



# **ATTACHMENTS**

**UNDER SEPARATE COVER**

**Ordinary Council Meeting**

**22 February 2022**



**NARRABRI SHIRE**  
DISCOVER THE POTENTIAL





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Planning, Industry  
and Environment

# Draft New England North West Regional Plan 2041





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Image: Mural on a local store  
located on Heber Street in Moree  
Credit Destination NSW

Illustration: Credit Nikita Ridgeway

## Acknowledgment of Country

Planning for the New England North West acknowledges the continuous Aboriginal connection to the land in the region.

The New England North West Regional Plan recognises that, as part of the world's oldest living culture, traditional Aboriginal and Torres Strait Islander owners and custodians of the Australian continent and adjacent islands share a unique bond to Country — a bond forged through thousands of years travelling across lands and waterways for ceremony, religion, trading and seasonal migration.

The New England North West Region is on the lands of the Ngarabal, Bundjalung, Gumbainggir, Nganyaywana, Dainggatti, Biripi, Kamilaroi Nations. Aboriginal people maintain a strong belief that if we care for Country, it will care for us. This requires Country to be cared for throughout the process of design and development.

The NSW Government champions a Connecting with Country approach to give effect to statutory objectives that require Aboriginal culture and heritage to be sustainably managed in the built environment.

Using comprehensive and respectful approaches, planning for the New England North West can build capacity and pathways for knowledge sharing between Aboriginal and non-Aboriginal communities.

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*The town of Glen Innes. Credit: Destination NSW*

## Foreword

From the tablelands of the Great Dividing Range in the east to the rich black soil plains in the west, the New England North West is one of Australia's most productive agricultural regions.

Located in the sweet spot halfway between Sydney and Brisbane, its main centres of Tamworth and Armidale are bustling regional cities that provide opportunities for employment, housing, education and health services. Its smaller centres from Glen Innes to Gunnedah are hubs for social and economic activity.

The region's resilient and diverse economy is on the cusp of unprecedented opportunity presented by the growing renewable energy sector, green technology and food and fibre processing to meet growing demand domestically and overseas.

We're now undertaking the first five-year review of the New England North West Regional Plan to harness these opportunities and support ongoing prosperity, growth and to build-in resilience over the next 20 years.

The next two decades will be an exciting period of change for the region that produces around a fifth of NSW's agricultural output and is home to 16% of all farm businesses in the State.

Our aligned strategic planning will ensure we can capitalise long-term on the region's natural resources, assets and central location to create

resilient communities that are well-supported by the right homes, jobs and infrastructure.

Several milestone projects are already underway to help transform and enhance the region's economic and social wellbeing, and drive job creation.

These include the Moree Special Activation Precinct, Namoi Regional Job Precinct, Inland Rail, Narrabri Gas Project, Renewable Energy Zone, Housing and Land Monitor and Aboriginal Heritage landscape mapping for new areas.

This plan will harness these major investments to secure a brighter future for the New England North West.

It includes strategies to support the agricultural industry, such as strengthening freight networks with better access to national and international markets.

It looks to expand the food processing sector by identifying the most suitable areas for agribusiness to benefit on-farm jobs and attract long-term investors.

The future of energy is renewable and the New England North West is already becoming a leader in sustainable and cost-effective electricity production with the building of Australia's largest hybrid solar farm in Uralla, but that's just the start.



The plan will further explore new mining and renewable energy opportunities to help us attain a net zero region by 2050.

As we slowly return to post-pandemic life, visitors will once again make their annual migration to the region to enjoy stunning environments such as the Moree wetlands, tableland rainforests, ancient volcanoes at Mount Kaputar and cultural events such as the iconic Tamworth Country Music Festival. These places and phenomena have cemented the region as a leading tourist destination and this plan will build on that.

All these measures will drive demand for housing and community services.

Housing affordability and diversity is a key priority for the Government and that's why I set up the Regional Housing Taskforce to investigate how we can better use the planning system to address housing needs.

We will update the final plan to include recommendations from the Taskforce, and will provide greater clarity for councils with regards to accommodating seasonal workers.

This plan is the product of close collaboration with councils and is informed by Local Strategic Planning Statements that set the 20-year vision for how councils use land and enhance the special character and values of communities in the region.

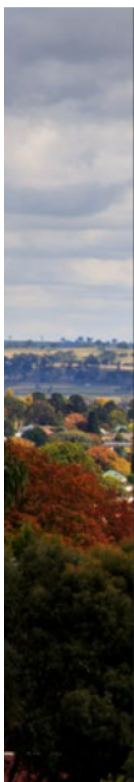
The past two years has seen the people of the New England North West continue to confront challenges such as the ongoing recovery from drought and bushfire, mice plagues and the global pandemic.

These challenges highlight the importance of strategic planning and the need to adapt to meet changing needs and circumstances. It's for this reason we've reviewed and updated the regional plan to reset priorities through to 2041.

This draft updated plan will help the region bounce back from challenges with greater resilience, minimise exposure to hazards, and build a platform for long-term growth for a New England North West that is a better place for people to live, work, play and visit.



**The Hon. Rob Stokes, MP**  
Minister for Planning and Public Spaces  
Minister for Transport and Roads



## Introduction

The New England North West Region sits inland in the State's north, offering a mix of urban and rural lifestyles. People living here enjoy an enviable work-life balance.

The draft New England North West Regional Plan 2041 sets a 20-year strategic land use planning framework for the region, aiming to protect and enhance the region's assets and plan for a sustainable future.

As a 20-year plan, it applies to the Local Government Areas (LGAs) of Armidale Regional, Inverell, Glen Innes Severn, Gunnedah, Gwydir, Moree, Liverpool Plains, Narrabri, Tamworth Regional, Tenterfield, Uralla and Walcha.

This draft Regional Plan represents a five-year review of the region's strategic planning settings and considers some of the key land use challenges and opportunities of the last five years.

This past five-year period has seen prolonged drought, flooding, bushfire and the effects of the COVID-19 pandemic. However, there have also been many positive developments in the region, including the announcement of the New England Renewable Energy Zone (REZ), the continued development of the Inland Rail from Melbourne to Brisbane, Planning for Special Activation Precincts (SAPs) and the Namoi Regional Job Precinct, plus major investments in highway upgrades.

In the coming 20 years, population growth in the region is expected to be concentrated in the regional cities of Tamworth and Armidale. With an ageing population, changes in technology and new job opportunities, this Regional Plan sets out the requirements for clear and coordinated planning across all levels of government and within the community.

We have prepared this draft plan in consultation with councils and key stakeholders. It is designed to guide planning and decision-making by the NSW Government and councils; and inform decisions by the private sector and the wider community. It is released as a draft for wider community engagement.

## About the New England North West Region

The region's first people are the Anaiwan, Banbai, Bundjalung, Githabul, Gumbaynggirr, Kamilaroi, Kwaimbul, Ngoorabel and Dunghutti. Their rich cultural heritage is supported through 21 Local Aboriginal Land Councils (LALCs), which own local land holdings and have responsibilities for Aboriginal people living in the area.

The region's natural setting is a main attractor, and should be valued, respected and carefully managed. With the future of work changing, the region may attract more remote workers, which will see rising demand for local shops, cafes and tourism services.

Many communities are still reeling from the devastating bushfires and floods, and the COVID-19 pandemic has shown how the region's natural assets – its main streets, parks, rivers, and leafy open spaces – are key to public life.

The region is anchored by its burgeoning regional cities of Tamworth and Armidale. Armidale is the higher education heart of the region, established in 1954 as home to Australia's first regional university. Tamworth is the predominant provider for aviation, health and employment services.

The region is also home to major institutions such as the University of New England and a growing economy – up to \$13.7 billion in 2021 from \$10.8 billion in 2016. Agriculture was the main economic driver, while the growing health care and social assistance sector, along with education and training are expected to generate increasing employment opportunities.



## About the Regional Plan

The New England North West region has been declared a region pursuant to Section 3.2 of the Environmental Planning and Assessment Act 1979.

The Regional Plan is concerned with all facets of land use planning, including employment areas, town centres, housing and related infrastructure to the natural environment and future hazards such as climate change. By planning for growth, change and opportunity, the Regional Plan aims to provide a framework for decision-making, balancing social, economic and environmental objectives.

The Regional Plan provides an overarching framework to guide subsequent and more detailed land use plans, development proposals and infrastructure funding decisions.

Priorities for each council are set out in Local Government Narratives, which will guide further investigations and implementation.

*Countryside Tamworth. Credit: Destination NSW*

## Review process

The Environmental Planning and Assessment Act 1979 (EP&A Act) requires five-yearly reviews of regional plans. Since the release of the first regional plan for New England North West, the NSW Government has worked with councils, stakeholders and the community to:

- undertake a regional intensive agribusiness data and gap analysis
- develop the New England North West Housing and Land Monitor 2018
- develop regional city activation plans for Tamworth and Armidale
- undertake Aboriginal heritage landscape mapping for new release areas
- develop the Urban Design Guide for Regional NSW
- create a local housing strategy guideline and template
- develop draft Gwydir, Namoi and Border Rivers regional water strategies.

Together with council local strategic planning statements, this review allows communities to work collaboratively to build vibrant places and protect precious landscapes.

To prepare this plan, in addition to inputs from councils, State agencies and other stakeholders, we drew from:

- local strategic planning statements and community strategic plans
- State Infrastructure Strategy 2018-2038, Future Transport 2056 and A 20-year Economic Vision for Regional NSW
- regional economic development strategies for Northern New England High Country, Southern New England High Country, Lower North West, and Upper North West.

### Local strategic planning statements

Regional and local planning must work together. For this reason, the EP&A Act provides a clear line of sight from regional planning to local delivery. The includes local strategic planning statements, prepared by councils, which respond to each LGA's opportunities, changes and trends. This process establishes clear objectives to guide on-the-ground outcomes.

Local strategic planning statements, therefore, must be consistent with the relevant regional plan and a council's community strategic plan.

This framework allows different levels of government to coordinate and realise greater efficiencies as the strategies and actions in regional plans are implemented.

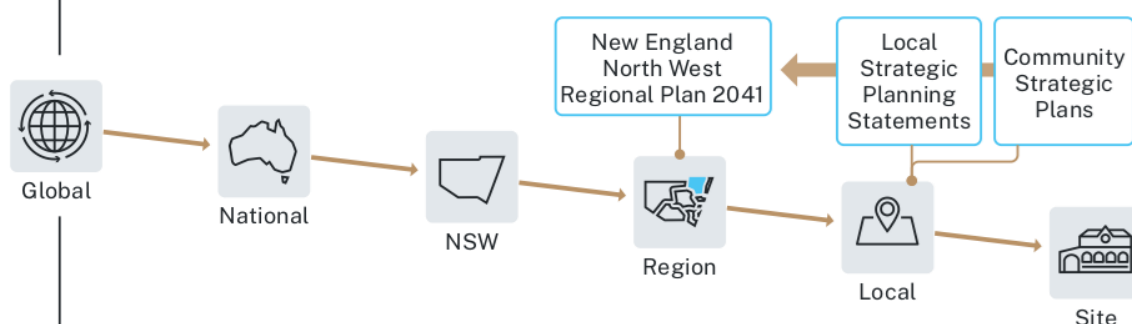


Figure 1: Strategic planning line of sight

### Implementation

The New England North West Delivery, Coordination and Monitoring Committee is responsible for the Plan's implementation. Made up of council and State agency representatives, the committee will listen and work with stakeholders to align growth with infrastructure to support growth and change in the region.

The committee will prioritise the actions needed to seize on immediate and emerging opportunities, such as supporting cities, growing the economy, protecting important farmland, capitalising on renewable energy investments and major infrastructure projects, and promoting tourism opportunities.

Over time, the committee will identify new priorities and coordinate funding for regional transport, health, education, open space, recreation, emergency services and justice infrastructure.

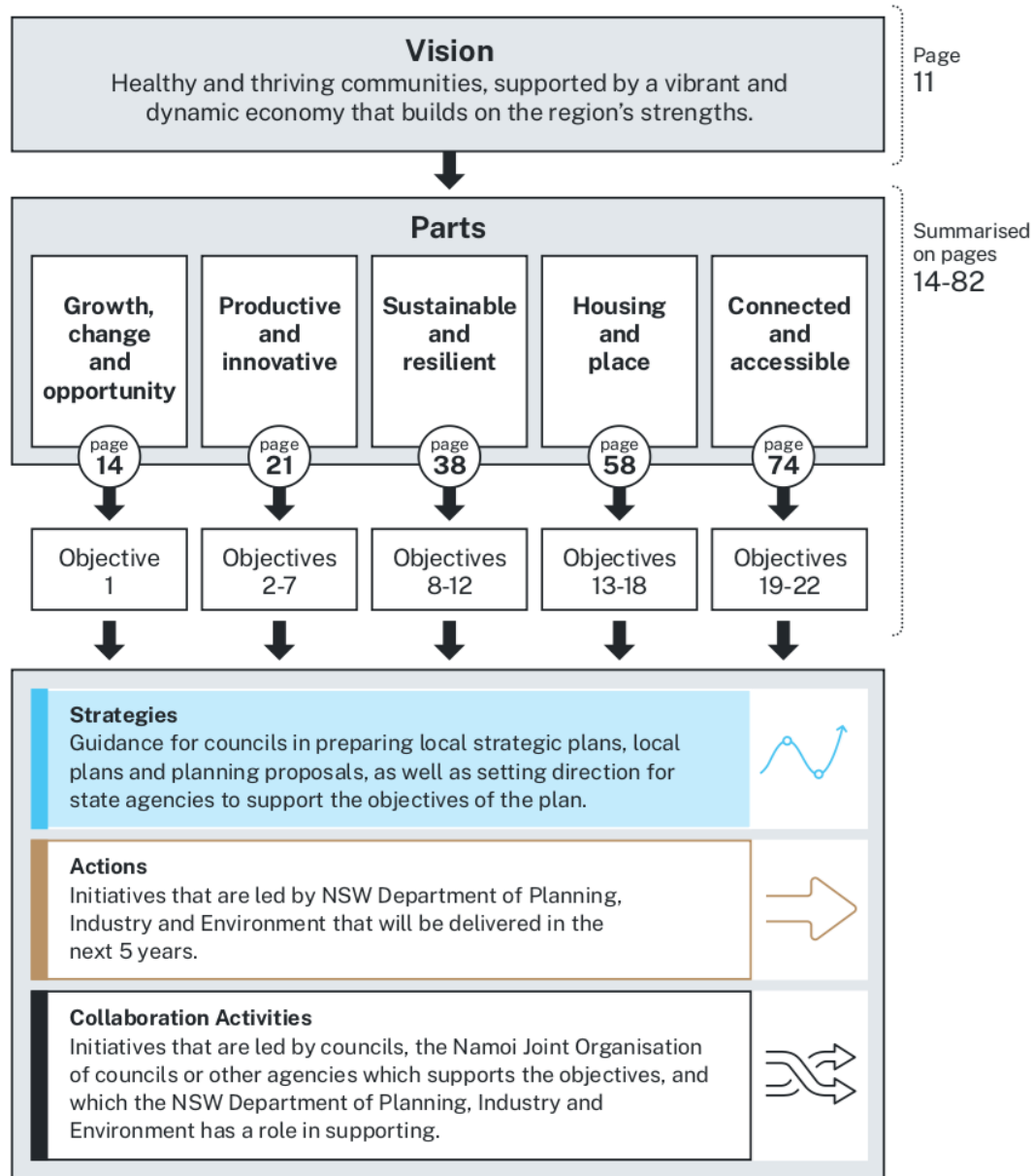
The committee will support the preparation of land use planning strategies that translate the vision and objectives into more detailed priorities for growth and change that can be applied locally.

The committee will monitor and review progress towards achieving the vision and goals for 2041 and detail indicators for housing, employment, communities and the environment, as well as provide advice to government on short-term actions in an annual report.

An Implementation Plan for 2022-2024 will accompany the final Plan.

### Actions, strategies and collaboration activities

In order to support the vision for the region, we've identified actions, strategies and collaboration activities:





## Vision

New England North West is one of Australia's most productive agricultural regions. It contains significant biodiversity, tourist destinations and growing mineral resource and renewable energy sectors.

Communities are well connected, attractive, healthy, safe and prosperous. They are places with a strong sense of community identity, resilience and respect for Country. People can access a range of employment opportunities, housing choices, vibrant events and festivals and quality education, health, recreational and other community services, all within a beautiful natural environment.

Agricultural activity extends from the cotton and grain farms on the western slopes and plains around Moree, Narrabri and Liverpool Plains, to extensive cattle farms on the cooler and more temperate tablelands, around centres such as Walcha, Armidale and Glen Innes.

The region is strategically located between Sydney and Brisbane, with ready access to domestic and international markets and services via high-quality transport networks. This access will be enhanced in coming years by the development of the inland rail and associated infrastructure.

The next 20 years will see greater global demand for food and resources. New technology and enhanced connectivity will all create new opportunities for the region.

The region will also experience change due to climate change and an ageing population in the next 20 years which will bring significant challenges to the region. This Plan aims to respond to these challenges in a constructive and innovative way, to minimise exposure to hazards, diversify the economy, build community resilience and plan for a sustainable future.

Planning will be essential to coordinate and facilitate the region's response to change. The Regional Plan provides a strategic planning framework and clear planning priorities for

the region, including growth opportunities in new industries, such as the renewable energy sector, green technology, intensive agriculture and food and fibre processing. This will need to be supported by access to and the efficient use of water.

The regional cities of Tamworth and Armidale will continue to provide a wide range of job opportunities, housing, education and health services. The success of these cities and the strategic centres of Gunnedah, Glen Innes, Narrabri, Moree and Inverell will be key to vibrancy and prosperity of the region.

The Regional Plan identifies a number of regionally significant precincts that will drive job creation such as the Moree Special Activation Precinct, the Namoi Regional Job Precinct, Narrabri Inland Port and the New England Renewable Energy Zone.

A strong education sector based around the University of New England and TAFE NSW creates collaboration and networks between business, industry and research institutions. Continued innovation and technology, led by research and development facilities in Armidale, Tamworth, Narrabri and Glen Innes will help the region continue to be recognised as a leader in higher education and regional innovation.

The expansion of intensive agriculture and food processing will also be key to the region's growth, drawing new families to a diverse and expanding economy, with flow-on demand and benefits for population-focused business and services.

This Plan will create a framework for planning in the region, to allow the region to adapt to the changes and opportunities in the coming 20 years. It will identify new areas for employment and housing and guide strategy on key issues like renewable energy.

The aim is to create healthy and thriving communities throughout the region, supported by a vibrant and dynamic economy that builds on the region's strengths.

*Pecan farm, Moree. Credit: Destination NSW*



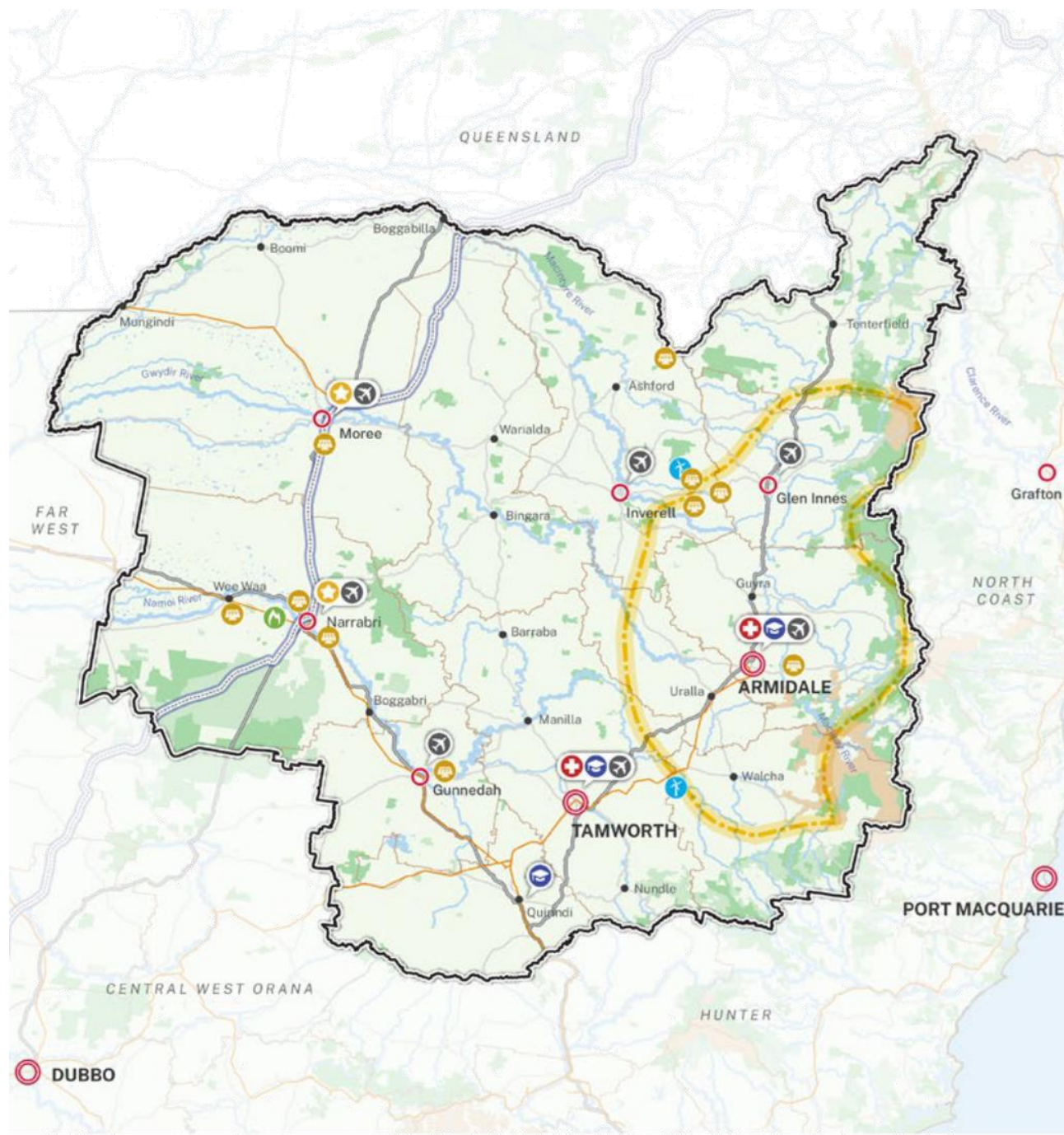
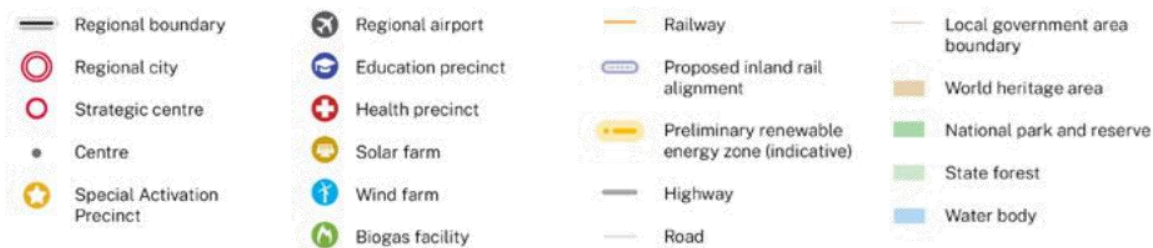


Figure 2: Vision map for New England North West



## Regional Cities

- Tamworth is a key population and employment centre for the region. The focus for residential growth will be in areas to the north and south of the city. Employment growth is expected in new industry and business park zones around the Tamworth Airport. The CBD of Regional Cities will be supported as the region's primary location for retail and services.
- Armidale is the key academic centre in the region with emerging agricultural and renewable energy industries. Key employment areas exist at the Armidale Airport and in the other existing industrial zones. Compact urban growth will be prioritised in Armidale's existing urban zones.

