	12.1%	0.7%	0.9%	
Water supply network	Water supply network	17,058	17,058	497	1,215	27,755	66,003	18.0%	11.0%	44.0%	27.0%	0.0%	
	Sub-total	17,058	17,058	497	1,215	27,755	66,003	18.0%	11.0%	44.0%	27.0%	0.0%	
Sewerage network	Sewerage network	26,572	26,572	394	1,354	32,555	99,705	12.0%	9.0%	35.0%	44.0%	0.0%	
	Sub-total	26,572	26,572	394	1,354	32,555	99,705	12.0%	9.0%	35.0%	44.0%	0.0%	
Stormwater drainage	Stormwater drainage	629	629	122	19	4,842	9,678	1.0%	45.0%	32.0%	19.0%	3.0%	
	Sub-total	629	629	122	19	4,842	9,678	1.0%	45.0%	32.0%	19.0%	3.0%	
Open space / recreational assets	Swimming pools	944	944	170	67	7,348	10,732	42.0%	12.0%	36.0%	10.0%	0.0%	
	Other	233	233	106	124	1,337	2,550	0.0%	34.0%	57.0%	9.0%	0.0%	
	Sub-total	1,177	1,177	276	191	8,685	13,282	33.9%	16.2%	40.0%	9.8%	0.1%	
TOTAL - ALL ASSETS		55,456	97,559	5,201	7,889	429,367	601,141	37.8%	28.1%	21.5%	12.0%	0.6%	

^(a) The estimated cost to bring to the agreed level of service is high as Council is yet to undertake consultation on satisfactory condition of its assets with the community.

Infrastructure asset condition assessment 'key'

- 1 **Excellent/very good** No work required (normal maintenance)
 2 **Good** Only minor maintenance work required

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Narrabri Shire Council

Special Schedules 2019

Report on Infrastructure Assets - Values (continued)
as at 30 June 2019

3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

continued on next page ...

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Narrabri Shire Council

Special Schedules 2019

Report on Infrastructure Assets (continued)

as at 30 June 2019

\$ '000	Amounts 2019	Indicator 2019	2018	Prior periods 2017	2016	Benchmark
Infrastructure asset performance indicators (consolidated) *						
Buildings and infrastructure renewals ratio ¹						
Asset renewals ²	—					
Depreciation, amortisation and impairment	8,308	—	94.34%	136.91%	162.87%	>=100.00%
Infrastructure backlog ratio ¹						
Estimated cost to bring assets to a satisfactory standard	55,456					
Net carrying amount of infrastructure assets	429,367	12.92%	9.24%	10.18%	11.29%	<2.00%
Asset maintenance ratio						
Actual asset maintenance	7,889	151.68%	99.97%	110.56%	103.50%	>100.00%
Required asset maintenance	5,201					
Cost to bring assets to agreed service level						
Estimated cost to bring assets to an agreed service level set by Council	97,559	16.23%	5.72%	6.26%	7.00%	
Gross replacement cost	601,141					

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Excludes Work In Progress (WIP)

(2) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

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Narrabri Shire Council

Special Schedules 2019

Report on Infrastructure Assets (continued)

as at 30 June 2019

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2019	2018	2019	2018	2019	2018	
Infrastructure asset performance indicators (by fund)							
Buildings and infrastructure renewals ratio ¹							
Asset renewals ²	—	105.74%	—	146.59%	—	6.65%	>=100.00%
Depreciation, amortisation and impairment							
Infrastructure backlog ratio ¹							
Estimated cost to bring assets to a satisfactory standard	3.20%	3.35%	61.46%	37.05%	81.62%	43.47%	<2.00%
Net carrying amount of infrastructure assets							
Asset maintenance ratio							
Actual asset maintenance	123.43%	99.46%	244.47%	105.63%	343.65%	101.52%	>100.00%
Required asset maintenance							
Cost to bring assets to agreed service level							
Estimated cost to bring assets to an agreed service level set by Council	12.39%	2.36%	25.84%	16.13%	26.65%	14.75%	
Gross replacement cost							

(1) Excludes Work In Progress (WIP)

(2) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.