## Strategic Centres

- Support the function of Glen Innes, Gunnedah, Inverell, Moree and Narrabri to service the rural catchment areas surrounding each town and support growth associated with new economic initiatives in accordance with this Regional Plan.
- Support the redevelopment and primacy of the town centres as the main location for retail and services.

## Towns and Villages

- Reinforce the role of other towns and villages in the region to support their local populations.
- Focus development within existing towns and villages to maintain character, support the viability of town and village centres and limit conflict with surrounding agricultural uses.

## Key Regional Connections

### Inland Rail:

The Inland Rail will provide key links to Melbourne, Sydney and Brisbane and improved access to national and international markets.

### Major roads:

The region is well serviced by a network of highways and major roads. The function of these corridors for freight and service connectivity is key to the future economic success of the region.

### Airports:

The region is served by a number of airports including regular connections to major cities via Tamworth and Armidale Airports. The future function of these airports should be considered as part of settlement planning.

## Economic Development

### Special Activation Precinct:

The Special Activation Precinct at Moree and a Northern NSW Inland Port at Narrabri will be a focus for economic activity associated with the Inland Rail and the region's key mineral and gas resources.

### Renewable Energy Zone:

The investigation and implementation of focus areas within the New England Renewable Energy Zone will be a key initiative in the coming 20 years.

### Regional Job Precinct:

The Tamworth, Liverpool Plains, Gunnedah, Walcha and Gwydir LGAs will be investigated to deliver a new Regional Job Precinct, focussed on the delivery of intensive agriculture.

## Environment

### National Park:

The region's national parks will be sustainably managed and protected as key ecological areas and tourist attractions within the region.

### Lakes and watercourses:

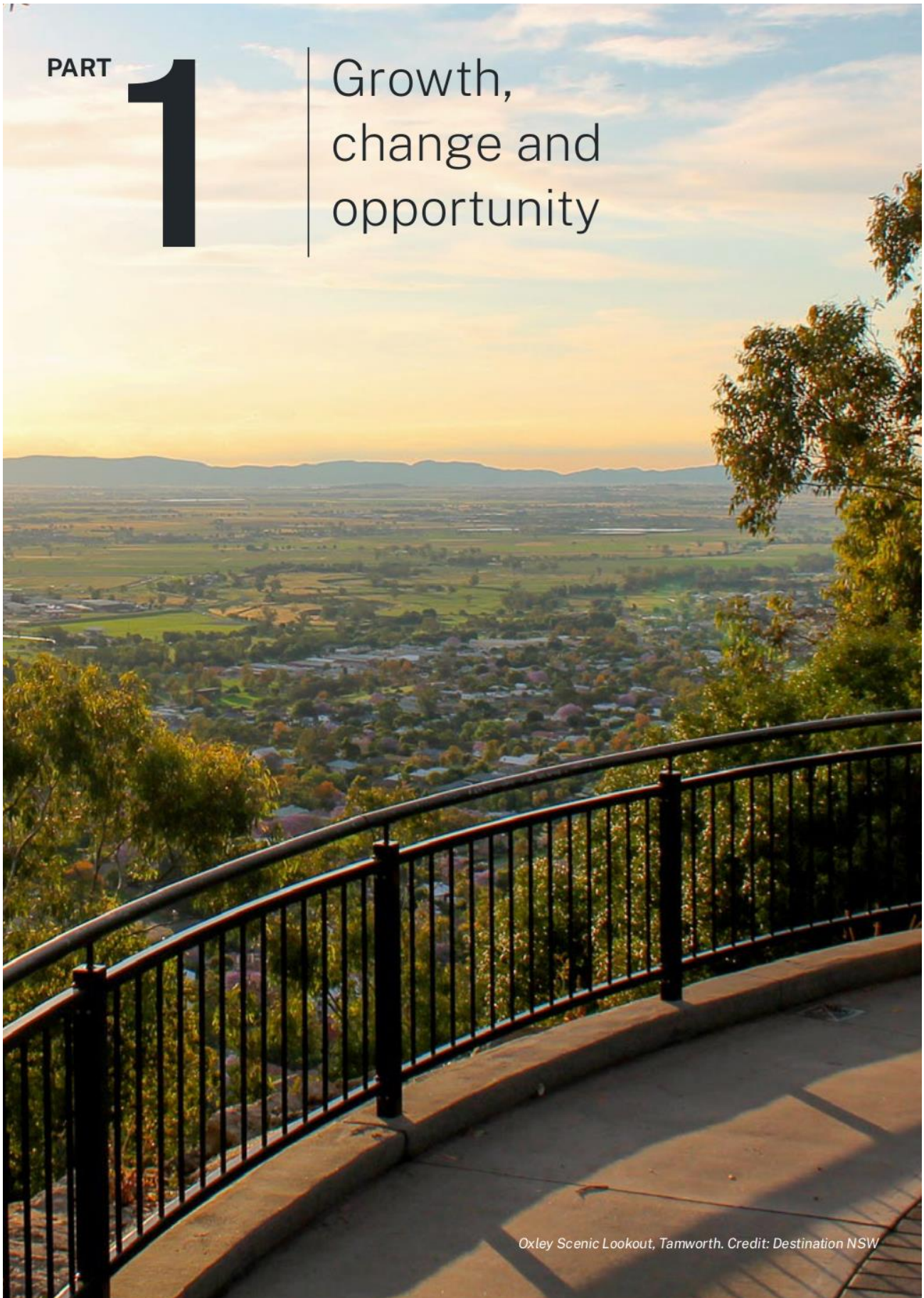
Lakes, reservoirs and watercourses are critical to the health and sustainability of the region.



PART

1

Growth,  
change and  
opportunity



*Oxley Scenic Lookout, Tamworth. Credit: Destination NSW*





Glen Innes town hall. Credit: Destination NSW

## PART

# 1

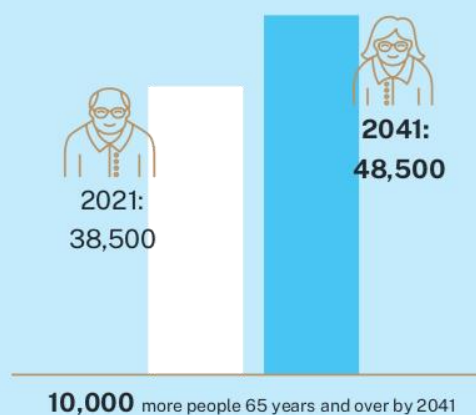
## Growth, change and opportunity

In line with population projections, the population of the New England North West region is expected to grow from around 188,500 people in 2021 to over 190,000 in 2041.\* This growth will mainly be concentrated in Tamworth and Armidale while other parts of the region may experience a decline.

In line with our understanding, these projections assume an ageing population and a continuation of the state migration trends, which generally see population movement from rural and remote areas to major cities and regional centres and from inland areas to coastal locations.

The ageing of the population is a common factor throughout NSW, but it is exacerbated in some parts of the region which have a more elderly age profile and where there is outward migration.

### Ageing population forecast 2021-2041



## Part 1: Growth, change and opportunity

We therefore need to promote economic opportunities in the region to retain or attract new residents and workers, especially younger people.

Emerging industries such as renewable energy and intensive agriculture, combined with initiatives such as the Moree Special Activation Precinct will drive activity and prosperity throughout the region. Investment in the region through these emerging industries will need secure access to water, in a climate where water is already capped, and may decline under a drier climate. The planned growth of higher education in the region's major centres will also help to drive local employment opportunities and attract young workers and new residents to the region.

The regional cities of Tamworth and Armidale will be the focus for expected population growth and economic diversity. They offer a substantial skills and employment base and their economic success is fundamental to the success of the region as a whole.

The regional cities offer:

- central business districts with large retail outlets, including department stores
- regular air or rail services and good access to the State road system
- a range of employment opportunities
- schools and higher education, sporting facilities, hospitals and other health services
- NSW Government offices
- tourist accommodation, including caravan parks
- housing choice.

We expect Armidale and Tamworth to be home to more than 56% of the region's residents over the next 20 years.

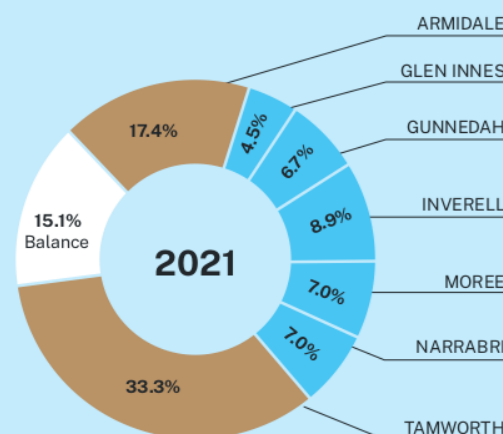
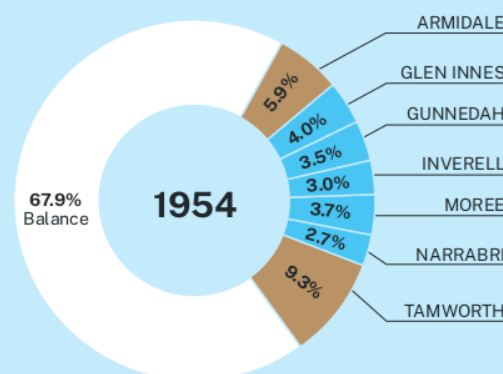
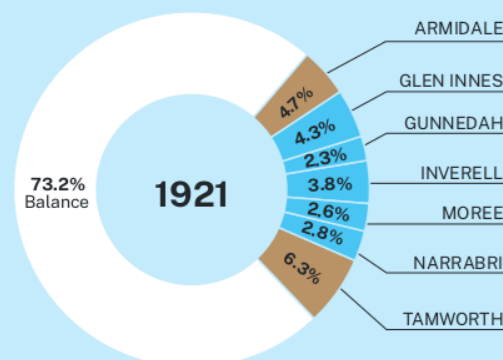
The strategic centres of Glen Innes, Gunnedah, Inverell, Moree and Narrabri also provide major hubs for social and economic activity in the region. They service large surrounding catchments, which are critical to the economic prosperity of the region and are expected to grow in importance with the development of the inland rail and related economic precincts.

Smaller towns such as Manilla, Quirindi, Uralla, Walcha, Guyra, Barraba, Bingara and Tenterfield perform the role of district centres, servicing their surrounding rural communities and highway travellers.

The function of the key centres is fundamental importance to the success of the region, as they will accommodate most of the housing and employment demand and growth in the next 20 years. The challenge is to accommodate this growth and secure water, whilst retaining and enhancing the character of the environment, cities and towns.\*

*The projections are a scenario based on available evidence. They are not a target or a representation of Government intent.*

### Population of Armidale and Tamworth compared to rest of region





**OBJECTIVE 1:**

Part 1: Growth, change and opportunity

# Coordinate land use planning for future population growth, community need and regional economic development

A key function of this Regional Plan is to guide the preparation of land use strategies for the New England North West Region by the 12 LGAs and the NSW State government. As defined in this Plan, land use strategies include local strategic planning statements, which are prepared by councils under Division 3 of the Environmental Planning and Assessment Act 1979.

Land use planning strategies will play an important role to coordinate and facilitate development and investment and generate high quality land use decisions. They will be prepared prior to preparing a local environment plan to zone land for residential, rural residential, commercial and industrial land uses, in consultation with the community and relevant government authorities. They will reflect the Objectives and Strategies of this Plan and will be based on the following key settlement planning principles:

1. Identify growth needs and opportunities
2. Identify and direct suitable land for planned growth
3. Determine the required structure for development, and
4. Encourage locally responsive, sustainable design.

The Settlement Planning Principles are set out in more detail in the [draft New England North West Settlement Planning Guidelines](#)

## 1. Identify growth needs and opportunities

The first step in all land use strategies is to examine the need for urban growth and change, based on population and employment projections and an assessment of supply and demand of suitable land to accommodate growth.

Demand for employment and housing will be generated by projected population growth in and around the Regional Cities of Tamworth and Armidale. There will also be a need to plan for change in other parts of the region, to deliver local and regional initiatives. For example, the Moree Special Activation Precinct is being investigated and will look for ways to take advantage of its location in the middle of the most productive grain region in Australia. The Precinct is expected to create jobs across agriculture, advanced manufacturing and freight and logistics. In turn, this will drive demand for housing and community services.

Other local initiatives should be considered to raise the profile of the region and promote opportunities for employment, business development and quality of life, to foster collaboration with the business sector and to attract and retain younger people and professional and skilled workers.

Peel St, Tamworth, Credit: Destination NSW



Draft New England North West Regional Plan 2041

17



## Part 1: Growth, change and opportunity



Heritage-listed building in Tamworth. Credit: Destination NSW

## 2. Identify and direct suitable land to accommodate planned growth

Where planning for urban growth is needed to meet projected demand, land use strategies will need to identify where that growth should best take place from a regional, local and environmental perspective. In the New England North West, major growth planning is expected to be concentrated in the regional cities and strategic centres.

Growth areas should generally avoid key constraints, such as flooding, important farmland, areas of high environmental value, and steep land, to minimise the risk posed by these constraints in the long-term. Growth should take into account water availability and capped access to ground water. No additional water can be taken from rivers or groundwater sources to support growth in the region, and where water is available is highly variable, with abundant water in some years with floods, and extended droughts in other years. Conflict with existing or potential future uses should also be avoided and buffers may be required to separate incompatible uses.

Planning for urban growth should consider the capacity for infill growth within existing urban areas and take advantage of existing infrastructure and services, to limit the long-term service and maintenance costs to the community. Planning for urban growth should also consider environmental constraints such as water availability and identify how and where water will be sourced from in order to support and deliver growth.

Land use strategies will summarise when and where investigation is best undertaken to deliver coordinated planning for growth, to balance the current and future needs of the community.

## 3. Determine the required structure for future development

Structure and precinct plans should be prepared for significant new employment and housing growth areas in the New England North West to guide and facilitate new development and infrastructure.

When structure planning is undertaken in the region it should provide regional context, establish a local vision and provide a clear planning framework to coordinate development within the structure plan area. The structure plan should provide a high-level design for the area to promote development that has good connectivity, environmental management and social outcomes.

It should consider the appropriate mix of land uses and be prepared following consultation with key private and government stakeholders and the community, to increase investor certainty.

## Part 1: Growth, change and opportunity

#### 4. Encourage locally responsive, sustainable design

All land use strategies in the New England North West will encourage locally responsive, sustainable design in established urban areas and in new growth areas.

This is important to enhance the unique character of the region's cities, towns and villages and to protect the key qualities that are valued by the community, such as the region's historic buildings, topography, rural scenery, forests and national parks. All places have a unique character, which needs to be carefully considered as part of the planning process.

Future development will need to respond to the challenges described in this Plan, including the challenges posed by climate change and the need for protection from bushfire, increased shade for pedestrians and best practice water management to increase community resilience.

##### Strategy 1.1

Land use planning strategies should consider the four key settlement planning principles outlined in the Regional Plan and be referred to the Department of Planning, Industry and Environment for endorsement.

Inverell Pioneer Village. Credit: Destination NSW



Growth planning needs to be undertaken carefully to:



minimise the impact of constraints and hazards



minimise land use conflict



limit conflict with important agricultural land



protect areas of high value environmental



integrate new development with surrounding land uses



promote compact urban form



integrate land use and transport planning to achieve efficient connectivity



protect the viability of city and town centres



progressively upgrade services and infrastructure to service the growing communities



create neighbourhoods centred around services



provide a variety of land use and housing types to meet residents' needs, and



protect local character, such as the cultural and visual characteristics of a locality



## Part 1: Growth, change and opportunity



## Resilient and low carbon infrastructure

Resilient infrastructure withstands disruption and maintains basic integrity and function. Improving infrastructure networks can be capital-intensive, however, the benefits can be significant. The right type of infrastructure can transform communities, lower emissions, underpin water security and power homes and industry. Better linking infrastructure planning with land use planning can ensure the compatibility of future growth and development, enable demand management and efficient use of existing infrastructure, and improve the coordination of infrastructure delivery across agencies and the private sector.

Establishing the land use context for infrastructure investments can also support stronger justification for investment in upgraded or new infrastructure. Aligning government decisions about the provision of infrastructure with economic development objectives, enables the co-location of infrastructure as well as maximising effectiveness, efficiency and resilience.

Urban growth should be directed to areas with capacity in existing transport and other types of infrastructure, or where upgrades or new infrastructure is cost-effective. Local strategies will plan for timely and economically viable infrastructure and support proposals that minimise expenditure or duplicate services. Rezoning should only occur when proposals for land release or development demonstrate that servicing can occur from existing infrastructure or that new infrastructure can be provided.

Communications infrastructure facilitates local employment opportunities and satisfies day-to-day needs. In accordance with the Australian Government's National Broadband Network, a fibre-ready pit and pipe network that allows for the installation of fibre to the premises broadband service should be considered as part of local infrastructure planning.

Infrastructure and utility providers need to identify appropriate sites and capacity to provide for water security, wastewater service capacity, electricity supply,

and emergency services.

Funding and servicing models for utility infrastructure must provide sufficient flexibility to support new industries with high energy or water needs. New models for utility infrastructure, such as cost-sharing between industries, will support and stimulate growth in agribusiness and value-added manufacturing industries, as well as other development.

To support cross-border, inter-regional and intra-regional communities, councils should collaborate across borders. This will strengthen relationships, coordinate growth and deliver infrastructure more efficiently.

### Strategy 1.2

Maximise the cost-effective and efficient use of infrastructure by focusing development around existing infrastructure and promote co-location of new infrastructure.



### Strategy 1.3

Undertake infrastructure service planning to establish that land can be feasibly serviced prior to rezoning.



### Strategy 1.4

Foster resilience and lower emissions in infrastructure planning at a local, intra-regional and cross border scale.



### Strategy 1.5

When updating a LSPS or land use strategy, councils should concurrently prepare infrastructure strategies with a schedule of the major infrastructure items for any employment or residential release area.



PART

# 2

Productive  
and innovative



Australian Cotton Research Institute, Narrabri





Paradise Fresh, Tamworth. Credit: Destination NSW

PART

# 2

## Productive and innovative

The New England and North West region produces around a fifth of NSW's agricultural output and is home to 16% of all farm businesses in NSW<sup>i</sup>. The most important agricultural commodities are cattle, followed by cotton and wool. The region also accounts for 86% of the state's sorghum production.

Agriculture, forestry and fishing employs more than 13,000 people - or 14% of the region's workforce.

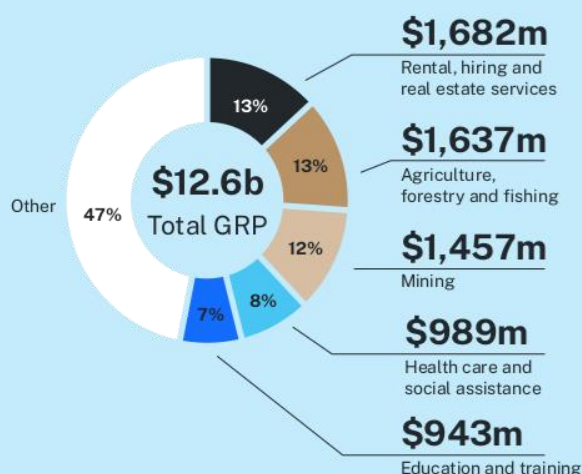
The region contributed \$1.8 billion to the NSW economy in 2018-19, predominantly through broadacre crops, meat and livestock products.<sup>ii</sup>

While agriculture will remain an essential industry for the region, other sectors are expected to grow. By 2041, the health care and social assistance sector (13% of all jobs) will have overtaken agriculture, forestry and fishing (12% of all jobs) as the largest employer in the region as the population gets older. Education and training (12% of jobs) will remain a significant employment generator.

There will also be new opportunities as the economy diversifies and through investment in SAPs, the New England REZ, Inland Rail and the Namoi Regional Job Precinct.

By 2041, there will be similar levels of working age adults living in the region – however, the growth in jobs is expected to be greater than the growth in the number of working age adults. We therefore need to attract young families to the region, which will also bring more vibrancy and economic activity.

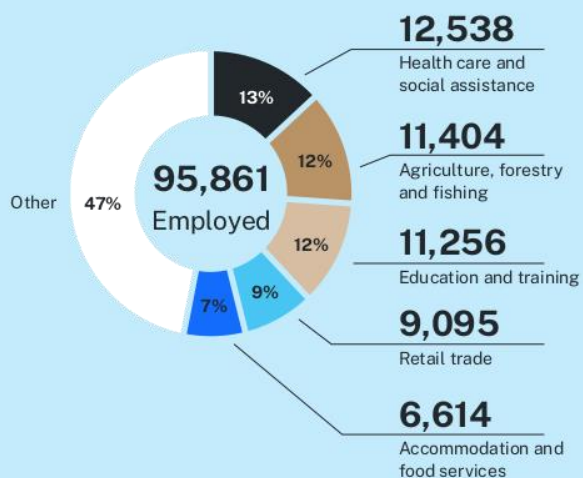
### Top 5 industries by economic contribution 2019





## Part 2: Productive and innovative

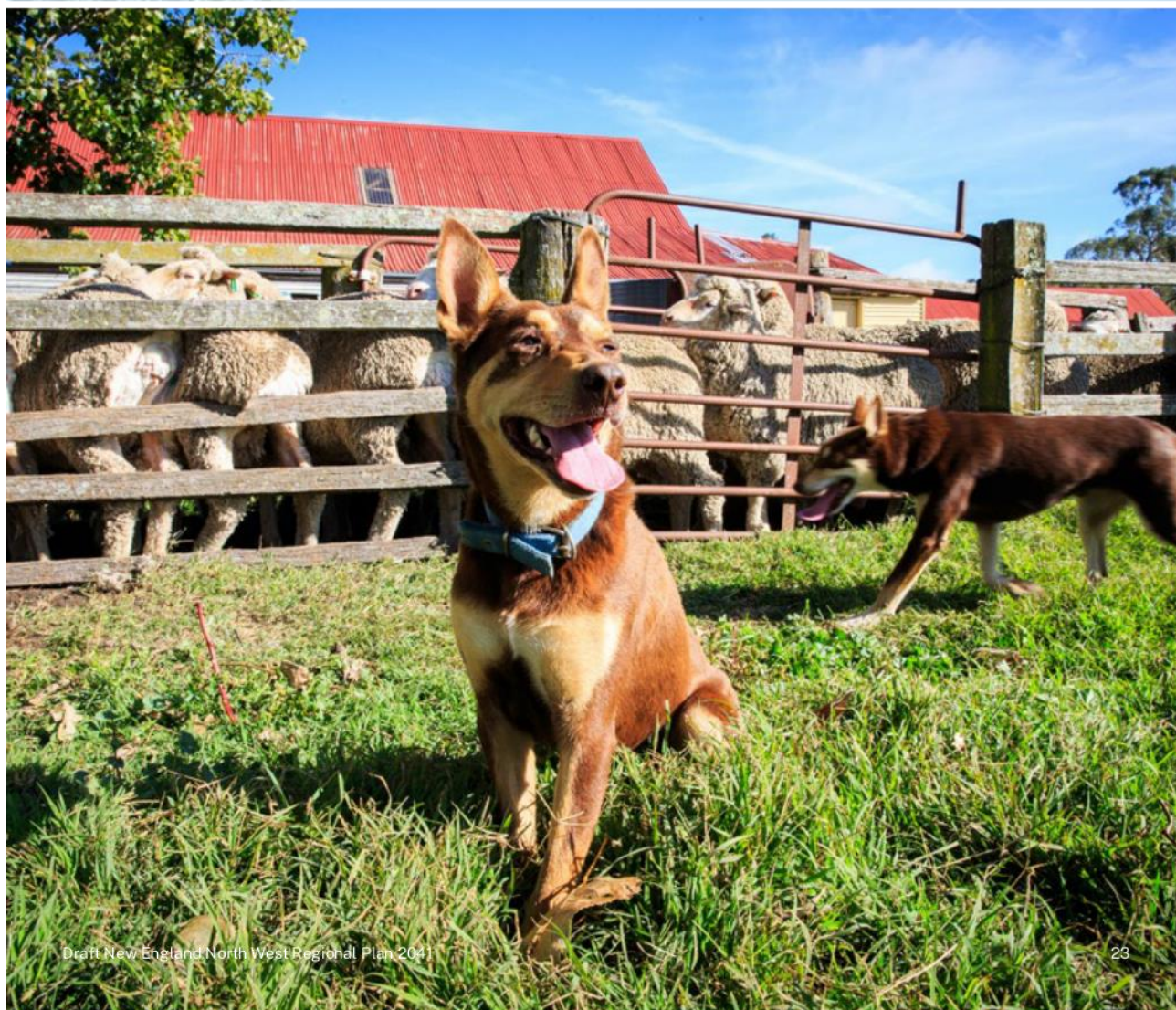
## Top 5 industries by employment 2041



The 20-Year Economic Vision for Regional NSW explains the impact that global trends such as the rise of Asia, rapid urbanisation, changing demographics and digital disruption will have on regional NSW. It reiterates the environmental uncertainty, especially given recent droughts, bushfires and an unprecedented mouse plague. It is predicted under a dry climate change scenario, there could be 45% less water available in the region on average over the long-term.

This means the regional economy is vulnerable to shocks from future droughts and climate change. Using water more efficiently, investing in less climate dependant water sources, and diversifying the regional economy so it is not so dependent on water is critical in helping the region's resilience to climate change.

*Working dogs on a farm in Glen Innes. Credit: Destination NSW*



Draft New England North West Regional Plan 2041

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**OBJECTIVE 2:**

Part 2: Productive and innovative

## Protect the viability and integrity of rural land

The New England North West is home to some of Australia's most efficient and productive farming and grazing land. The region boasts a strong diversity of agricultural production based on high quality soils, good rainfall and a temperate climate which is conducive to cropping and livestock production year-round<sup>iv,v</sup>.

Beef, sheep and wool, poultry, broadacre crops, vegetables and fruits and nuts are produced throughout the region, with almost 50% of the State's cotton produced in the Moree and Narrabri LGAs alone<sup>v</sup>.

There are also several emerging agricultural industries in the New England North West, providing high quality, locally packaged food and fibre to meet increasing demand from consumers in NSW, Australia and internationally, particularly from Asia.

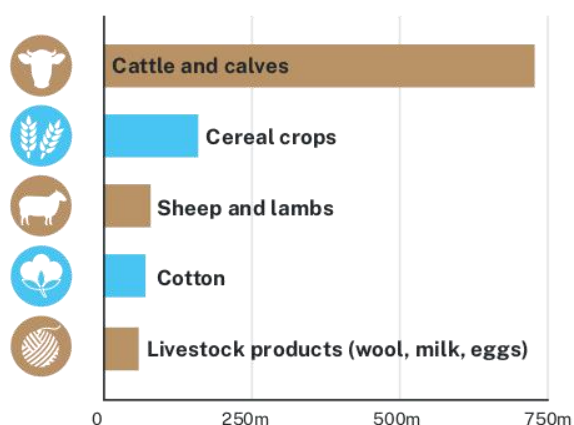
It is therefore not surprising that the region's economy is strongly underpinned by agriculture and related industries, from the farmer to the consumer.

Agriculture, forestry and fishing employ over 13,000 people across the region, which is 14% of the region's workforce. These industries contributed over \$1.6billion to the NSW economy in 2019/20.<sup>vi</sup>



Pickers lined up in field, Miralwyn

### Top 5 agricultural commodities by value to region



An efficient and resilient transport network is critical to facilitate market access and to keep the cost of production low. In addition to the existing highway network, the region is well positioned to take advantage of the Inland Rail, which will improve access to the major bulk shipping ports at Melbourne and Brisbane whilst maintaining the strong connections to the Port of Newcastle, Port Botany and airports in Sydney facilitating freight. Planned freight links to South East Queensland are expected to enhance the competitiveness and natural advantage of the region.

The region is also well placed to take advantage of local research and development facilities, including the University of New England and SMART Farm Innovation Centre in Armidale, and elsewhere in Narrabri, Glen Innes and Tamworth. Fostering innovation and competitiveness will be essential to nurture agricultural innovation and secure sustained growth in the agricultural sector over the next 20 years.

## Rural land

Rural land is primarily used for agriculture but also contains rural residential development, agri-tourism, renewable energy infrastructure, mining and other natural resource extraction. These uses contribute to the character and productivity of the region while avoiding impacts on agricultural viability.

Rural land should be principally planned and managed for agriculture, requiring clear consideration of potential conflicts from new development, or the need for buffers around productive agricultural lands. Sensitive land uses should be directed away from areas where a significant impact on agriculture would result.

Compatible non-agricultural land uses can be accommodated through planning controls such as minimum lot sizes, to limit land fragmentation and maintain capacity for sustainable productive agriculture. Dwellings that are not a primary residence or associated with agriculture can also conflict with agricultural activities.

Local Environmental Plans can support the agricultural sector by allowing farm boundary adjustments and subdivisions creating a lot for primary production. The provisions can offer flexibility and opportunity while preventing the fragmentation of the rural landscape.

Identifying suitable areas for smaller agricultural holdings that can support activities such as horticulture, will minimise land use incompatibility and prevent the ad hoc fragmentation of land. Certain agricultural areas can be included in primary production small lot zones.

Forestry provides a natural resource for wood products, places for tourism and recreation and environmental benefits in terms of water quality, native habitat and connectivity with other forests, such as national parks. Planning for long-term timber supplies must balance the value and compatibility of agricultural lands with plantation forestry and protect timber supplies, processing facilities and related forestry industries from encroachment of incompatible land uses.

*Cotton harvest*



Draft New England North West Regional Plan 2041

## Important Agricultural Land

The NSW Government's Biophysical Strategic Agricultural Land mapping identifies agricultural land that is significant to the State (see Figure 3). Regional-scale mapping could complement this mapping, reflecting regional climatic, geological and socio-economic conditions.

These lands include those with the highly fertile and productive soils and areas that feature agricultural industries and other resources. These should be protected from incompatible land uses to maintain the potential for large-scale farming.

The Department of Primary Industries has developed a methodology to map the existing or future location of local or regionally important agricultural industries or agricultural resources. This will enable a better understanding of the location, pressures and opportunities for greater utilisation of the region's agricultural resources.

### Strategy 2.1

Use local strategic planning to:

- protect the productive capacity of important agricultural land
- supplement State and regional mapping and policy implementation
- minimise land use conflict that may restrict the use of important agricultural land
- identify initiatives to protect and enhance the future viability of important agricultural land
- protect the integrity of existing and planned areas of intensive agriculture.

### Strategy 2.2

Ensure land use planning provisions are proportionate to the quality of the land for agriculture and the scarcity of productive agricultural land in the region.









**OBJECTIVE 3:**

Part 2: Productive and innovative

## Expand agribusiness and food processing sectors

The region's intensive agriculture and agribusiness helps to support on-farm employment, processing and manufacturing, as well as associated services.

Agribusiness includes food and fibre production, agrichemicals, seed supply, farm machinery wholesale and distribution, freight, logistics, processing, marketing and retail sales. Intensive agribusiness relates to agriculture activities such as horticulture, irrigated crops, glass housing, feedlots and poultry farms that rely on high levels of inputs such as water, labour and capital to increase yield.

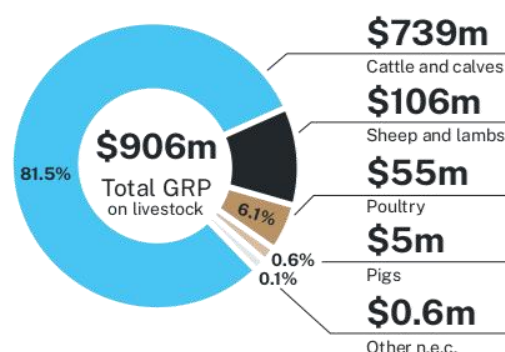
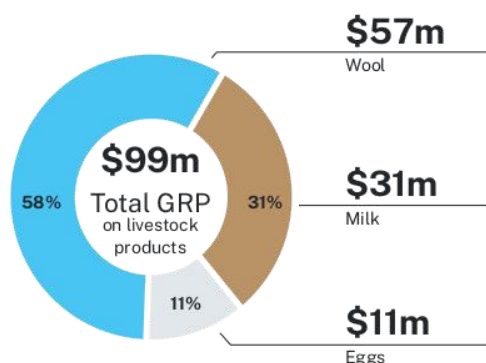
The region accommodates an agribusiness cluster for chicken meat and eggs around Tamworth, intensive glass housing of tomatoes near Guyra, and various cattle feedlot facilities. Chicken meat production and processing is the largest intensive agribusiness regional employer and is centred around the Baiada processing plant in Tamworth. Livestock production is one of the fastest growing and emerging industries in the region, with strong growth forecast due to growing demand from domestic and export consumers.

To support these industries, the NSW Government has announced the Namoi Regional Job Precinct to improve planning and support the sustainable growth of intensive agriculture and livestock production. The Regional Job Precinct will focus on the region's strengths in the agriculture industry by identifying locations that will support industry growth while maintaining the region's amenity.



Cattle eat grain at a feedlot dairy in Tamworth, NSW

### Gross regional value of agricultural production, 2021



## Part 2: Productive and innovative



The viability and location of intensive agribusiness generally depends on proximity to inputs such as reliable water and energy supplies, an affordable supply of grain and protein as well as access to an efficient transport systems and a stable and skilled workforce.

The New England North West region can meet these requirements, to provide economies of scale and critical mass for producers, making it an attractive place for investment in agribusiness. However, the recent drought highlighted the vulnerability of the intensive agriculture sector to extreme droughts. Being able to access secure sources of water, without significantly impacting other water users or the environment will be an ever-present challenge to the agricultural sector. Maximising opportunities for agribusiness is a key priority to help diversify the region's economy, to promote employment and economic resilience.

We can support the expansion of agribusiness by identifying the most suitable areas for agribusiness and ensuring an efficient development process to provide confidence for long-term investors. This requires an understanding of key operating inputs for agribusiness and how best to minimise potential conflict with other land uses.

Agribusiness supports agricultural production, and includes professional agricultural services, storage and warehousing, machinery and equipment, transport and logistics, and food, beverage and other product outlets. These uses should be in a range of locations and existing agribusiness sites protected from the encroachment of inappropriate land uses.

Appropriate co-location of related industries will maximise infrastructure, decrease supply chain costs, increase economies of scale and attract investment. Industries that co-locate also have the potential to use the by-products and waste materials of other industries to create new products and services.

**Strategy 3.1**

Facilitate agribusiness employment and income-generating opportunities through the regular review of planning and development controls.

**Strategy 3.2**

Use local plans to protect intensive agriculture clusters, identify expansion opportunities and avoid land use conflicts, particularly with residential and rural residential land uses.

**Strategy 3.3**

Investigate options to access secure water resources through the Namoi Regional Water Strategy and Dungowan Dam Business Case.

**Collaboration Activity 1**

Investigate planning pathways to facilitate intensive agriculture within the Namoi Regional Job Precinct that will:

- identify intensive agribusiness clusters with fit-for-purpose planning controls supported by a streamlined assessment process
- support, diversify and activate opportunities in the intensive agriculture sector and foster collaboration between all levels of government
- utilise structure planning to develop a logical planning and development horizon

Partners: Department of Regional NSW, in collaboration with the Department of Planning, Industry and Environment.



**OBJECTIVE 4:**

Part 2: Productive and innovative

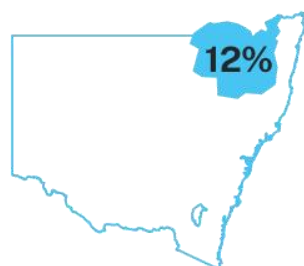
## Sustainably manage mineral resources

The region has a long history of coal mining. Its diverse geology creates potential for mineral and energy exploration and production, with the Gunnedah coal basin containing the State's third largest coal reserves and coal seam gas potential.

The Independent Planning Commission has approved the Narrabri Gas Project subject to conditions to protect regional biodiversity, groundwater and local communities. This project is critical to drive regional economic development and support gas supply security. It is expected to deliver 70 petajoules of gas annually or about half of the gas used in NSW.<sup>vi</sup>

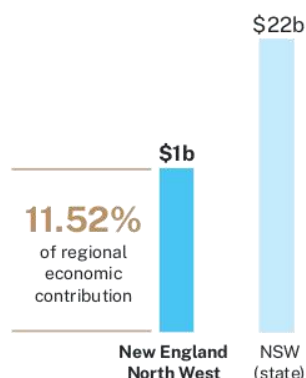
Deposits of gold include the Red River mine at Hillgrove, near Armidale, as well as reserves of copper, gemstones and critical minerals such as antimony, cobalt and scandium. Extractive resources for construction of infrastructure, housing and industry are also available.

### Coal reserves 2017



of State reserves

### Mining production value 2019



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Railway compartments of a coal train

Mining creates both direct and indirect jobs. It helps to diversify the regional economy, sustain local communities, provide skilled jobs and produce important resources for the people of NSW. The sustainable management of mineral resources must consider and balance varying impacts to produce sustainable economic, social and environmental outcomes.

Areas with known mineral resources need to be managed carefully to ensure that the resources are not significantly affected or sterilised by the encroachment of sensitive land uses. It may be possible to identify activities in key resource areas that will enable productive use of the land without sterilising the potential of the underlying resource. The *NSW Minerals Strategy* and the *NSW High-Tech Metals Map* specify which minerals are in the region and where they are located.

Mining activities must also be carefully planned to consider the impacts of resource extraction on other uses, such as important agricultural land, residential development or renewable energy infrastructure.

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## Part 2: Productive and innovative

The *Strategic Statement on Coal Exploration and Mining in NSW* sets a policy framework for coal exploration and mining in NSW. It sets out the NSW Government's responsible approach to the global transition to a low carbon future and managing impacts for coal-reliant communities. While the mining of coal for export will continue in the short to medium term due to ongoing demand from Asia, communities need to be agile and resilient to changes in their economy.

The policy recognises the importance of protecting important farmland and focuses potential areas for release for coal exploration to land south of Narrabri and adjacent to existing coal exploration or mining titles.

The *Future of Gas Statement* outlines how the NSW Government will improve certainty about future gas production and exploration; enable access to gas or affordable alternatives to unlock economic potential and job creation; use gas to secure capacity in the electricity market where it is the most economic option to ensure reliability; and enable gas-related infrastructure such as port terminals and pipelines.

The gas produced at Narrabri is intended to provide a secure energy source to replace ageing coal-fired power stations, as part of a transition to clean energy. This transition will inevitably result in new opportunities as well as challenges to local communities, particularly in areas where the economy is more heavily dependent on coal mining.

The aim in these areas is to create new economic development and employment pathways to diversify and strengthen local economies.

**Strategy 4.1**

Use local strategic planning and planning proposals to consider the ongoing operation of mining and resource extraction and future development of known resources by:

- identifying and protecting key areas of mineral, petroleum and energy resources potential
- protecting related infrastructure, such as road and rail freight routes, from development that could affect current or future extraction.

**Strategy 4.2**

Consult with the NSW Division of Mining Exploration and Geoscience when assessing applications for land use changes (strategic land use planning, rezoning and planning proposals) and new developments or expansions.

**Strategy 4.3**

Support diversification of mining economies. Strategic planning and local plans should consider opportunities to:

- identify future mine closure dates
- understand potential changes in water availability, economic/skill profiles and demographics
- consider land use changes and mine rehabilitation activities to maximise future economic opportunities.



Train drives through Quirindi, NSW



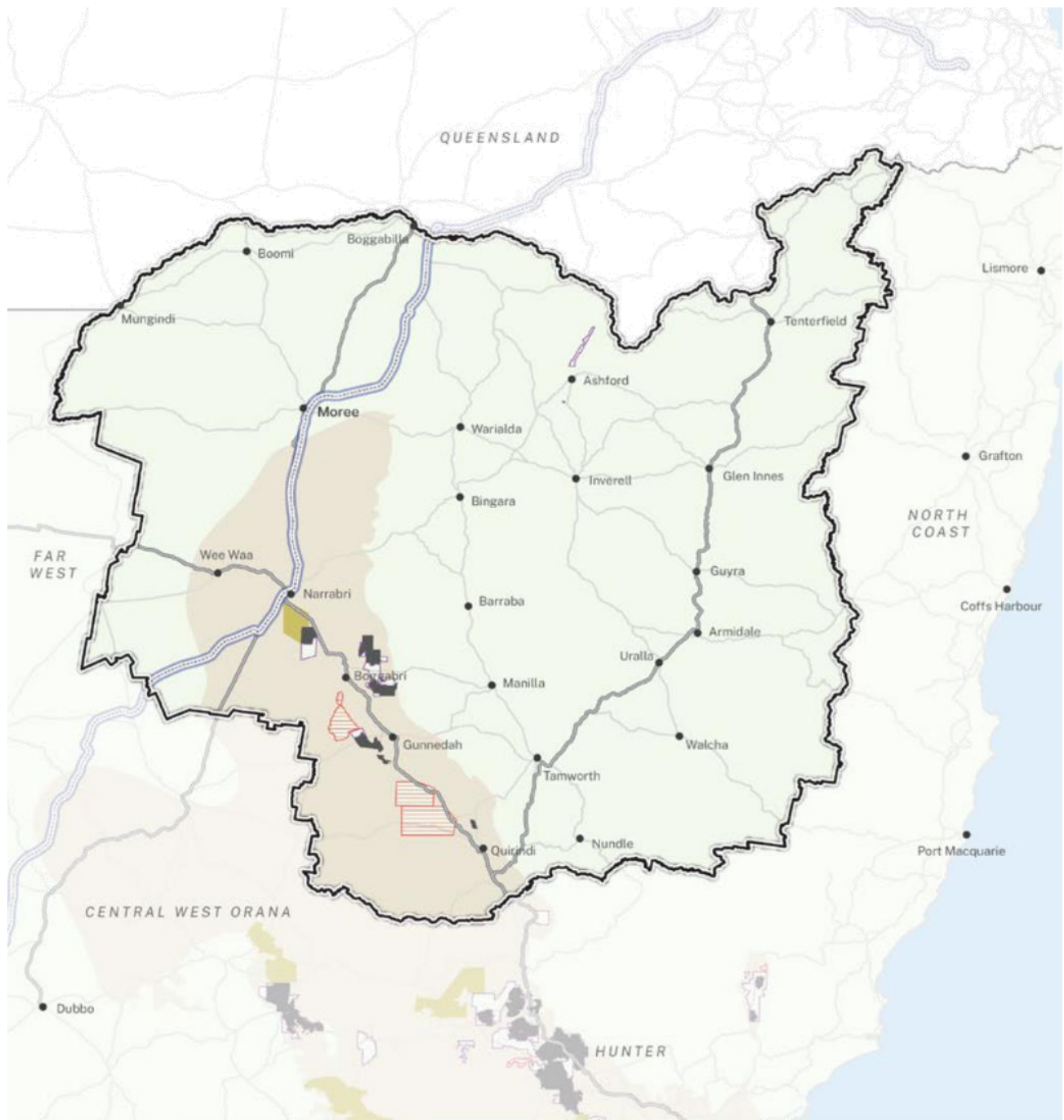


Figure 4: Coal exploration and mining



**OBJECTIVE 5:**

Part 2: Productive and innovative

## Enhance the diversity and strength of Central Business Districts and town centres



The Central Business Districts (CBDs) of Tamworth and Armidale service the region, supported by commercial centres in Gunnedah, Glen Innes, Narrabri, Moree and Inverell. These centres accommodate retail and business activity, government offices, cultural facilities and a variety of jobs.

The major centres provide most of the region's retail trade, the fourth largest sector of employment which will provide more than 9,000 jobs by 2041<sup>viii</sup>.

Local town centres, such as those in Tenterfield, Uralla, Guyra, Walcha, Wyallda and Quirindi, are fundamentally important to local communities, providing day to day needs and acting as a hub for surrounding communities.

The region's places offer distinctive features such as historic buildings and tree-lined streets that help to create a unique character and sense of place. This character is essential to the region's identity, tourism and regional economy.

Some centres are declining as more people shop online, requiring new store formats or improved online offerings. Others are impacted by the development of new retail centres that can impact the viability and function of a place.

Planning proposals for new retail centres should demonstrate how they:

- respond to retail supply and demand, innovation and digital trends in the retail sector

- maximise existing infrastructure (including public transport and community facilities) commensurate with the scale of the proposal
- enhance public areas.

Councils should also aim to maintain the viability of existing centres by prioritising precinct planning and place making initiatives for local centres in local strategic planning statements.

Precinct planning should aim to recognise and celebrate the local character of the place and its people, to enhance the vitality of the centre and improve its economic viability.

Precinct planning and place making should be undertaken in collaboration with local communities. Initiatives may include public domain improvements, public art, community events, markets and festivals, and local housing to promote activation, dining and the night-time economy.

Local Environmental Plans should promote opportunities for the employment function of town centres to grow in order to respond to predicted demand, and flexibility to adapt to the changing retail environment. Enabling a mixture of land uses in certain areas may be appropriate to integrate suitable business, office, residential, retail, education and other uses in accessible locations, maximise public transport patronage and encourage walking and cycling.



## Part 2: Productive and innovative



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**Strategy 5.1**

Use strategic planning and land use plans to maintain and enhance the function of established commercial centres by:

- simplifying planning controls
- developing active city streets that retain local character
- facilitating a broad range of uses within centres in response to the changing retail environment
- maximising the transport and community facilities commensurate with the scale of the proposal.

**Strategy 5.2**

Strengthen the function of CBDs by focussing future commercial and retail activity in existing commercial centres, unless:

- there is a demonstrated need
- there is a lack of suitable sites elsewhere within existing centres
- there is positive social and economic benefit to locate activity elsewhere.

Where out-of-centre commercial areas are proposed, they must be of an appropriate size for their service catchment.

**Strategy 5.3**

Facilitate economic activity around industry anchors, such as health and education facilities, through planning controls that encourage clusters of complementary uses and address infrastructure needs.

**Strategy 5.4**

Undertake place-based precinct planning for commercial centres to guide development of the area over time. A place-based precinct plan will set out the intended future land uses, infrastructure and built form outcomes for the area. It is prepared in consultation with local communities and Government stakeholders to improve public realm and green infrastructure including open spaces to enhance the vitality and viability of those centres.

Left: Armidale CBD

**OBJECTIVE 6:**

Part 2: Productive and innovative

## Coordinate the supply of well-located employment land

The NSW Government's review of employment zones in the Standard Instrument LEP will streamline and simplify business and industrial zones. The reform will guide how councils support their centres, manage contemporary land use conflicts, sustain employment lands and create a nexus between local strategic planning outcomes and the zoning of land.

From this review of employment zones, councils can review their LGA to identify opportunities, rationalise existing zones and develop the right planning controls as part of ongoing strategic and statutory work.

A shift towards advanced manufacturing in the region is based around existing industries such as agriculture and mining. Leveraging the existing manufacturing sector in areas such as Moree and Tamworth to develop more advanced manufacturing will require fewer low-skilled positions and more specialised and higher skilled roles.

Other actions to support industry specialisation include skills development and attraction that can also leverage existing research and development infrastructure and networks across the region.

### Industrial land

Well-located industrial land, including light or general industrial areas, service the needs of urban centres with businesses such as motor mechanics, small scale manufacturing or building and garden supplies.

Industrial land also includes areas which are intended for heavy industry, such as concrete batching plants. Land for heavy industry may need to be separated from other land uses due to the nature of the processes undertaken.

A generous supply of suitable industrial land should be in locations supported by freight access, critical infrastructure and protected from encroachment by incompatible development.

*Grain Handling Facility, Narrabri*





## Employment precincts

Special activation precincts (SAPs) across NSW will create jobs, attract businesses and investors, support local industries and fuel economic development. They bring together land use and infrastructure planning, land acquisition and investment in common-user infrastructure. SAPs aim to diversify a region's economy.

Moree SAP will be centred around the region's high value agricultural produce, innovative farming and agribusinesses. Narrabri SAP is being investigated to support the Narrabri Gas Project.

Moree SAP will be a new business hub that specialises in agribusiness, logistics and food processing industries, south of Moree township. The aim is to take advantage of its location in the middle of the most productive grain region in Australia, the junction of the Newell, Gwydir and Carnarvon highways and rail access to the Port of Newcastle and Port Botany.

The SAP also takes advantage of the location of the Moree Airport, by creating opportunities for new and emerging industries that align with established land uses such as drone development and piloting. It will also enable investment opportunities associated with the airport and the integration of air and land activities.

The Moree SAP will include a 4,000ha regional enterprise zone east of the Newell Highway and adjoining Moree Regional Airport to allow for:

- industrial and commercial development
- horticulture and high value-add agriculture
- intermodal terminals
- freight and logistics
- circular economy (reuse and repurpose waste) uses.

A 300 ha rural activity zone will allow for agricultural land uses, light industry and solar farms, ensuring no new residential uses are permitted to avoid impacts on future land uses.

The main driver for the Moree SAP is the construction of the Inland Rail, which is expected to be fully operational by 2026. The site identified for the Moree SAP is on the Narrabri to North Star section of the Inland Rail, enabling efficient rail freight between Moree and key seaports, as well as the large population centres of Brisbane and Melbourne. Modelling estimates there could be in excess of 2,500 jobs created, with a majority of these coming from undercover horticulture.

The Northern NSW Inland Port in Narrabri is another potential SAP and a major investment opportunity for transport and logistics operators, manufacturers, agribusiness and service providers. It will enable opportunities for energy-intensive manufacturing, like fertiliser and plastics manufacturing, located near secure and reliable gas supply and could potentially maximise the Narrabri Gas Project's downstream value for the local area through the supply of gas.

In the 2020 Budget, the Australian Government committed to \$7.75 million to support the construction of a 1.8km rail siding with slip road infrastructure to facilitate rail loading and storage capability.

Regional job precincts, such as the Namoi Regional Job Precinct, are an extension of the SAPs program.

The Regional Connectivity Program targets investment in place-based telecommunications infrastructure projects. So far, this program has funded four projects within the New England North West region, extending high-speed broadband connectivity into areas with limited coverage, enabling the uptake of new agricultural and business technologies in a high-value cotton, beef and broadacre cropping region, and improving access to telehealth and education services.

### Strategy 6.1

Use strategic planning and local plans to:

- retain, manage and safeguard significant employment lands
- respond to characteristics of the resident workforce and those working in the LGA and neighbouring LGAs
- identify local and subregional specialisations
- identify future employment lands and align infrastructure to support these lands
- provide flexibility in local planning controls
- respond to future changes in industry to allow a transition to new opportunities.



### Collaboration Activity 2

Investigate implementation of the Northern NSW Inland Port at Narrabri.

Partners: Department of Regional NSW, Department of Planning, Industry and Environment, Transport for NSW.



**OBJECTIVE 7:**

Part 2: Productive and innovative

Support a diverse  
visitor economy

Each year on average, more than 3.1 million visitors come to the New England North West, representing more than 3.5% of total visitors to NSW<sup>ix</sup>. The majority of visitors to the region are domestic travellers. In 2019, the region welcomed 4 million visitors and of those, almost 1% were international travellers, 43% were domestic visitors staying overnight, and 56% were domestic day travellers. In 2019, visitors spent over \$1.1 billion in the region. From 2016-2019, there was a 30% increase in overall visitation<sup>x</sup>.

The COVID-19 pandemic has impacted levels of tourism in the region. In 2020, the region welcomed over 2.8 million visitors, down 32% from 2019. NSW is aiming to get back to pre-COVID levels of total visitor expenditure by 2024/25. As the New England North West is less reliant on international visitors than other regions in the state, it is estimated that the region could reach this milestone sooner<sup>xi</sup>.

Natural features, gemstone fossicking, character-rich towns, historic villages and a calendar of music, sporting and cultural events are key attractors to the region. The region also has many sites of significant Aboriginal and European history. These assets will continue to play an important role in the tourism growth in the region. To 2041, there will be opportunities to leverage major investment in the region to build on the existing

strengths of the region. Tourism is also an important employment generator in the region, employing over 5,000 people each year.

Agritourism and small-scale agricultural development in the region represent a diverse and unique tourism offering, including food and wine trails, farm stays, farmers markets, and farm gate experiences, supporting the recovery and resilience of farm businesses. Amendments to the planning system are underway to better enable agritourism and small-scale agricultural development to be approved. Facilitating agritourism can give farming communities the opportunity to generate additional income through diversified offerings, while not compromising the core farming operations.

Agritourism is a growing sector of both the Australian and NSW economies, worth more than \$10.8 billion in 2018<sup>xii</sup>.

There is an opportunity to promote agritourism more widely as a way to grow the region's economy, attract tourists and promote job creation.

Over the last decade, the largest visitor group to the region have been those aged 60-69, with more than 30% of visitors aged 60 and over. Tourism facilities should be accessible and designed with age friendly considerations.





Draft New England North West Regional Plan 2041

## National Parks

The region's national parks, such as Mount Kaputar National Park, Warrabah National Park and the Oxley Wild Rivers National Park that includes the World Heritage-listed Gondwana rainforest are home to important landscapes, plants and animals and are some of the largest tourism attractions of the region.

### Strategy 7.1



Use local plans to:

- enhance the amenity, vibrancy and safety of centres and township precincts
- create green and open spaces and enhance existing green infrastructure, such as local and regional parks, for tourist and recreation facilities
- support the development of places for artistic and cultural activities
- protect heritage, biodiversity and agriculture to enhance cultural tourism, agritourism and eco-tourism
- provide flexibility in planning controls to allow sustainable agritourism and ecotourism
- improve public access and connection to heritage through innovative interpretation.

### Strategy 7.2



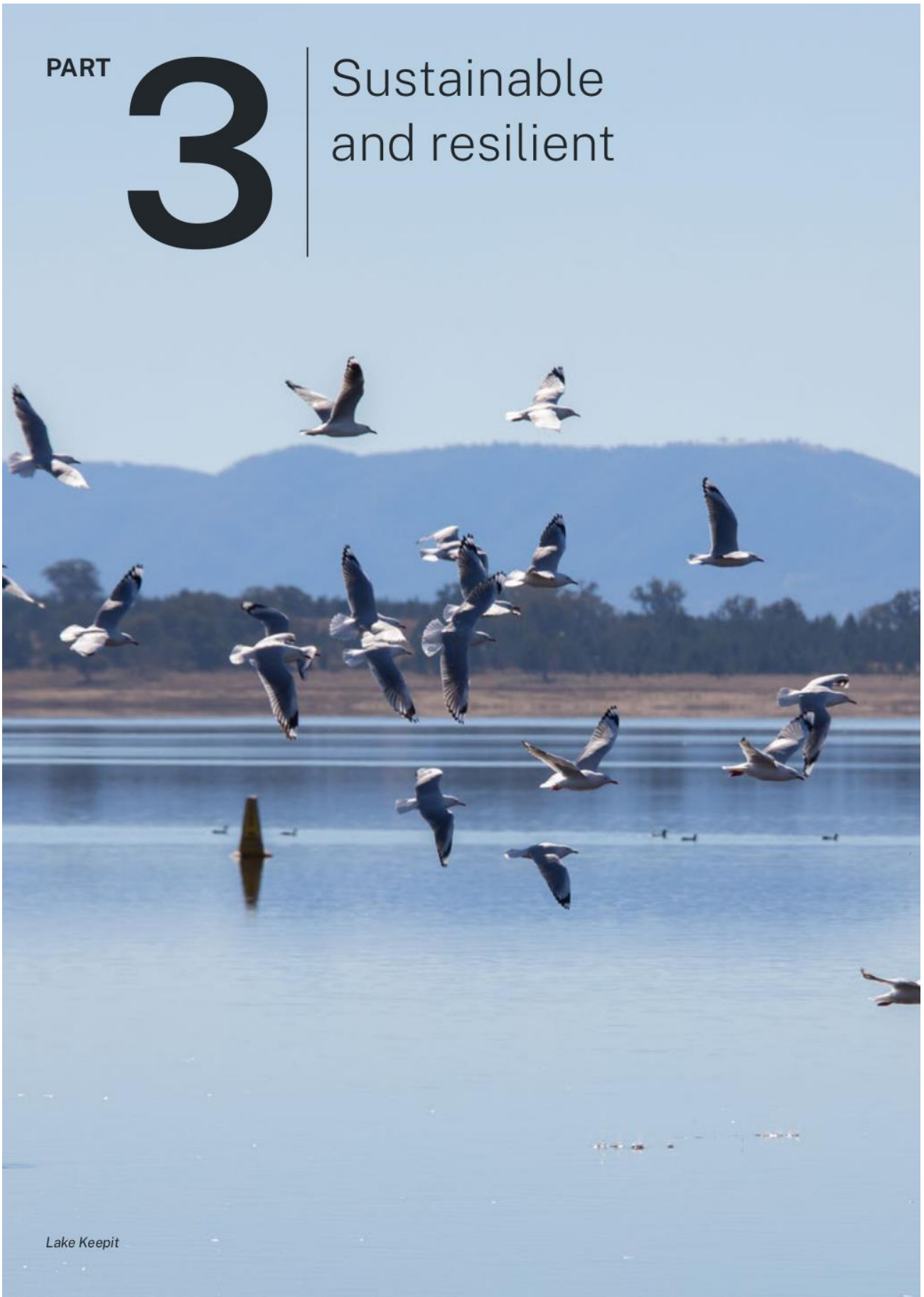
Support a diverse visitor economy in national parks through collaboration between National Parks and Wildlife Service (NPWS), Destination NSW, destination networks, councils and local tourism organisations to encourage and welcome visitors.

Left: Chaffey Dam, Tamworth

PART

# 3

Sustainable  
and resilient



*Lake Keepit*





Bald Rock National Park

PART

## 3

Sustainable  
and resilient

The New England North West's landscapes and natural assets are world renowned and contribute to lifestyle and leisure opportunities and productive agriculture. World Heritage-listed rainforests (such as the Oxley Wild Rivers), internationally recognised wetlands in the Moree Plains and rare sub-alpine communities at Mount Kaputar near Narrabri occur nowhere else on the planet.

These natural assets coupled with a changing climate could threaten the natural environment and local communities. Resilience to these threats requires the integration of land use planning with resilience planning to avoid, prepare for, respond to and recover from climate-induced shocks.

New climate datasets are providing a more sophisticated understanding of historic climate variability, providing a more comprehensive understanding of natural variability and potential extreme events. We can now better predict and plan for plausible future climate scenarios and better understand the climate risks to mitigate these shocks and stresses.

Adaptation actions are necessary to address impacts from climate change such as flooding, bushfires, heatwaves, drought, severe thunderstorms, extreme weather conditions, water shortages and changes to ecosystems.

Part of efforts to adapt to climate change is the need to protect Aboriginal cultural heritage and building the capacity for shared knowledge about climate change. Traditional Owners have extensive knowledge of the land and connection to Country, which is fundamental to the success of developing climate change adaptation strategies for now and into the future.

This will protect both tangible and intangible values, such as Song Lines, Dreaming stories and ceremonies passed from generation to generation, as well as physical objects and places. The Department of Planning, Industry and Environment's *Our Place on Country: Aboriginal Strategy* will help us to further grow our cultural understanding and to deliver strategic adaptation plans and pilot actions with Aboriginal landholders and their communities.

**OBJECTIVE 8:**

Part 3: Sustainable and resilient

# Adapt to climate change and natural hazards and increase climate resilience

The New England North West climate ranges from the cooler and more temperate Northern Tablelands through to the dryer and hotter North West Slopes and Plains in the west. Temperature extremes occur infrequently but can have considerable impacts on health, infrastructure and our environment. The region currently experiences considerable rainfall variability across seasons and from year-to-year.

Temperatures in the New England North West have been increasing since about 1970, with higher temperatures experienced in recent decades. The region is projected to continue to warm on average of about 0.7°C in the near future, increasing to about 2.2°C in the far future. The number of high temperature days is projected to increase, with fewer potential frost risk nights anticipated. Although the warming trend is similar to other regions in NSW, this trend is large compared to natural variability in temperature.

## Environmental and sustainability aims

The Net Zero Plan Stage 1: 2020-2030 is the foundation for NSW's action on climate change and goal to reach net zero emissions by 2050. It outlines the NSW Government's plan to grow the economy, create jobs and reduce emissions over the next decade. It aims for a 35% cut in emissions by 2030 compared to 2005 levels. The plan will support a range of initiatives targeting electricity and energy efficiency, electric vehicles, hydrogen, primary industries, coal innovation, organic waste and carbon financing.

Through the Climate Change Fund, the NSW Government is investing \$1.4 billion between 2017 and 2022 to help households and businesses save energy and money and improve energy reliability and affordability.

The New England North West region contributes to global emissions through industries such as agriculture, manufacturing, energy, mining and transportation. The impact of these emissions will increase without planned intervention.

## Natural Hazards

Natural hazards could become more severe due to likely changes in climate across north eastern NSW, such as higher temperatures, more frequent hot days and changes to the seasonality of rainfall. This means the occurrence of bushfires, severe thunderstorms, droughts, heatwaves and flooding is likely to increase.

The Department of Planning, Industry and Environment released a draft State-wide Natural Hazards Package to guide how natural hazard risk is considered in local land use planning. It recommends multi-disciplinary collaboration, including engagement and collective decision-making across state and local government, including risk and emergency managers and asset owners.

As part of the package, the Strategic Guide to Planning for Natural Hazards directly informs the preparation of regional plans and local strategic planning statements.

Strategic planning can help to reduce natural hazard risk and build resilience by considering the impacts of shocks and stresses early in decision-making, particularly when planning for future growth and development. This could include appropriate zoning and development controls that consider the constraints that natural hazards place on land.

### Strategy 8.1

When preparing local strategic plans, be consistent with and adopt the principles outlined in the draft State-wide Natural Hazards package.



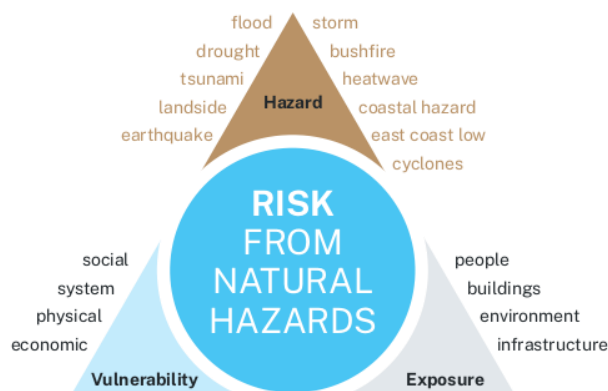
### Strategy 8.2

Where significant risk from natural hazard is known or presumed, complete or update hazard strategies to inform new land use strategies and consult with emergency service providers and local emergency management committees.





## Part 3: Sustainable and resilient



Naturally occurring asbestos is found in the Great Serpentine Belt from Tamworth to Bingara. Asbestos only poses a risk to people if the fibres are inhaled, which can occur through natural weathering or if disturbed during agricultural or building activities. Relevant councils can effectively manage risks associated with naturally occurring asbestos through local risk management strategies.

The *Model Asbestos Policy for NSW Councils* (2015) helps councils to formulate asbestos policies and promotes a consistent approach to managing asbestos.

#### Strategy 8.3

Where naturally occurring asbestos occurs, councils are encouraged to map the extent of asbestos and develop an asbestos policy to manage associated risks.

### Minimising and managing risk

Land use planning can help minimise and manage the impacts of climate change. Local Environmental Plans identify natural hazard-prone land and apply provisions to exclude these areas from development unless hazards can be managed. Appropriate hazard studies should inform new land use strategies. This will ensure a balance is met in protecting the environment, protecting development from natural hazards, and ensuring that the infrastructure is adequate to evacuate the expanding population in extreme events.

Green infrastructure and shared spaces between a hazard and residential development or critical infrastructure can be integrated where practical to enhance resilience and protect natural assets.

In 1984 the NSW government introduced its *Flood Prone Lands Policy* which aims to reduce the impact of flooding and flood liability on individual owners and occupiers, and to reduce public and private losses resulting from flooding. Under this policy Councils are responsible for managing flood risks and develop flood risk management plans that use a merit-based approach to balance social, economic, environmental and flood-risk and determine the appropriate land use on flood-prone land.

With the 2019-2020 bush fire season, strategic bush fire planning is essential to help reduce the ongoing risk to property, life and the environment. Councils can use the *Planning for Bushfire Protection Guideline 2019* to give bush fire management principles appropriate consideration during strategic planning.

The NSW Government is considering the recommendations of [Final Report of the NSW Bushfire Inquiry 31 July 2020](#), including a shift to a strategic approach to planning for bushfire similar to the management of flood prone land in NSW.

#### Strategy 8.4

Use local strategic planning and local plans to adapt to climate change and reduce exposure to natural hazards by:

- taking a risk-based-approach to determining natural hazard risk in local strategic planning by using the best available science in consultation with the NSW Government, emergency service providers, local emergency management committees and bush fire risk management committees
- locating development away from areas of known high bushfire risk and flood risk to reduce the community's exposure to natural hazards
- identifying industries and locations that would be negatively impacted as a result of climate change and natural hazards and preparing strategies to mitigate negative impacts and identify new paths for growth
- considering changes to flood hazards resulting from major infrastructure projects (such as Inland Rail and other significant road upgrades) on existing and future land use, flood mitigation options, feasibility studies and updates to floodplain risk management plans
- preparing, reviewing and implementing flood risk management plans in existing and new growth areas to improve community resilience to the impacts of flooding and to enable flood constraints to be incorporated into planning processes early for future development.

## Part 3: Sustainable and resilient

**Strategy 8.5**

Reduce the compounded risks of heat more thoroughly, and mitigate these through passive urban design, improved thermal performance and building resilience actions (e.g. minimum standard of building thermal performance without active cooling to mitigate risk to health of occupants in event of heatwave and power/infrastructure failure).

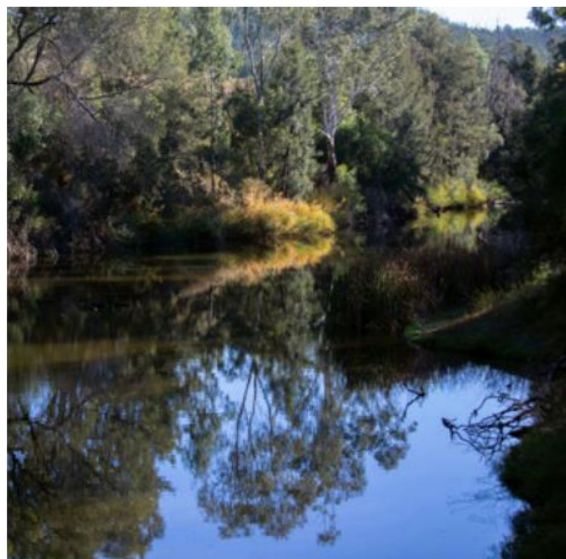
**Strategy 8.6**

Resilience and adaptation plans should consider opportunities to:

- encourage sustainable and resilient building design and materials including the use of renewable energy
- promote economic diversity and prosperity, improving liveability and strengthening the health, wellbeing and social cohesion of a place
- integrate emergency management and recovery needs into new and existing urban areas including evacuation planning, safe access and egress for emergency services personnel, buffer areas, building back better, whole-of-life cycle maintenance and operation costs for critical infrastructure for emergency management
- recognise the benefits of social connectivity and social cohesion to community resilience.



The NSW Government is commencing the pilot phase of the \$3.9m Regional Drought Resilience Planning Program in FY 21/22. The program will build capacity in rural and regional communities so that they are less vulnerable to the socio-economic impacts of drought and is supported by funding from the Australian Government's Future Drought Fund and NSW Government's Regional Growth Fund. Proposed pilot regions include LGAs in the NENW and, as part of the commitment under **Action 1**, DPIE will encourage and support Local Governments to participate in the pilot program as well as any future expansion of the program.



Namoi River

**Human induced shocks and stresses**

Extreme shocks and stresses can present themselves in other ways than purely natural hazards. Shocks and stresses can come in many forms and it is important that communities and systems can mitigate, adapt and recover from these stresses. The current COVID-19 pandemic is a prime example of our need to adapt and learn to live with changes and uncertainty. However, human induced shocks and stresses such as terrorism, cyber threats, water crises, bank failures, crime, population pressure and market failures such the global financial crisis are also important to be resilient against.

**Action 1**

The Department of Planning, Industry and Environment will work with councils to continue to provide guidance and tools for councils to use for evidence-based risk-management approaches to build resilience to shocks and stresses, plan for natural hazards and transition to net zero emissions.



**OBJECTIVE 9:**

Part 3: Sustainable and resilient

## Lead renewable energy technology and investment

Technical innovation is driving changes in energy generation and storage. The future of energy generation is renewable and with potential sources of solar, bio-waste, hydro, wind and geothermal across the New England North West, the region is positioned to be a leader in renewable energy. A strategic and integrated approach to renewable energy projects will leverage new opportunities and contribute to the state's net zero emissions by 2050 target.

Electricity in NSW is still predominantly generated by coal (80%) with most energy assets privately owned. NSW produces a lower percentage of its electricity from renewables than any other state or territory, despite significant investments. With four of the State's five remaining coal-fired generators set to reach the end of their technical lives by 2035, and the appetite for sustainable greener technologies increasing, a regional response to electricity generation is essential.

Approximately one in five (490,000) NSW households and small businesses have solar panels installed. This will increase to almost half of Australia's households and businesses by 2050, and many will also have battery storage and electric vehicles.<sup>xiii</sup>

Today, wind and solar are the cheapest forms of new electricity generation and the most environmentally friendly. When paired with batteries, pumped hydro or gas-fired generators, they can reliably supply electricity at all times.

The NSW Government's *Electricity Infrastructure Roadmap* is a coordinated framework for a modern electricity system for NSW. It is expected to:

- attract up to \$32 billion in private investment for regional energy infrastructure by 2030
- support an estimated 9,000 jobs, mostly in regional NSW
- help reduce NSW electricity emissions by 90 million tonnes by 2030.

The roadmap sets out a plan for five renewable energy zones (REZs) in the Central West Orana, New England, South West, Hunter Central Coast and Illawarra. The NSW Government's is in the early stages of the REZ in the New England region around Armidale on the lands of the Biripi, Dainggatti, Nganyaywana, Ngarabal, and Gumbainggir people. It has committed \$78.9 million to support development of the New England REZ. This process will be complex, taking a number of years to design and build.



Sapphire windfarm, Inverell

## New England Renewable Energy Zone

The New England REZ is expected to deliver up to 8,000 megawatts of new transmission capacity which will be enough to power 3.5 million homes. Furthermore, it is expected to deliver \$10.7 billion in private investment, around 830 operational jobs and 1,250 construction jobs to the local economy.

Further opportunities include complementary technologies like energy storage technologies such as pumped hydro, an established form of long duration storage. The NSW Government's Emerging Energy Program awarded pre-investment funding to several pumped hydro projects in New England, including the critical State Significant Infrastructure Oven Mountain Pumped Hydro project.

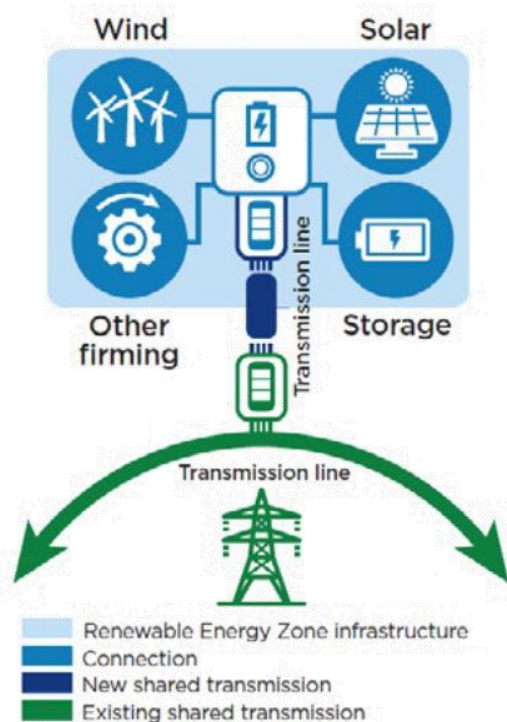
The NSW Government has also launched a \$50 million Pumped Hydro Recoverable Grants Program that will provide recoverable grants to pumped hydro project developers to assist with the cost of early stage detailed feasibility studies for pumped hydro projects.

The region is also close to the existing high voltage power lines that connect the NSW east coast and Queensland. This provides opportunities to increase NSW's own energy resilience and to export excess energy to Queensland.



Renewable energy infrastructure, Inverell

## REZ Infrastructure



Draft New England North West Regional Plan 2041

## Relationships with other land uses.

While wind farms have proven to be compatible with existing agricultural uses, there are concerns about the cumulative impacts of solar farms on agricultural land.

The NSW Government supports the development of a sustainable solar energy industry subject to detailed assessment and careful site selection to reduce the likelihood and extent of potential land use conflicts.

The *Large-Scale Solar Energy Guideline* aims to ensure that:

- impacts are assessed with best practice methods and in a consistent manner
- effective stakeholder engagement encourages community input on solar energy development
- there is a balance between attracting investment and considering the interests of the community.

In terms of land use conflicts, the guide requires an assessment of the compatibility of the solar project with the existing land uses (particularly agricultural and residential land uses) on the site and adjacent land, during construction, operation and after decommissioning. This requires reference to the zoning provisions applying to the land, and consideration of post-development site restoration and land use. Land zoning should not prohibit environmental initiatives and infrastructure.

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Figure 5: New England Renewable Energy Zone



## Bioenergy

Bioenergy is energy derived from plants, animals, and their by-products and residues. It is the world's primary source of renewable energy, providing approximately a tenth of the world's total primary energy.<sup>xiv</sup> Bioenergy is not a fossil fuel but can be used to fuel cars, for domestic and commercial heat, or to create electricity.

### What is Bioenergy?

Growing plants create biomass. Human systems such as agriculture and farming have different uses for the biomass for food, feed or fuel/energy.

This produces wastes and by-products such as crop residue, animal fats and manures that can be used as a fuel to create energy. For example:

- liquid fuel from sugarcane crop residues and used cooking oil
- gas for heating and power from poultry farms and animal manures
- heat from waste nut shells
- power from timber industry waste materials

While well used overseas, uptake has been slow in Australia. The key opportunity for the region will be to source affordable and local biomass and develop regional bioenergy industries that can stimulate regional development and employment, while reducing the demand for fossil fuels.

In the New England North West region biomass industries that may be suitable for biogas production include:

- agricultural industry waste such as dairy and meat industries
- agricultural waste such as pig slurry and crop residues
- sludge from wastewater treatment plants
- general biowaste, or organic waste from households.

The NSW Government's Biomass for Bioenergy Project is part of the NSW Climate Change Fund (CCF). It aims to identify available and potential feedstocks for bioenergy generation at varying scales, with an understanding of technological, economic and social constraints.

Glen Innes and Tamworth are 2 of 11 active trial sites investigating biomass production for bioenergy under short rotation cycles (3-4 years). The trial targets marginal unproductive areas, such as on farming or

mining land. The bioenergy could be used for electricity generation such as combustion using pelletised wood for local energy generation or to feed into the grid and heat generation such as in biomass boilers to heat hospitals, glasshouses and swimming pools.

Adoption of biomass as a dispatchable energy option for electricity generation in NSW will lower emissions, increase energy security and promote socio-economic growth.

Research undertaken by the Department of Primary Industries has determined that concentrating solar power powered by biomass can help to meet supply gaps from wind and solar power.

### Strategy 9.1



When developing strategic plans, the Department of Planning, Industry and Environment, and councils, should:

- accelerate development of the New England REZ and the Queensland to NSW Interconnector
- support the development of renewable energy storage options and distributed energy systems that are located close to their point of use
- support effective early community consultation.

### Strategy 9.2



When reviewing LEPs and local strategic planning statements:

- ensure current land use zones encourage and promote new renewable energy infrastructure
- identify and mitigate impacts on views, local character and heritage where appropriate
- undertake detailed hazard studies
- encourage energy efficient buildings and use of buildings materials which have been manufactured by some degree of renewable energy.

### Collaboration Activity 3



The Department of Primary Industries and the Department of Regional NSW in consultation with the Department of Planning, Industry and Environment will investigate opportunities to source affordable biomass and develop regional bioenergy industries to stimulate regional development and employment.



## OBJECTIVE 10:

Part 3: Sustainable and resilient

## Support a circular economy



The circular economy can change how we produce, assemble, sell and use products to minimise waste and to reduce environmental impacts. It maximises the use of valuable resources and contributes to innovation, growth and job creation.

Over the next 20 years, NSW waste generation is projected to grow from 21 million tonnes to over 31 million tonnes. As a result, waste-related freight in NSW is expected to rise by 43% by 2036<sup>iv</sup>. The *Circular Economy Policy* aims to support the transition to a circular economy to generate jobs, diversify the economy, increase the accessibility of goods, maximise the value of resources and reduce waste.

Circular economy principles are essential, especially now that Australia faces restrictions in terms of exporting recyclable materials. Already, the Australian Government's updates to the National Waste Policy: *Less Waste, More Resources 2018* incorporates circular economy principles; in response the NSW *Circular Economy Policy* captures the intent of the National Waste Policy and goes beyond waste management.

The NSW Government is developing a 20-Year Waste Strategy to provide a long-term strategic focus where communities, industry and all levels of government work together to build resilient services and markets for waste resources with a focus on sustainability, reliability and affordability.

Waste from natural disasters is an emerging issue given the increased frequency of events such as flooding and bushfires. This is both a challenge for waste management but also an opportunity for better waste capture and processing.

The New England North West region already accommodates innovative industries in manufacturing, agribusiness and rural production that can adapt to improve the whole supply chain to facilitate a circular economy. For example, the Gwydir Shire Council circular economy initiative incorporates glasshouse horticulture and poultry production.

NSW will transition towards a circular economy by focusing on seven key principles



## Part 3: Sustainable and resilient

**Gwydir Shire Council's circular economy initiative**

This program aims to increase the level of disposable income for circulation within the Shire and create sustainable economic growth through developing new industry opportunities. It covers:

- Behind the Meter scheme: using power on-site without passing through a meter (e.g. rooftop solar)
- greenhouse development
- a biogas plant
- poultry cluster proposals.

These initiatives are expected to create 1,000 direct jobs and many more secondary supporting jobs.



Most councils are beginning to prioritise and demonstrate innovation and leadership in dealing with waste management. Gwydir Shire will commence a circular economy initiative around Warialda and/or Bingara townships to enable a 'closed-loop' economy, whereby all outputs become either inputs for other activities or are returned to natural systems as benign emissions rather than pollutants.

Tamworth Regional Council's solid waste and energy efficient initiatives encourage and recognise sustainable practices. Other initiatives are centred around waste minimisation through education, technology advances, high tech landfill alternatives, improving waste minimisation facilities and creating a regional recycling facility industry hub at Goddard Lane.

A consistent State and regional approach to waste management should underpin a circular economy. This should be based on the following principles:

- value waste as a resource and recognise the economic, social and environmental benefits of re-using, repairing, sharing and recycling more while reducing waste to landfill
- manage organic waste by using agricultural outputs as potential resources in wastewater treatment facilities to produce heat and energy
- recognise the collection and transport of waste and repair, reuse and recycling of resources are an essential service
- encourage circular economy infrastructure near where people live and work.

**Strategy 10.1**

Support the development of circular economy, hubs, infrastructure and activities.

**Strategy 10.2**

Use strategic planning and waste management strategies to support a circular economy, including dealing with waste from natural disasters and opportunities for new industry specialisations.



Left: Armidale Recycling Centre



**OBJECTIVE 11:**

Part 3: Sustainable and resilient

# Sustainably manage and conserve water resources



Secure and safe drinking water is the foundation for strong communities and successful industries. The region's water sources include:

- major water storages of Glenlyon (Queensland), Pindari, Copeton, Split Rock, Keepit and Chaffey Dams
- the Macintyre, Dumaresq, Severn, Gwydir, Namoi and Peel Rivers
- several groundwater sources.

Recycled water from local water utilities, local runoff captured in farm dams and water captured through floodplain harvesting are also important water sources within the region.

Changes in climate and improved evidence and information around climate has helped us to understand that regional NSW is having longer wet and dry periods and overall, less rainfall. The risk on town water and agricultural supplies is now higher than previously estimated. We need to diversify the economy and become less reliant on water.

## State and Regional Water Strategies

The NSW Government is developing a 20-year water strategy to improve resilience of the state's water resources. The NSW Water Strategy together with the 12 regional water strategies that will underpin it, will form the strategic planning framework for water management in NSW.

The New England North West Planning region covers four different regional water strategies - Border Rivers, Gwydir, Namoi and North Coast. These regional water strategies are due to be finalised in 2022.

The draft Regional Plan supports the Regional Water Strategies' initiatives to improve surface and groundwater security and reliability, by addressing regulatory barriers, improving policies and processes and investing in new infrastructure.

## Water Sharing Plans

The NSW Government has put in place plans for sharing water and established clear water rights and a market for trading these rights. These reforms provide for the sustainable, equitable and efficient allocation of water and for achieving better economic, cultural, social and environmental outcomes. NSW has a well-established and secure system for planning, licensing, issuing entitlements and making allocations of water to different users—but these are put to the test during extreme drought.

The NSW Government has implemented a range of significant reforms to improve water management in recent years. Improvements have included:

- improving water and sewage services for Aboriginal communities
- improving water supply and sewerage services for regional communities
- implementing the Murray-Darling Basin Plan
- improving compliance and transparency
- introducing new metering laws
- fast-tracking the NSW approvals process
- improving the management of environmental water
- recognising Aboriginal people's water rights, interests and access to water
- reforming the management of floodplain harvesting.



Figure 6: Water catchments and water sharing plans

- Regional boundary
- Cities/centres
- Waterways





## Land use and water supplies

At the beginning of 2020, the entire state of NSW was in drought, with the recent drought in the Murray-Darling Basin the most intense on record, occurring in the context of rising temperatures — the last 7 years in the Basin were among the 10 warmest on record (and 2019 the warmest).

Our planning for the New England North West region needs to balance different water uses as climatic conditions change. However, the region's communities and primary producers have adjusted to variable annual rainfall and river flows, and past droughts, with government and industry investment in private and public water storages, groundwater bores and water use efficiency improvements.

Despite these improvements, reliance on traditional climate-dependent water sources by towns, cities, tourism and industry needs to be reduced, and waterways protected. To meet these challenges, the types of industries suited to different parts of the region may need to be reconsidered, or technology leveraged to reduce water demand and use water more efficiently. We also need to better manage groundwater and make more use of recycled wastewater and stormwater.

Improved water reliability is critical to enable new high value industries and support economic diversification in the region, including the growing tourism industry and opportunities offered by the Moree and Narrabri SAP, Inland Rail and investment in renewable energy.

In the context of the capped and fully allocated systems, water use efficiency, water re-use and recycling measures, as well as effective sharing of existing or new water infrastructure could provide a catalyst for new high value industries and support economic diversification. For example, closures or changes to ongoing operations could allow water and water infrastructure to be beneficially re-used to support towns, the natural environment or other industries such as tourism.

The early consideration of water quality and supply in strategic planning is needed to ensure that the region's water supply is secure and resilient. Planning needs to consider whether adequate supply is available to support new development and that new and intensified development is designed to protect the region's water resources.

The location of development should mitigate risks to water sources and the environment while minimising negative effects on the broader catchments. The NSW Government's *Risk-Based Framework for Considering Waterway Health Outcomes in Strategic Land-use Planning Decisions* (2017) supports this process.

Councils are looking to apply integrated water cycle management strategies. The NSW Government will support this work with policy advice and support, funding for water planning and delivery and ongoing cooperation and collaboration.

## Groundwater

Many towns rely on groundwater as a primary or alternative source of water. Groundwater is also an important source of water for industries, landholders and irrigators who rely on groundwater extraction to support their activities, as well as for domestic and stock use.

Groundwater directly supports ecosystems and provides base flow to rivers which in turn support ecosystems across the region. Over-extraction or contamination of groundwater can have serious, long-term and sometimes permanent impacts on groundwater. This may ultimately reduce the volume and quality of water available for the users and ecosystems that depend on this groundwater.

Namoi Unlimited Joint Organisation (Namoi JO) developed a Water for the Future Strategy, which found there is a lack of knowledge regarding the security of water supply for the majority of towns across the Namoi JO. The region does not have large quantities of untapped or excess water that can readily be accessed and the opportunity for new large-scale dams with potential to open up new regional industries is low. The Namoi (Gunnedah Shire Council, Gwydir Shire Council, Liverpool Plains Shire Council, Tamworth Regional Council and Walcha Council) is one of the most highly used groundwater regions in NSW, therefore there is limited spare capacity available.

Locations without groundwater access or access to a regulated river water source are significantly more constrained and are likely to continue to rely on rainfall for water supply. The availability of water should be taken into account when shaping regional development to promote sustainable growth.

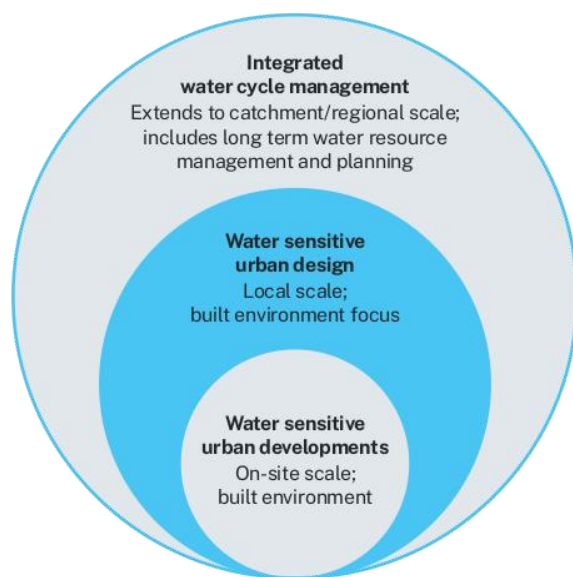


Namoi River

### Water Sensitive Urban Design

Water sensitive urban design is the application of integrated water cycle management principles in urban planning and design to achieve better urban water management outcomes. It can 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; using wastewater for council parks or in agriculture and by introducing demand management measures.



Lake Keepit



Draft New England North West Regional Plan 2041

#### Strategy 11.1

Water for communities is essential for their health and prosperity. Strategic planning and local plans should consider opportunities to:

- consider water quality and supply issues and opportunities throughout the planning process
- locate, design, construct and manage new developments to minimise impacts on water catchments, including downstream impacts and groundwater resources
- encourage the reuse of water in new development, for urban greening and for irrigation purposes
- improve provision for stormwater management and water sensitive urban design
- ensure sustainable development of higher-water use industries by supporting more efficient water use and reuse, and in locations where water can be accessed without significantly impacting on other water users or the environment
- identify and protect drinking water catchments and storages in strategic planning and local plans.

#### Strategy 11.2

Adopt an integrated approach to water cycle management across the region that considers climate change, water security, sustainable demand and growth, and the natural environment.

#### Strategy 11.3

Councils should investigate options for water management through innovation including encouraging water efficiency and whole-of-cycle-water-management to be integral parts of future developments and public realm improvements.



**OBJECTIVE 12:**

Part 3: Sustainable and resilient

# Protect regional biodiversity and areas of High Environmental Value

The New England North West contains both nationally and internationally important areas of environmental value including the Washpool, Gibraltar Range, Oxley Wild Rivers and New England National Parks, which are part of the World Heritage-listed Gondwana Rainforests of Australia. Near Narrabri, the ancient volcano of Mount Kaputar rises 1,400m above sea level. Near Moree, the Gwydir Wetlands State Conservation Area is one of the most significant inland wetland systems in NSW.

The region also contains Montane Peatlands and Swamps of the New England Tableland, which is listed as an Endangered Ecological Community within NSW and Endangered under Commonwealth legislation.

The Aboriginal community has significant knowledge and skills in the protection of local biodiversity and natural resources and should be involved in natural resource management and planning.

The scenic and cultural landscapes of New England North West contribute to the identity and culture of the region. Preserving and enhancing natural scenic and cultural landscapes encourages an appreciation of the natural environment, protects heritage and culture, and creates economic opportunities, particularly for recreation and tourism.

Scenic and cultural landscapes can complement green infrastructure, improve sustainability, liveability and productivity of the region. It can complement green infrastructure and the protection of biodiversity and habitat, help manage natural hazards and support tourism. Protecting scenic and cultural landscapes can also help preserve links to Aboriginal cultural heritage. Acknowledging and caring for the assets and natural landscapes that represent cultural heritage while supporting community wellbeing is important in preserving their future. Careful planning and design is required to integrate all types of development sustainably and appropriately.

## High Environmental Value Land

The region's environmental values are mapped as High Environmental Value Land (HEV) and include protected reserve lands, biodiversity corridors, National Parks, Conservation Areas and dedicated Crown land. These assets make the region a great place to live and visit and provide a range of habitats for ecological diversity. However, more than 70 per cent of the biodiversity of NSW is located on private land. Therefore, private land conservation needs to play a much larger role in sustaining the region's biodiversity.

To protect, maintain and enhance biodiversity, HEV land needs to be identified at the site scale and biodiversity corridors developed for the region to inform strategic planning, local environmental plans and planning proposals.

Strategic planning, such as preparing local growth management strategies, rural settlement and housing strategies, should ensure new or more intensive development is located in areas of least biodiversity sensitivity. Actions to identify and protect HEV land should also be included in local strategic plans and biodiversity strategies.

At planning proposal stage, HEV land should be identified through site investigations and a suitable environmental zone applied to that land. A planning proposal should also justify the retention of an existing zone over a part of the planning area, based on the physical characteristics and biodiversity of that part of the planning area.

Using an evidence-based approach to identifying HEV land and protecting important assets will help to maintain diversity and habitat for flora and fauna to achieve the environmental objectives of the regional plan.

Avoiding impacts on, and protecting, identified HEV land at the planning proposal stage provides greater certainty and reduces the need for further biodiversity assessment and offsetting at development stage. This can drive more efficient and streamlined development processes.

At development stage, any residual biodiversity impacts are considered under the Biodiversity Offset Scheme which is based on the 'avoid, minimise and offset' hierarchy. The scheme uses a transparent, consistent and scientific approach to assessing biodiversity values and offsetting the impacts of development on biodiversity.

### Criteria for mapping high environmental value lands

Potential lands with high environmental value are shown at the regional scale in the High Environmental Values map and include;

- sensitive biodiversity (with reference to the BV map)
- native vegetation of high conservation value, including vegetation types that have been over cleared or occur within over cleared landscapes, threatened ecological communities, old growth forest and rainforest
- key habitat of threatened species
- important wetlands
- areas of geological significance.

The HEV map in this plan is for display at a regional scale. This mapping is not appropriate for use at a property scale. To identify HEV at the property scale for planning proposals, investigations will be required, including field work.

#### Strategy 12.1

Protect, maintain and restore important environmental assets in strategic planning and local plans by:

- focusing land-use intensification away from HEV land and implementing the 'avoid, minimise and offset' hierarchy in strategic plans, local environmental plans and planning proposals.
- updating existing biodiversity mapping with new mapping in local environmental plans
- identifying HEV land at planning proposal stage through site investigation
- applying appropriate environmental zones to HEV land identified through site investigation at planning proposal stage.

#### Strategy 12.2

Support the Biodiversity Conservation Trust in delivering private land conservation programs by:

- educating landholders on conservation outcomes and financial opportunities available through conservation agreements on private land
- encouraging and supporting landholders to participate in private land conservation
- encouraging landholders to prioritise investment in biodiversity corridors and linkages.

#### Strategy 12.3

Protect, maintain and enhance HEV on public land by assessing council managed land for the presence of HEV to identify land suitable for conservation agreements.

#### Strategy 12.4

Consider the needs of climate refugia for threatened species and other key species in strategic planning including biodiversity and conservation planning.

#### Action 2

The Department of Planning, Industry and Environment will facilitate the improvement and timely sharing of validated spatial data on biodiversity values via the NSW Planning Portal.

#### Action 3

The Department of Planning, Industry and Environment will work with and assist councils to:

- review biodiversity mapping and related local environmental plan and development control plan provisions
- improve access to data to enable identification of protected areas including NPWS Estate, Crown Reserves and in-perpetuity private land conservation agreements to inform local planning.



Marsupial at Mt Mackenzie Nature Reserve, Tenterfield





Figure 7: Environmental assets





## Biodiversity corridors

Vegetated areas such as travelling stock reserves and other significant roadside vegetation can have important roles as riparian or terrestrial biodiversity corridors. These corridors can help protect waterways and aquatic environments.

Climate change can have a physical impact on biodiversity. After recent bushfires and flooding, ecological experts believe that some endangered species may have been driven to extinction. It is imperative to build resilience into the region's existing biodiversity areas, as areas of higher biodiversity are more able to adapt and respond to changes and disturbances.

Travelling Stock Reserves (TSRs) provide supplementary grazing areas in times of drought and when stock is being transported, but also contribute to important biodiversity corridors. TSRs provide corridors connecting otherwise isolated patches of vegetation and habitat. They are often located on fertile soils and in over-cleared landscapes and support a range of threatened species and ecological communities. TSRs provide important refugia and often contain the most intact and representative remnant native vegetation in that area. These reserves can contain significant biodiversity and Aboriginal cultural heritage values and must be carefully managed to balance the needs of travelling stock and the conservation.

### Strategy 12.5

Councils should preserve, enhance and link existing and potential biodiversity corridors across the region and avoid further fragmentation of these linkages, by:

- including biodiversity corridor mapping in LEPs as a map overlay with associated clause
- identifying land with connectivity values and opportunities for landholders to voluntarily participate in corridor enhancement/ active rehabilitation/ restoration projects that strengthen and enhance regional connectivity
- review land zonings on land where there are opportunities to protect high priority corridor areas.



### Strategy 12.6

Strategic planning and local plans should consider opportunities to:

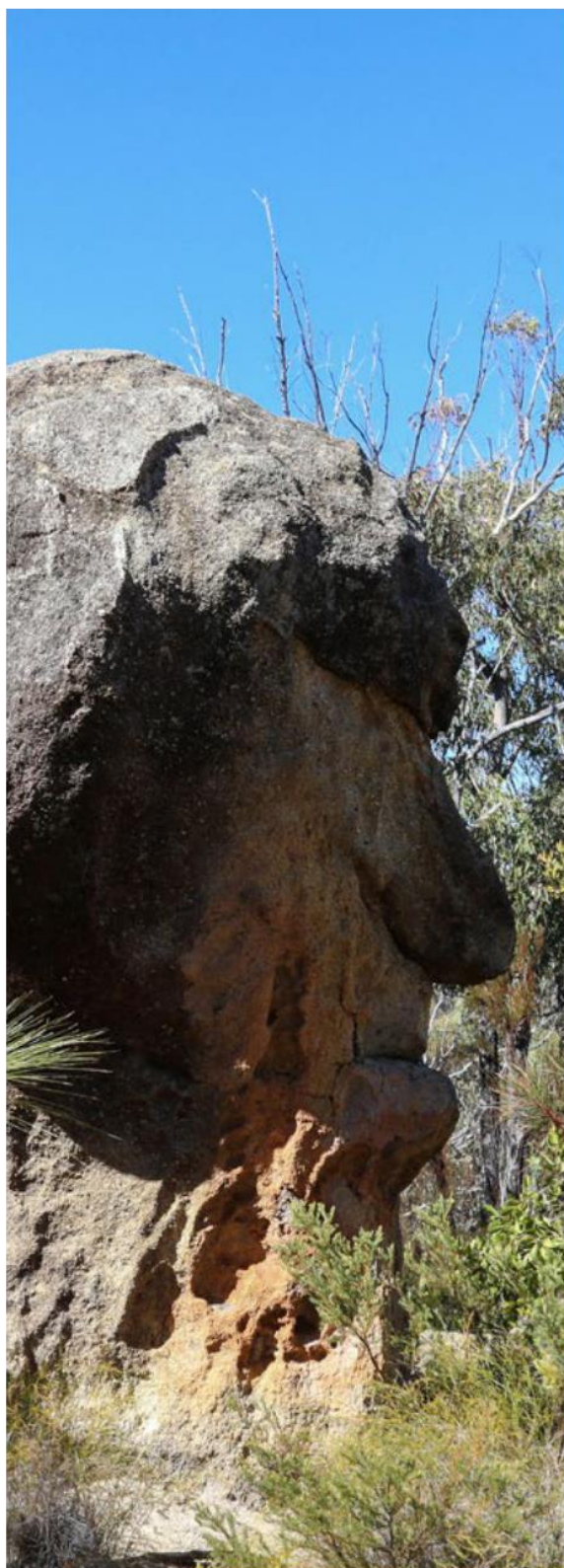
- use available TSR mapping and categorisation methods to identify potential biodiversity corridors and linkages in the local landscape
- establish relevant partnerships with LALCs and other councils to protect and manage TSRs
- include TSRs in biodiversity corridor mapping in LEPs.



Bird Swamp







## Identify and conserve biodiversity values when planning new communities

Terrestrial biodiversity assets must be identified and protected when planning new urban growth areas and other urban/peri-urban residential development. Understanding the general degree of biodiversity loss upfront will avoid or minimise impacts – for example, by locating future new development away from areas of HEV.

Any new housing communities must be developed in a way that protects HEV while being resilient to hazards such as bushfire and flooding. When considering future dwelling supply and the potential of strategic land for housing, a strategic conservation plan should be prepared that includes biodiversity mapping to identify and protect areas of HEV by applying appropriate land use zones and other planning controls to such areas.

Biodiversity certification provides the opportunity for strategic conservation planning at the precinct or landscape scale. Biodiversity certification improves certainty for development and streamlines biodiversity assessment and approval processes for councils.

### Strategy 12.7



Protect biodiversity values in urban release areas. Strategic planning and local plans should consider opportunities to:

- incorporate validated and up-to-date environmental data
- encourage biodiversity certification by councils at the precinct scale for high growth areas and by individual landholders at the site scale, where appropriate
- focus land use intensification away from areas of identified HEV and protect HEV with planning controls
- use buffers to separate or manage incompatible land uses and thereby minimise impacts on biodiversity.

Left: Mystery Face Rock

PART

## 4

Housing  
and place

Moree Bank Art Gallery





Glen Innes Town Centre

PART

## 4

Housing  
and place

Around 7,700 additional homes will be needed across the region over the period from 2016 to 2041<sup>xvi</sup>. The New England North West requires greater housing diversity to attract and retain younger residents while supporting people who want to stay in their local area as they get older. Affordable quality housing is required in the right locations with interesting public spaces.

Growth is expected to be focused around the regional cities of Tamworth and Armidale. Increasing proportions of older single and couple only households are expected to drive increased demand for smaller dwellings and low maintenance housing options. This in turn, could make existing larger homes available for the next generation of families.

People should be at the heart of public realm revitalisations, with public space designed to encourage people to spend time outside by providing shade, safe places for people to walk and ride bikes, points

of interest and amenities that make places feel comfortable.

Local Aboriginal and Torres Strait Islander culture and heritage should be more visible in the region's cities, towns and villages. Important landscapes, places, objects, sites and stories will be preserved and celebrated.

### Regional Housing Taskforce

In June 2021 the NSW Government established a Regional Housing Taskforce (the Taskforce) in response to increasing pressures on the supply and affordability of housing in Regional NSW. In consultation with relevant experts and stakeholders, the Taskforce will investigate planning barriers and develop recommendations to address regional housing issues.

**OBJECTIVE 13:**

Part 4: Housing and place

## Provide well located housing options to meet demand



The most recent housing approvals data indicates that 442 dwellings were approved in the year to October 2020. It is anticipated that most of these approvals will be developed in the short term.

The theoretical or underlying demand for the number of new homes required in the region is derived from the population projections. As set out in the demographic snapshot, these numbers are primarily driven by migration and demographic factors. On average, 462 additional dwellings will be required annually for the region between 2021-2026, based on the projections. Demand for this additional housing will be driven from Tamworth, Armidale, Gunnedah, and Inverell LGAs. The

demand will be primarily due to household formation from a growing population and lifecycle changes.

Localised supply issues may arise and will need to be carefully monitored by councils. The available supply and demand data suggest that some LGAs, such as Armidale Regional Council, could experience a housing shortage over the long term if recent trends persist. Through its local strategic planning statement and local housing strategies, councils are required to undertake studies to facilitate a sufficient quantity and mix of land for residential and related purposes. The Department's Local Housing Strategy Guideline and Template was prepared to support councils to develop local housing strategies.



## Part 4: Housing and place

## Housing diversity

Housing diversity includes aspects such as lot sizes, the number of bedrooms, or whether housing is suitable for seniors, students or people with a disability. People may need homes of a certain size, configuration, accessibility or location. Planning for a diversity of housing choices gives more people more options at different stages of life.

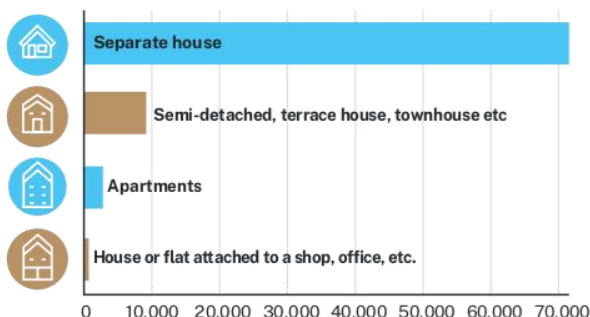
In 2016, around 87% of all dwellings in the New England North West region were single detached houses<sup>xvii</sup>. However, this existing pattern of development is changing. Data showing council approvals from 2014-2018 indicates an increased share of multi-unit approvals, particularly in Armidale. In 2016-2017, single dwellings accounted for 78% of all residential approvals, and multi-unit housing made up 22% of the total residential approvals across the region<sup>xviii</sup>.

Three and four bedroom homes (72%) dominate the region's housing stock. Only around 5% of dwellings are studios or have one bedroom. Relatively high proportions of smaller dwellings are found in the Tenterfield and Gwydir LGAs which may reflect transitory populations. The regional city of Tamworth aligns more closely with the average number of bedrooms per dwelling for the region.

Smaller homes with fewer bedrooms can provide the option of lower cost and lower maintenance lifestyles. Demand for this type of housing is expected to increase over time due to an increasing proportion of lone-person and couple households. Many of these lone people and couple households will be in older age groups. The movement of these households into new dwellings presents opportunities for younger families to move into established larger homes. On average 2.34 people live in each home in 2021. This is projected to decline to 2.23 by 2041. In Tenterfield and Glen Innes, the projected average is 1.95 and 1.97 respectively. A mix of smaller low maintenance dwellings will be important to provide options for smaller households.

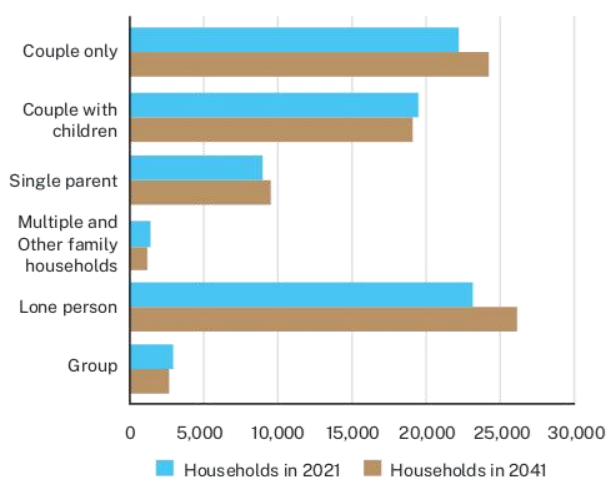
## Housing diversity 2016

Source: ABS Census 2016. Selected dwelling types.



## Household composition projection 2021-2041

Source: NSW 2019 Population Projections



Saddlers Estate, Tenterfield



## Infill, greenfield, and rural residential development

A mix of well-planned infill, greenfield and rural residential locations will be essential. When developing local housing strategies, infill housing is to be prioritised as it takes advantage of existing infrastructure and services and is a more sustainable option. Infill development increases the viability of public and active transport, while protecting valuable agricultural and environmental land. Local shopping centres also benefit from proximity to a larger base of customers.

Conversely, rural residential housing, can be costly to service and unsustainable and may conflict with important agricultural, urban industrial or resource lands and increase pressure for new services and infrastructure outside existing settlements. New rural residential housing must promote sustainable land use outcomes.

## Housing for an ageing population

With the exceptions of Glen Innes Severn and Gwydir LGAs, all council areas are projected to see an increase in the proportion of older people by 2041. The only LGAs projected to see an increase in working age and younger age groups over the same period are Armidale and Tamworth. By 2041, 25% of the community will be 65 and older.

Older people should have the ability to be comfortably housed as they age, whether they choose to stay in their home, downsize, or move into seniors housing. Helping older people to stay in their local area may require accessibility supports and lower maintenance homes. A greater mix of choices near easy-to-access services will also assist people seeking to downsize. It is important that suitable housing is well located and integrated into communities, so that people can retain family, community and cultural connections.

## Accommodation for seasonal and itinerant workers

The region sees influxes of seasonal and itinerant workers that support agricultural industries during harvest or sowing periods. Major construction projects can also attract temporary workers. The temporary influx results in an increased demand for accommodation at different times of the year. An undersupply of accommodation options for these workers can result in upward pressure on rents and health and safety concerns from overcrowding and makeshift housing. For example, recent high demand for rentals in Moree has led to a very tight market.

While land uses such as boarding houses, hostels, backpackers' accommodation, and caravan parks are likely to attract seasonal and itinerant workers, any form of residential or tourist and visitor accommodation can be used by the workers. No single form of accommodation in the Standard Instrument LEP caters solely to seasonal or temporary workers. Councils have a range of options to plan for and manage accommodation for seasonal and itinerant workers under the NSW planning system.

### Strategy 13.1

Where a council chooses to prepare a local housing strategy, it is to be consistent with the Local Housing Strategy Guideline.



### Strategy 13.2

Ensure local plans encourage and facilitate a range of housing options in well located areas to accommodate the projected household change.



### Strategy 13.3

Only approve rural residential housing on land which has been approved in a strategy endorsed by the Department of Planning, Industry and Environment.



### Action 4

The Department of Planning, Industry and Environment will work with Armidale Regional Council on the preparation and implementation of a Local Housing Strategy.



### Action 5

The Department of Planning, Industry and Environment will monitor housing supply and completions in the region.



### Action 6

The Department of Planning, Industry and Environment will release a package of information to advise how councils can plan for and manage accommodation options for seasonal and itinerant workers.





**OBJECTIVE 14:**

Part 4: Housing and place

# Provide more affordable and low cost housing



One of the objectives of the planning system in NSW is the delivery and maintenance of affordable housing. Affordable housing is part of the housing tenure continuum, and has a role to play in providing homes, particularly for households with low or very low incomes. In the NSW planning system affordable housing refers to rental housing that is available at discounted rates. In the New England North West region there are a number of affordable housing providers, such as Homes North.

State Environmental Planning Policy 70 Affordable Housing Revised Schemes was expanded to include all councils across NSW. The amendment removes the administrative step of entering an LGA into SEPP 70, thereby expediting councils' ability to investigate and develop an affordable housing contributions scheme. Should councils choose to utilise the SEPP, the next step in the process will be for councils to prepare affordable housing contribution schemes and amend their local environmental plans to reference the schemes. It is optional for a council to develop an affordable housing contribution scheme.

Councils should also consider providing for low cost dwelling types in their local plans. Homes with fewer bedrooms or car parking spaces, smaller lots, or on strata title will tend to provide cheaper housing options. Low cost dwellings can complement the formally classified affordable housing. A key benefit is that this type of housing can be purchased or rented. Low-cost types of housing can also be achieved in the conventional housing market without the need for ongoing management and without impacting the financial feasibility of other development. Low cost housing types also remain relatively low cost in perpetuity, unlike some affordable housing dwellings which revert to market rates after 10 years or another period.

Left: Moree Town Centre

## Part 4: Housing and place

## Improve housing affordability

The strong economy in the New England North West region is welcomed, but it does put upward pressure on house prices in some areas. Housing stress occurs when lower-income households spend more than 30 per cent of their income on rent or mortgage costs. Based on 2016 Australian Bureau of Statistics data, 30 per cent of low income households in the region were experiencing purchase housing stress, while 44 per cent of low income households were experiencing rental stress<sup>ix</sup>. Very low income groups experience higher levels of housing stress.

Finding homes to meet varying needs and budgets can be a challenge for households in the region. Across their lifetimes, people may need homes of a certain size, configuration, accessibility or location. Changing attitudes such as preferences for lower maintenance, energy efficiency, adaptability and places that are within walking distance of shops, services or public transport, combined with the scarcity of well-located land, are also expected to drive a need for smaller and more affordable housing types.

Planning for a diversity of housing choices gives more people more options at different stages of life, and different levels of affordability. Housing diversity extends into aspects such as lot sizes, the number of bedrooms, or whether housing is suitable for seniors, students or people with a disability.

### Collaboration Activity 4



The Department of Planning, Industry and Environment will establish a New England North West Housing Affordability Roundtable with councils, community housing providers, State agencies and the housing development industry to collaborate, build knowledge and identify measures to improve affordability and increase housing diversity.

## Social housing

The NSW Government builds and renews social housing in the region for people who need it. Social housing is secure and affordable rental housing for people on low incomes with housing needs. It includes public, community and Aboriginal housing.

In June 2019, the region had 19 public housing dwellings, 3,327 community housing dwellings and 611 Aboriginal Housing Office (AHO) dwellings. Median wait times to access social housing has slowly been dropping across NSW but more work will be needed in the future

to address the anticipated growth and ageing of the population in the region.

The Department of Family and Community Services is preparing a 20-year plan to address the social housing needs, including homelessness, in the region. The plan will consider current and required social housing assets and the resources needed to meet any social housing targets. In the New England North West Region, Tamworth is likely to be a focal point for additional social housing given it is a large centre with more development opportunities compared to some smaller centres.

Housing diversity will remain important, as available housing does not always match the needs of occupants who might be better served by smaller homes or multi dwelling housing.

### Strategy 14.1

Assess the potential to renew social housing to increase and diversify social housing stock.



## Aboriginal Housing Office

The AHO provides quality social and affordable housing for Aboriginal and Torres Strait Islander people in NSW, recognising that secure, affordable housing can help to address disadvantage and provide opportunities for Aboriginal people. The AHO is jointly funded by the NSW and Australian governments to administer the State-owned Aboriginal housing assets. In 2021 the AHO owns 793 homes in the New England North West, in a mix of dwelling types.

The AHO demand model forecasts a 41% increase in Aboriginal housing demand across the New England North West over the 10-year period from 2021 to 2031. The model suggests an additional 3,923 dwellings will be required to meet the housing needs of the area's growing Aboriginal population over the period, including 1,743 social housing properties to support low income households.

### Housing 2041: NSW Housing Strategy

Housing 2041 sets a long-term vision and objectives for better housing outcomes across NSW. Housing 2041 will benefit people across the housing spectrum, from those temporarily without a home to those seeking housing that better suits their needs. The Strategy also acknowledges that people and households move back and forth along the spectrum depending on life events, aspirations and capacity.



**OBJECTIVE 15:**

Part 4: Housing and place

# Understand, respect and integrate Aboriginal culture and heritage



*Gunnedah Rainbow Serpent water feature*

The New England North West has a rich Aboriginal heritage. Significant cultural sites and Aboriginal places include the resting place of the spiritual creature, Garriya (the rainbow serpent) at Boobera Lagoon and the Myall Creek Massacre and Memorial Site.

In 2016, just under one third (265,685 people) of Australia's Aboriginal and Torres Strait Islander population lived in NSW. The New England North West region celebrates a diverse population, with Aboriginal and Torres Strait Islander people making up 12% of the total population, a higher proportion than Regional NSW (6%) or NSW (3%).

The connection of Aboriginal communities to their ancestral country is a result of passing down histories and place awareness through generations. Conserving this heritage and respecting the Aboriginal community's right to determine how it is identified and managed, will

preserve some of the world's longest-standing spiritual, historical, social and educational values. Consultation processes on future land use planning should acknowledge, respect and consider Aboriginal interests and responsibilities through the planning process.

Engagement and partnerships can be formally established through a Reconciliation Action Plan, which sets out what organisations can do to build strong relationships, respect and opportunities within organisations and communities.

Since June 2001, the NSW Government has supported a dual naming policy for geographical features and cultural sites. The policy aims to give prominence to Aboriginal place names alongside European counterparts. Through place naming, communities can unlock stories and provide a sense of belonging and identity.



Gunnedah Rainbow Serpent water feature

## Opportunity, Choice, Healing, Responsibility, Empowerment

OCHRE (Opportunity, Choice, Healing, Responsibility, Empowerment) is the NSW Government's community-focused plan for Aboriginal affairs. It aims to support strong Aboriginal communities in which Aboriginal people actively influence and participate fully in social, economic and cultural life. The *OCHRE Strategy* establishes that the NSW Government will pursue opportunities to improve the management and economic potential of Aboriginal owned land and natural resources to generate employment on Country.

The Aboriginal community in NSW is characterised by its proximity to many towns and cities, and the OCHRE Strategy identifies this as an opportunity to improve service delivery and to boost education and meaningful economic participation.

### Caring for Country

For First Nations people, 'Country' encompasses an interdependent relationship between an individual and their ancestral lands and seas. This reciprocal relationship between the land and people is sustained by the environment and cultural knowledge.

'Caring for Country' means participating in interrelated activities on Aboriginal lands and seas with the objective of promoting ecological, spiritual and human health. It is a community driven movement towards long-term social, cultural, physical and sustainable economic development in rural and remote locations, simultaneously contributing to the conservation of globally valued environmental and cultural assets.<sup>xx</sup>

## Connecting with Country

### Case study – Gunnedah Rainbow Serpent Water Feature Project

The Gunnedah Rainbow Serpent Water Feature Project has delivered a large seating area in the shape and design that symbolises and pays respect to the traditional Kamilaroi story of the Rainbow Serpent. The water feature is located in front of Gunnedah's Cultural Precinct.

The continuum of Aboriginal history and culture should be a visible part of NSW's built and natural environment.

Government Architect NSW is working with recognised Aboriginal knowledge holders and professionals as well as the design industry, government and community to develop practical guidance about how to Design with Country.

The Connecting with Country framework recognises the clear need for tools and strategies to assist both Aboriginal and non-Aboriginal communities to share knowledge about Aboriginal places as well as places of shared cultural and heritage significance –and to understand how we can all work to respect and protect sensitive sites and to strengthen culture. Connecting with Country has three strategic goals:

1. Impacts of natural events such as fire, drought and flooding, exacerbated by unsustainable land and water-use practices, will be reduced.
2. Aboriginal cultural knowledge will be valued and respected. Aboriginal knowledge holders will co-lead design and development of all NSW infrastructure projects.
3. Aboriginal people will have access to their homelands so they can continue their responsibility to care for Country and protect sensitive sites.

Connecting with Country calls for project teams, and their leaders in particular, to make a clear commitment to value Country, and by extension, Aboriginal culture and people.

### Strategy 15.1

Consider applying dual names to important places, features or local infrastructure.



### Action 7

The Department of Planning, Industry and Environment will progress Connecting with Country to inform better processes to support the health of Country.

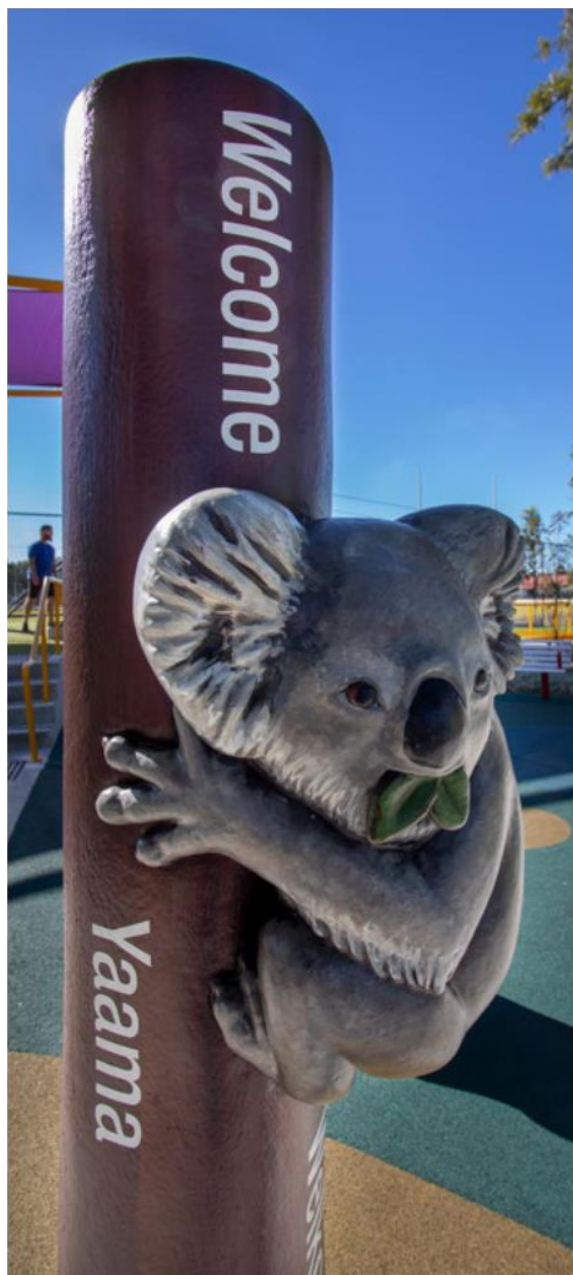




**OBJECTIVE 16:**

Part 4: Housing and place

## Support the aspirations of Aboriginal people and communities in local planning



The New England North West region supports the economic self-determination and aspirations of Aboriginal people and communities in local planning. This will enable Aboriginal communities to have greater choice, access and agency over land, water, housing and resources. It can also positively contribute to the National Agreement on Closing the Gap target of a 15% increase in Australia's landmass subject to Aboriginal and Torres Strait Islander people's legal rights or interests by 2030<sup>xxi</sup>.

### Local Aboriginal Land Councils in New England North West

LALCs are central to the Aboriginal land rights network. LALCs work to improve, protect and foster the best interests of all Aboriginal people within their area.

The 21 LALCs in the New England North West region are Collarenebri, Mungindi, Toomelah, Moree, Wee Waa, Narrabri, Moombahlene, Ashford, Glen Innes, Anaiwan, Guyra, Tamworth, Armidale, Red Chief, Amaroo, Nungaroo, Walhallow, Muli Muli, Jabullum, Jana Ngalee and Baryulgil Square.

The Regional Plan commits to working collaboratively with each LALC to build capacity for shared knowledge, constructive relationships, and meaningful approaches to strengthen economic self-determination.

*Left: Livvi's Place Inclusive Playground, Gunnedah*

## Aboriginal Land Claims and Native Title

The Aboriginal Land Rights Act 1983 (ALRA) was passed by NSW Parliament to provide land rights to Aboriginal communities in NSW as compensation for the historic dispossession of communities from their traditional lands. Land rights generate economic, social, environmental and cultural benefits for landowners, users and managers.

Successfully claiming the ownership of land is an important precursor to LALCs making use of the planning system.

The NSW Government is committed to the prompt, equitable and efficient resolution of Aboriginal Land Claims on Crown land to Aboriginal communities. This also recognises that in many circumstances native title interests may still exist in that land. Resolving land claims and negotiations will benefit Aboriginal communities and pave the way for strategic and collaborative land use opportunities.

State agencies and councils have varying levels of knowledge about the land ownership the aspirations of LALCs, which impacts the ability to work collaboratively on location-specific matters. Building the capacity for shared knowledge about Aboriginal land can help to create more effective relationships between LALCs, state agencies, and councils.

## Aboriginal Land Planning Framework

The Aboriginal Land Planning Framework is a comprehensive set of planning measures to assist LALCs across NSW achieve better economic outcomes from their land and strengthen the economic self-determination of Aboriginal communities.

The SEPP (Aboriginal Land) 2019 and associated planning measures seeks to provide LALCs with greater certainty in developing their landholdings. For land where the Aboriginal Land SEPP applies, LALCs can utilise an alternative pathway for rezoning proposals. Development Delivery Plans – strategic plans for priority LALC land – can then be considered during the assessment of planning proposals and development applications.

LALCs can have varying levels of knowledge about the NSW planning system, development processes, and how to utilise the system to achieve aspirations about the future use of their land.

Since late-2016, the Department of Planning, Industry and Environment has held more than 20 'Introduction to the NSW Planning System' sessions in regional NSW for LALCs. An additional pilot-program was commenced to offer the services of State urban planners to LALCs. The

Department will establish an interactive mapping tool, available on the NSW Planning Portal to enable LALCs to view their landholding information together with relevant planning controls.

The NSW Government will also work with Aboriginal communities to improve the alignment of strategic planning and Aboriginal community aspirations including enhanced Aboriginal economic participation, enterprise and land management. This includes partnering with LALCs to achieve land use aspirations, whether detailed in Community Land and Business plans, Planning Analysis Reports or identified through a co-designed process.

### Strategy 16.1



Provide opportunities for the region's LALCs to interact with and utilise the NSW planning system and the planning pathways available to achieve development aspirations.

### Action 8



Prioritise the processing of unresolved Aboriginal land claims on Crown land.

### Action 9



Deliver an interactive mapping tool to enable LALCs to view their landholding information together with relevant planning controls on the NSW Planning Portal.

### Action 10



The Department of Planning, Industry and Environment will review its Community Participation Plan to guide consultation with Aboriginal communities in strategic land use planning.



**OBJECTIVE 17:**

Part 4: Housing and place

# Celebrate local character

Community values and ambitions for the future character of a place can be at the heart of creating unique, locally recognisable places. This requires an understanding of what people cherish, identify with and relate to.

The character that makes the New England North West region special has many parts, including the country music identity of Tamworth and surrounds, rich Aboriginal heritage and the historic buildings on the grand high streets of the region.

Character is the combination of things that make a place, street, village or town recognisable. It's all the things that are special and unique about a place and can help to create a sense of community.

Retaining and celebrating local character is important as places evolve. Places that develop in response to an identified local character and agreed desired future character are likely to be more sustainable, contribute to a good quality of life and attract investment.<sup>xxii</sup>

Local character is also important in new development areas. An idea of the future character of a place can be established through strategic visioning.

Local character is integrated into land use planning through local character statements, development control plans (DCPs) and local strategic planning statements.

## Urban design

Urban design shapes how public areas and main streets are improved. This can boost the attractiveness of town centres and enable them to better accommodate public events and celebrations, which can boost the vibrancy of main streets and attract locals, visitors and businesses<sup>xxiii</sup>.

Where possible, these improvements should reinforce the local character and complement existing significant natural features, important buildings, views and cultural assets.

This requires local planning to determine suitable building heights, setbacks and details that are appropriate for neighbouring historic and cultural assets and their characteristics, or proposing complementary uses that can help to preserve what makes the place or asset special.

Any proposed management or development activity must consider the potential impacts on Aboriginal cultural heritage values.

Draft New England North West Regional Plan 2041

## Heritage

Heritage is distinct from local character, although there are often common elements between a conservation area and a place with a valued or distinctive local character<sup>xxii</sup>.

Managing heritage is not just about managing the material culture of the past, it is also about understanding how heritage influences and shapes communities today.

Residents in the region want to see heritage buildings re-used as cultural infrastructure.<sup>xxiv</sup>

### Urban Design Guide for Regional NSW

The *Urban Design Guide for Regional NSW* provides guidance for the creation of healthy built environments. It recognises and celebrates the diversity of urban environments, natural landscapes, climates and communities in regional NSW. It acknowledges that unique conditions are being challenged by external factors and informs sustainable approaches to mitigate these impacts.

#### Strategy 17.1

Ensure strategic planning and local plans recognise and enhance local character through use of local character statements in local plans and in accordance with the NSW Government's *Local Character and Place Guideline*.



#### Strategy 17.2

Celebrate buildings of local heritage significance by

- retaining the existing use where possible
- establishing a common understanding of appropriate reuses
- exploring history and significance
- considering temporary uses
- designing for future change of use options



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**OBJECTIVE 18:**

Part 4: Housing and place

# Public spaces and green infrastructure support connected and healthy communities

Public spaces are open spaces, public facilities and streets that are used and accessed by the public for free and without a profit motive. Vibrant neighbourhoods have a well-distributed network of natural areas, as well as walkable and attractive public open spaces. These spaces allow the community to meet, play, chat and connect.

Quality public spaces are essential for resilient communities, and deliver social, environmental, cultural and economic benefits to the community of the New England North West region.

The Premier's Priority for Greener public spaces aims to increase the proportion of homes in urban areas within 10 minutes' walk of quality green, open and public space by 10% by 2023. The importance local public spaces has been highlighted through experiences of the COVID-19 pandemic.

**PUBLIC OPEN SPACES**

both active and passive (including parks, gardens, playgrounds, public beaches, riverbanks and waterfronts, outdoor playing fields and courts, and publicly accessible bushland)

**PUBLIC FACILITIES**

public libraries, museums, galleries, civic/community centres, showgrounds and indoor public sports facilities

**STREETS**

streets, avenues and boulevards; squares and plazas; pavements; passages and lanes, and bicycle paths.

Great places encourage people to spend time in them. They are comfortable, interesting and have amenities to allow us to feel comfortable and stay. Great places are also healthy places and allow people to be active across their lifespan. Healthy communities are more connected, participate more in community activities, are more productive, and contribute to positive environmental outcomes.

Public spaces should reflect the region and be responsive to the climate and natural features. They should be provided in areas that people already use, such as town centres or near shops, schools and other services to support their use every day and help to build a sense of community ownership.

**Public open spaces**

Interconnected networks of accessible open space such as creek corridors and park systems can support people's health and wellbeing. Spending time in green public open spaces is important for good mental and physical health. Visiting natural landscapes can lower stress levels, improve people's mood as well as provide opportunities to be physically active.

Public open spaces also provide opportunities for people to participate in a range of activities, including organised sport.

An Open Space and Recreation Plan or similar, can guide decisions to prioritise upgrades to existing public open spaces over the creation of new spaces to reduce pressures on maintenance budgets.

Key regional open space assets, such as Chaffey Dam and the Sport and Recreation Centre at Lake Keepit, can be enhanced and promoted as a place for children and adults to experience sport and active recreation activities.

Councils should work with the Department of Planning, Industry and Environment when reclassifying council owned public open space to ensure that the wider public open space interests are considered, and that the change is strategically justified.



## Cultural infrastructure

Across the New England North West, facilities such as public libraries, museums, galleries, civic and community centres, can be the main gathering points for communities.

Cultural places can be grand and formal, as well as part of everyday life.

### Myall Creek Memorial

Funding from the NSW Government has been allocated to new facilities associated with the national and state heritage listed Myall Creek Memorial. Works will provide a culturally appropriate outdoor performance space and meeting place for dance, drama and storytelling.

Through the Regional Cultural Fund, the NSW Government has awarded \$4 million to 19 projects in the New England North West to support the development of cultural infrastructure.

Public spaces can provide places for the members of the community to express themselves creatively and create drawcards to the area. Town centres and existing places of gathering should have areas which can be used creatively, which, where appropriate, could include places which are currently underutilised, such as car parks, vacant blocks or laneways.

Empty shopfronts in high streets or streets of interest can be activated with temporary uses, such as pop-up shops.

Council policies and planning mechanisms should be reviewed in conjunction with community consultation to ensure public spaces can be used for creative or temporary uses, where appropriate.

## Plan for green infrastructure that responds to place

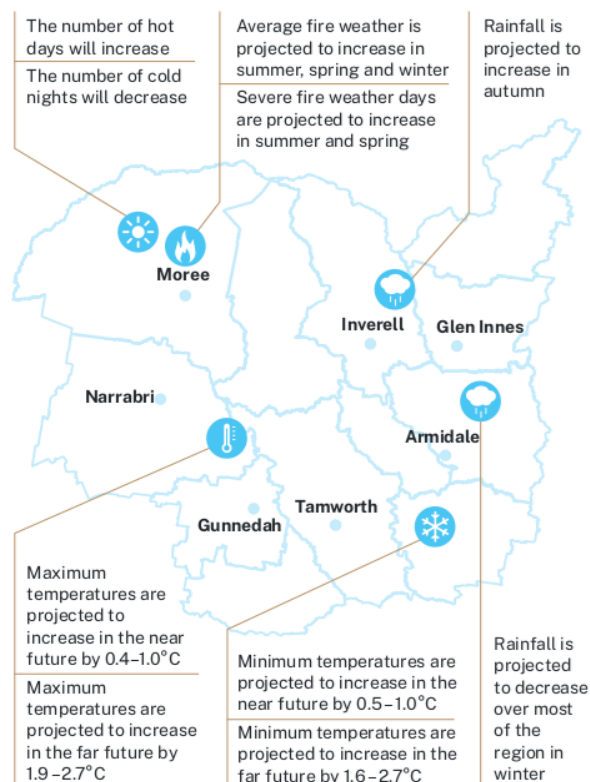
Public spaces need to be designed and managed so that they remain comfortable places to be as the region gets hotter. This includes increasing the amount of trees and other vegetation in developed areas, maximising shading and using materials with greater reflectivity, less heat capacity and (in the case of paving materials) more permeability.

Green infrastructure is the network of green space, natural systems and semi-natural systems that support sustainable communities and include waterways, bushland, tree canopy and open spaces that are strategically planned, designed and managed to support a good quality of life in an urban environment. Prioritising and integrating green infrastructure with development and the public realm is important for liveable and sustainable places.

### Cooling Moree's High Street

In order to make the town centre more comfortable in the warmer months, The Moree Plains Your High Street project will create a cooler environment and safe space for the community by planting more trees, shade structures, misters, traffic calming devices and lighting along Balo Street.

The project aims to reduce ambient temperatures by up to 15 degrees, improve social connection and improve business viability. The project is funded through the Your High Street grant program and will be delivered by April 2022.



The eastern part of the region contains elevated tablelands with a cool temperate climate. The western part of the region includes slopes and plains which experience a hot, dry summer and cool winter. In the future, it is expected that across the region there will be more hot days and fewer cold nights.

Currently parts of the North West Plains experience an average of 50–60 days above 35°C each year. It is projected that an additional 10–20 hot days may become the norm in the near future. Across the rest of the region, it is projected that each year there could be an additional seven days above 35 degrees.

## Part 4: Housing and place

Strategic planning and local plans should encourage the retention of existing and planting of new street trees along the main streets of towns and centres, to provide for natural shading opportunities and to reduce urban heat.

When landscaping, there are many benefits to using local plant species which are particular to the regional area. Local species can support biodiversity, protect local flora and fauna, are well suited to the local conditions and reduce the risk of environmental weed invasions. Using local species also creates a stronger connection with place and helps to strengthen nature-based local character and identity.

### Public spaces charter

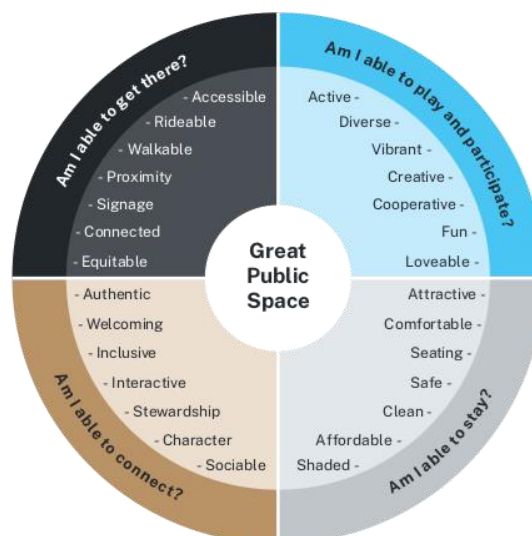
The NSW *Public Spaces Charter* identifies 10 principles for quality public space. These will support everyone involved in providing advice on, making decisions about, or undertaking planning, design, management and activation of public spaces in NSW.

State agencies, councils, industry and other groups caring for and using public open space across NSW are encouraged to apply the principles in their strategies and planning.

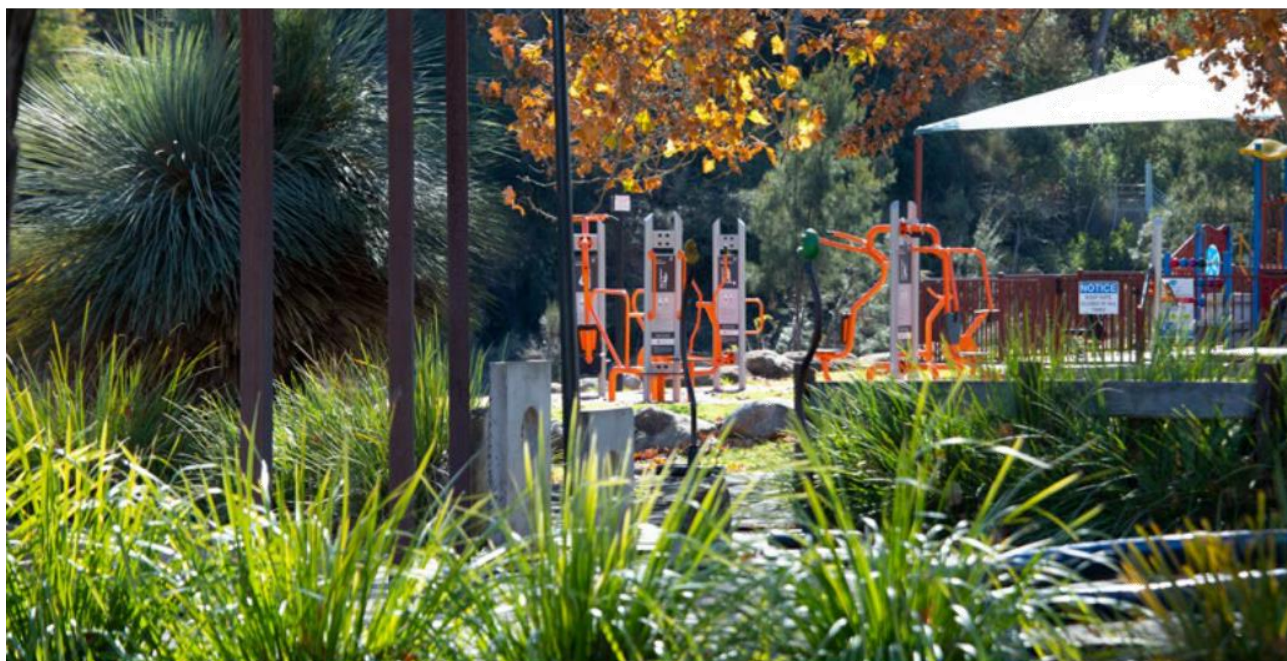
Find out more about planning for great public spaces: <https://www.dpie.nsw.gov.au/premiers-priorities/great-public-spaces>

### Great public spaces

As well as being accessible, public spaces should be of a high quality, well maintained and integrated with the surrounding environment. Evaluation of the quality of public space and the identification of future improvements can be commenced by asking four questions: Am I able to get there? Am I able to play and participate? Am I able to Stay? Am I able to connect? The NSW *Great Public Spaces Guide* provides ideas and opportunities to help create great public spaces.



Inverell Riverside Park





## Part 4: Housing and place

**Strategy 18.1**

Encourage councils to undertake public space needs analysis and develop public space infrastructure strategies for improving access and quality of all public space to meet community need. This could include:

- drawing on community feedback to identify the quantity, quality and the type of public space required
- prioritising the delivery of new and improved quality public space to areas of most need
- considering the needs of future and changing populations (i.e. influx or decline of residents, ageing populations, decreasing household size etc.)
- identifying walkable connectivity improvements and quality access requirements to encourage use and enjoyment of existing infrastructure.

**Strategy 18.2**

Public space improvements should consider the local conditions.

**Strategy 18.3**

Encourage the use of council owned land for temporary community events and creative practices by reviewing development controls so that applications are straight forward.

**Strategy 18.4**

Increase urban tree canopy cover across the public and private domain by strategically planting on streets and open spaces, and reviewing development controls for private land.

**Strategy 18.5**

Local environmental plan amendments that propose to reclassify public open space must consider the following:

- the role or potential role of the land within the open space network
- how the reclassification is strategically supported by local strategies such as open space or asset rationalisation strategies
- where land sales are proposed, details of how sale of land proceeds will be managed
- the net benefit or net gain to open space.

PART

## 5

Connected and  
accessible*Agricultural factory, Moree*





*Railway near a factory outside Narrabri*

PART

# 5

## Connected and accessible

Better transport links and infrastructure will connect New England North West's diverse people and places and will help to harness the region's collective potential.

Integrated with land use planning, infrastructure can transform public areas, activate centres, renew neighbourhoods and improve the quality and character of places. Walking, cycling and public transport can achieve wider benefits from investment and encourage more desirable patterns of development that enhance the health of communities and the environment.

Transport and infrastructure also enable economic growth and innovation by transforming the way communities interact across traditional borders and offering access to new markets. Greater accessibility can facilitate cheaper and more efficient freight movements to extend the reach of local goods and services, attract new investment and enhance access to jobs, educational opportunities and key services.

Growing national and international demand for goods produced in the New England North West requires fast, efficient and agile freight and logistics infrastructure.

Recent disruptions to transport and infrastructure networks generated by the COVID-19 pandemic, and bushfire and flood events highlight the need to embed resilience in planning for infrastructure across governments.

As the region's population continues to grow and change, infrastructure and land use planning must capitalise on local place and region-shaping initiatives. This will rely on a whole-of-government approach that provides the appropriate infrastructure in the right places and builds resilience over time.

Transport for NSW will develop a Regional Transport Plan that will be aligned with the final New England North West Regional Plan.

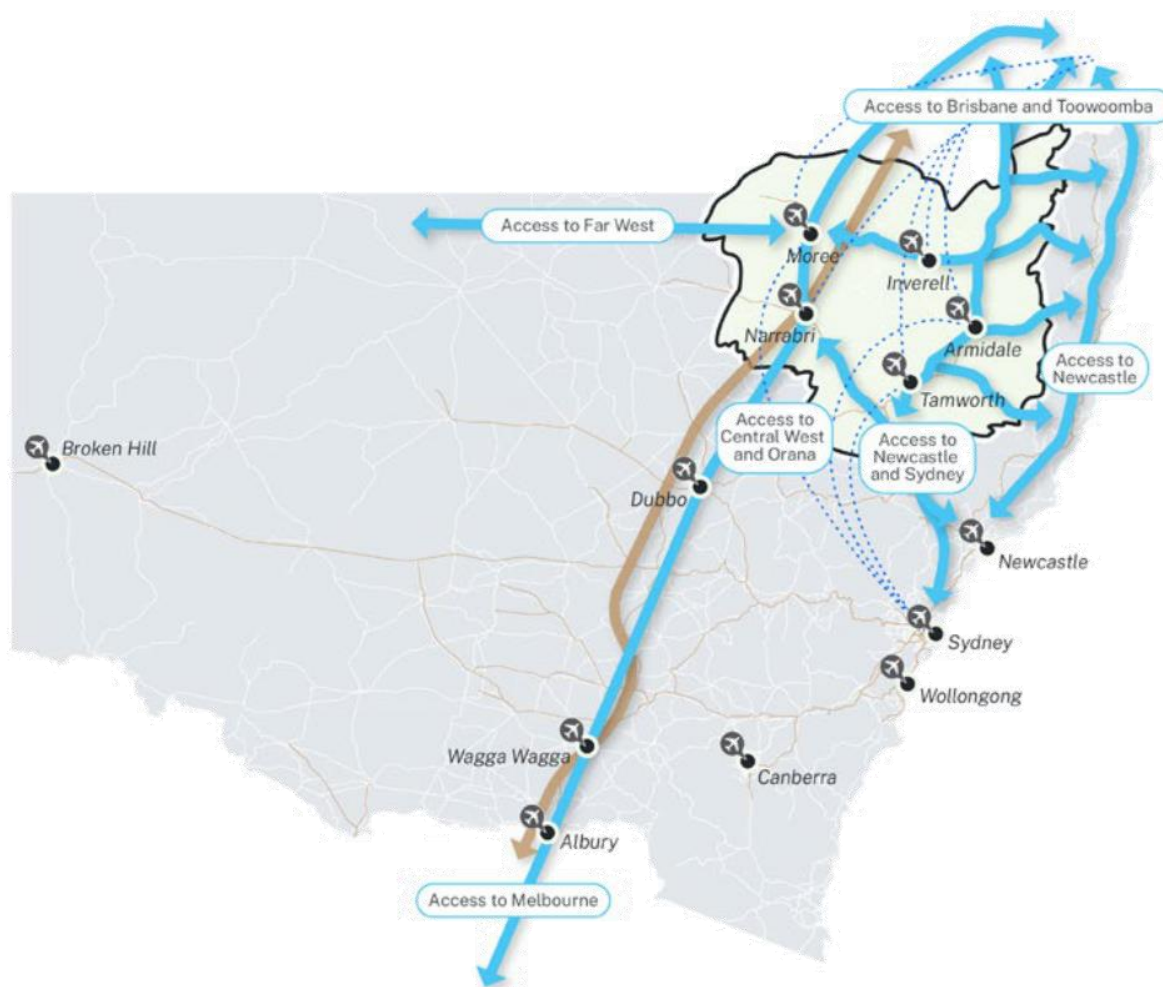


Figure 8: Regional connections





**OBJECTIVE 19:**

Part 5: Connected and accessible

## Leverage new and upgraded infrastructure

Significant State investments in infrastructure are planned for the region including new/upgraded schools, hospitals, highways and dams in addition to Inland Rail.

This new infrastructure has the potential to provide new job opportunities during construction and operation, attracting younger workers and families.

Inland Rail is the largest infrastructure project in the region. It will transform the way producers export to domestic and international markets and access port infrastructure including Brisbane. Its completion by 2026<sup>xxv</sup> will be a catalyst for new and expanded regional investments in agriculture, food processing, manufacturing and packing.

The Moree SAP will leverage the transformative role of the Inland Rail. There is scope for infrastructure co-location and integration of evolving transport technologies to facilitate better connectivity with the wider transport network.

Inland Rail also creates opportunities for enhanced east-west connections and enabling smart jobs in freight and logistics, agriculture and agricultural products, manufacturing and services.

Competition with coal freight and limited north-south rail efficiency historically impeded the viability of rail freight. When the Inland Rail is operational, rail and road can share the freight load.

It is expected that 2 million tonnes of agricultural freight will switch from road to rail across Australia as a result of the project, with 8.9 million tonnes of agricultural freight more efficiently diverted to Inland Rail. This will reduce congestion and create additional capacity in Sydney. Carbon emissions will be reduced by 750,000 tonnes and truck volumes will be reduced in regional towns along the Newell Highway.

The Narrabri SAP will leverage opportunities enabled by the Narrabri Gas Project to attract investment and create new jobs. The precinct will also leverage the Inland Rail, the Narrabri West Walgett Railway line and the proposed Narrabri Industrial and Logistics Hub.

Telecommunications are critical for train control and safe working systems. The Australian Rail Track Corporation is undertaking a detailed feasibility study to explore opportunities for improved mobile telecommunications along the Inland Rail corridor from Narrabri to North Star. The study will confirm the

technical approach for site upgrades, the schedule and the cost to improve coverage in a 10-15km corridor either side of the Inland Rail alignment.

**Strategy 19.1**

Apply zoning and development controls to:

- support the operation of Inland Rail and minimise land use conflicts which could limit network capacity.
- capitalise on growth opportunities that arise outside the SAP boundaries.

**Collaboration Activity 5**

Identify opportunities to leverage investment in the Inland Rail at a regional and local scale by:

- enhancing telecommunications coverage along the route
- developing a strategic freight investment approach that identifies how multi-modal infrastructure can be integrated with intermodal facilities along the Inland Rail route at Narrabri and Moree.

Partners: Transport for NSW, Department of Planning, Industry and Environment.



*Inland rail bridge at North Star*

**OBJECTIVE 20:**

Part 5: Connected and accessible

# Improve state and regional freight connectivity



*Freight containers at Werris Creek Intermodal*

Located between Sydney and Brisbane, with strong transport links to Newcastle and South East Queensland, the New England North West is well positioned to access domestic and international markets. The freight network's efficiency influences the productivity of agriculture, manufacturing and natural resource sectors.

Freight and logistics industries will be a focus for investment, in terms of integration and alignment with road, rail, port, utility and airport infrastructure. Protecting transport assets and expanding export-related and value-adding industries will encourage investment, attract industry and provide certainty to industries.

Aside from coal, grain and timber, most commodities in the region are transported by road<sup>xxvi</sup>, with the New England and Newell highways handling most of the regional road freight task. With considerable increases in freight anticipated, volumes distributed on key road and rail corridors throughout NSW will also grow.

The *NSW Freight and Ports Plan 2018-2023* identifies opportunities to improve freight efficiency by shifting some commodities from road to rail, which is suited for transporting containerised freight, such as agricultural exports and construction materials, over long distances.

Efficient freight movement is linked to industry-related land use, from agricultural production and processing, to warehouse and distribution or infrastructure like airports and ports. Integration and coordination across governments and with the private sector, can lead to more efficient and coordinated infrastructure provision.

Dedicating land for freight ensures industries have the space to operate efficiently and expand if needed. The location of employment land in proximity to freight infrastructure ensures efficient access to transport linkages and trade gateways.

To maintain the competitiveness and viability of freight infrastructure, land use planning must manage growth, retain and protect land for ports, intermodal and logistics uses and associated industrial land. Protecting land from the encroachment of commercial, residential and other non-compatible uses is crucial to avoid adverse impacts on industry viability, productivity, operational capacity and long-term growth.

Early identification and protection of land for new infrastructure such as rail corridors and intermodal terminals will ensure the compatibility of future growth and development. There is also a need to maintain buffers from nearby residential areas and restrict further encroachment by residential uses to protect residential amenity near freight infrastructure.

## Strategy 20.1

Optimise the efficiency and effectiveness of the freight network by:

- protecting, maintaining and improving the existing and emerging freight transport network
- balancing land use conflict with the need to support efficient freight capacity.

## Strategy 20.2

Support the operation of regional airports and aerodromes in local planning to:

- manage and protect airport and aerodrome land uses and airspace to support aviation operations (including regular public and private transport, air freight and medical services) and related business
- limit the encroachment of incompatible development
- identify and activate employment lands surrounding airports and aerodromes with flexible planning controls
- provide for the future potential expansion of airports and aerodromes.





Figure 9: Agricultural freight networks

**OBJECTIVE 21:**

Part 5: Connected and accessible

# Improve active and public transport networks



Cyclist in Armidale

Active and public transport reduces demand on the road network, encourages healthier lifestyles, supports centres, is more sustainable and offers accessibility for people who can't drive. Enhancing pedestrian amenity and increasing active and public transport use across the region, particularly in and around centres is a priority. While active transport is well positioned for replacing cars for local trips within town, public transport is better positioned to provide connectivity between towns.

The region is well placed to do this. Many towns and urban areas in the region enjoy wide streets, regular grid patterns, relatively low levels of traffic on local roads, and a gentle topography. These factors mean that while cars will continue to be the dominant mode, there are opportunities to increase the use of public and active transport.

Transport facilities need to be designed for all ages and abilities with equitable access, seating and shade. Community transport will remain important for older people and those experiencing transport disadvantage. Appropriate transport links can assist older people to continue living in their home or community.

The *Future Transport Strategy 2056* established the Movement and Place Framework which recognises that streets are not just about moving people and goods, they are also places for people to live, work and spend time.

Streets differ in their function and character, but providing opportunities for walking, safe cycling and social interaction should be a priority. This requires allocation of road space between footpaths, cycleways, public transport and vehicles that considers people's safety needs, and balances movement and place functions in response to the type of street and local conditions.

The active transport network needs investment to link key activity nodes and other factors that encourage active transport including safe pedestrian crossings, lower traffic speeds, separated cycling paths and before and after trip facilities such as secure bicycle storage.

To encourage greater use of public transport, the reach and responsiveness of services will need to be enhanced. Encouraging infill opportunities in and around activity nodes and investing in facility enhancements at these nodes will promote the catchment densities necessary to foster a more regular public transport offering. Prioritising active and public transport to schools, libraries, hospitals and parks will encourage mode shift. Emerging transport technologies can also offer compelling alternatives to regular private car use.

**Strategy 21.1**

Encourage active and public transport use by:

- prioritising pedestrian amenity within centres
- providing a legible, connected and accessible network of pedestrian and cycling facilities
- delivering accessible transit stops and increasing convenience at interchanges to serve an ageing customer
- incorporating emerging anchors and commuting catchments in bus contract renewals
- integrating the active transport network with public transport facilities.

**Collaboration Activity 6**

Place Plans for Tamworth and Armidale will be developed in 2024.

Partners: Transport for NSW, Department of Planning, Industry and Environment, Tamworth Regional Council, Armidale Regional Council.



**OBJECTIVE 22:**

Part 5: Connected and accessible

## Utilise emerging transport technology

New technology can help to better utilise existing transport infrastructure to connect communities, transform service delivery and enhance the customer experience.

The NSW government is investing in trials to understand the benefits smart technology can provide to our transport system, including road safety, efficiency and public savings. The emergence of new types of shared, flexible and on demand services will enable greater productivity for freight businesses, and have positive impacts on liveability, health and the environment.

On-demand transport options are already changing the transport landscape. Further ride sharing technologies can reduce congestion, increase convenience, and improve safety and efficiency.

Modern infrastructure will improve access for people with disabilities and those with limited mobility and will assist them to enjoy a more seamless public transport experience, particularly at interchanges.

'Smart' technology will also be a part of wider strategies to meet the rising demand for freight infrastructure. The freight and logistics industry will be shaped by

disruptive technologies such as autonomous vehicles and advancements in e-commerce through online stores. Sharing economy platforms are creating opportunities and productivity benefits. This will have a significant impact on how and when freight is moved (including deliveries from small business to consumers).

Similarly, the way we plan for the natural and built environment must adopt new technologies and partnerships. Already, people living in Armidale enjoy NBN fibre to the premises but there will be barriers to adoption such as telecommunications coverage in other areas and affordability.

While change will continue to occur rapidly, future technology and trends are difficult to predict. Our planning and investment must provide the flexibility to adapt new technology. The *NSW Electric Vehicle Fast Charging Master Plan* will be used to determine fast charging locations in the region. Rethinking the use of car parks or drop-off bays for electric vehicle recharging is encouraged. Alternative uses such as storage, logistics hubs, depots or community uses may be required if autonomous vehicles reduce the need for car parking.



*Electric vehicle sustainability program*

**Case Study – Moree on-demand bus service**

An on-demand bus service was launched in Moree in 2020. The service picks up passengers at or near their homes and drops them at their desired destination within Moree. The service area covers the township of Moree, including Moree Airport, Moree Artesian Aquatic Centre, Moree Golf Club, Moree town centre and more. The service operates seven days a week from 7am to 7pm and must be pre-booked.

The launch followed a 2-year pilot. During the pilot program, the service was used for over 100,000 trips, which exceeded expectations. The service is successful because it connects local residents including seniors, to key health, retail, education and social services. The service has helped offer greater independence to elderly residents and provides an alternative to conventional bus and taxi services. Customer satisfaction survey results indicate over 90% satisfaction with the service.

**Strategy 22.2**

Consider how smart technology can improve planning processes including community engagement and information sharing.

**Collaboration Activity 7**

Foster a regional approach to the rollout of electric vehicle charging infrastructure that considers potential sites for charging stations, including council-owned land, and how these locations can be activated.

Partners: Transport for NSW, Department of Planning, Industry and Environment and councils.

**Collaboration Activity 8**

Investigate expansion of on-demand transport model to other centres.

Partners: Transport for NSW, Department of Planning, Industry and Environment and councils.



*Electric vehicle charging*



# Local Government Narratives



Glen Innes town centre

## Local Government Narratives

The NSW Government will work with each council to deliver the objectives and actions set out in this Plan. Priorities for each council are detailed in the following section and will guide further investigations and implementation. The priorities build on the objectives and actions in this Plan. Regional planning encourages infrastructure delivery that targets the needs of its communities. It also encourages efficiencies in the allocation of resources and investment to improve the liveability and sustainability of the region. The NSW Government will assist councils to translate these priorities into local plans.

Figure 10: Local government area indicators







## Armidale Regional

Armidale Regional LGA is in the heart of New England. Residents and businesses enjoy a prosperous economy, diverse community, outstanding natural assets and access to high-level services.

The regional city of Armidale serves the wider New England area with higher-order health, retail and professional services. Ben Lomond, Black Mountain, Guyra, Ebor, Hillgrove, Llangothlin and Wollomombi and other smaller settlements service the communities outside of Armidale.

The largest employers are within the agricultural, health and education industries, with the focus on education founded on the University of New England, numerous public and private schools, the NSW TAFE Digital Hub and the opportunities of the NBN. Armidale Regional LGA is within the proposed New England REZ which will play a vital role in delivering sustainable, affordable and reliable energy. The REZ will unlock a significant pipeline of large-scale renewable energy and storage projects, and new local opportunities.

The LGA is home to significant natural assets including the World Heritage-listed rainforest protected within the Oxley Wild Rivers and New England national parks and spectacular waterfalls/gorges. Cool climate vineyards, fine food and a fascinating cultural heritage attract visitors.

Council's priorities for the LGA are:

- deliver a variety of housing options in Armidale and promote development that contributes to the unique character of Ben Lomond, Black Mountain, Guyra, Ebor, Hillgrove, Llangothlin and Wollomombi
- foster the growth of knowledge-based services, high-order education services and health-related industries in Armidale CBD and around the Armidale Rural Referral Hospital and University of New England
- Armidale Regional Airport as an opportunity for year-round tourism and a hub for state emergency services
- support the development of employment lands such as the Airport Business Park and Acacia Park
- using NBN fibre to the premises to grow businesses
- support the sustainable and effective management of water resources to enable drought-proofing
- encourage diversification in agriculture, horticulture and agribusiness to grow these sectors and harness domestic and international opportunities
- support the New England Regional Arts Museum and other arts organisations to position the LGA as a recognised arts and cultural centre in regional Australia
- implement place-based planning principles to build more liveable communities for residents
- leverage the proposed REZ and to identify and promote wind, solar and other renewable energy production opportunities.

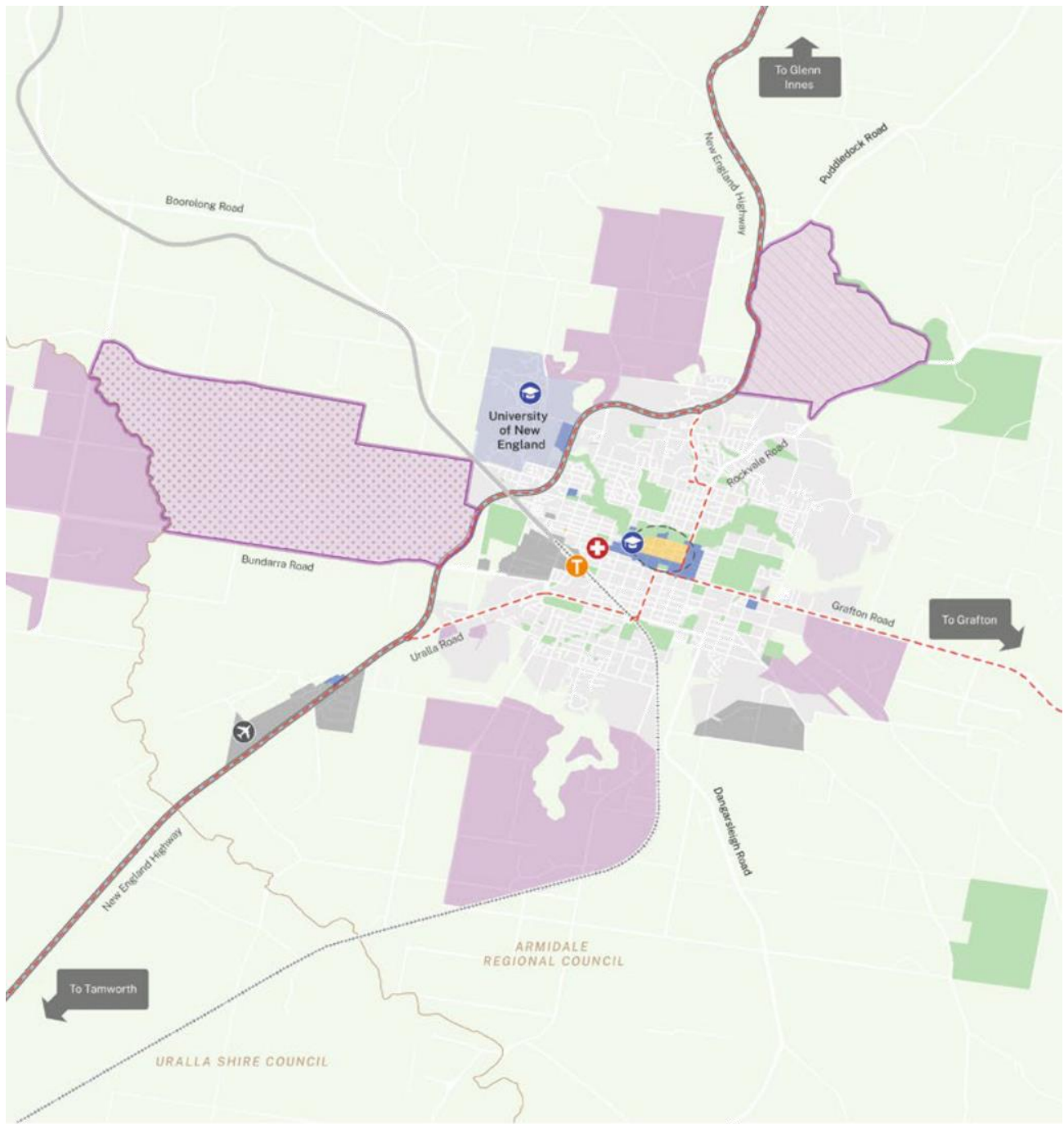


Figure 11: Armidale strategic centre







## Glen Innes Severn

Glen Innes Severn LGA is located in the north east of the New England Tablelands. Glen Innes sits at the crossroads of the New England and Gwydir highways and provides essential retail, commercial and community services. Emmaville and Deepwater fulfil local service needs and contribute to the unique local character.

Glen Innes Severn LGA provides iconic visitor experiences including the Australian Standing Stones, where the Australian Celtic Festival is celebrated each May. Abundant environmental assets include World Heritage-listed Washpool and Gibraltar Range national parks.

The area has a rich agricultural and mining history. Its location atop the Great Dividing Range has seen growth in wind farming and other renewables, with the region's first wind farm is under construction and two more planned. Several projects have been completed in recent years, with more to follow with Glen Innes Severn's inclusion in the proposed New England Renewable Energy Zone (REZ), which will play a vital role in delivering sustainable, affordable and reliable energy. The REZ will unlock a significant pipeline of large-scale renewable energy and storage projects, specifically associated with wind farming and other new local opportunities.

Council's priorities for the LGA are:

- deliver a variety of diversity of housing in Glen Innes and promote development that contributes to the unique character of Emmaville and Deepwater
- encourage diversification in agriculture, horticulture and agribusiness to grow these sectors and, harness domestic and international opportunities, and maximise innovation in the sector arising from the Glen Innes Agricultural Research and Advisory Station
- support new and emerging job opportunities associated with Glen Innes District Hospital
- maximise innovation and efficiencies in the agricultural sector including those arising from the Glen Innes Agricultural Research and Advisory Station
- continue to develop access and logistics infrastructure on appropriate sites to attract new industries
- identify opportunities to expand nature-based, adventure and cultural tourism places and new visitor experiences by leveraging environmental and iconic assets such as the Australian Standing Stones and neighbouring national parks
- implement place-based planning to build more liveable communities for residents
- identify and promote wind, solar, bioenergy and other renewable energy production opportunities as part of the REZ.

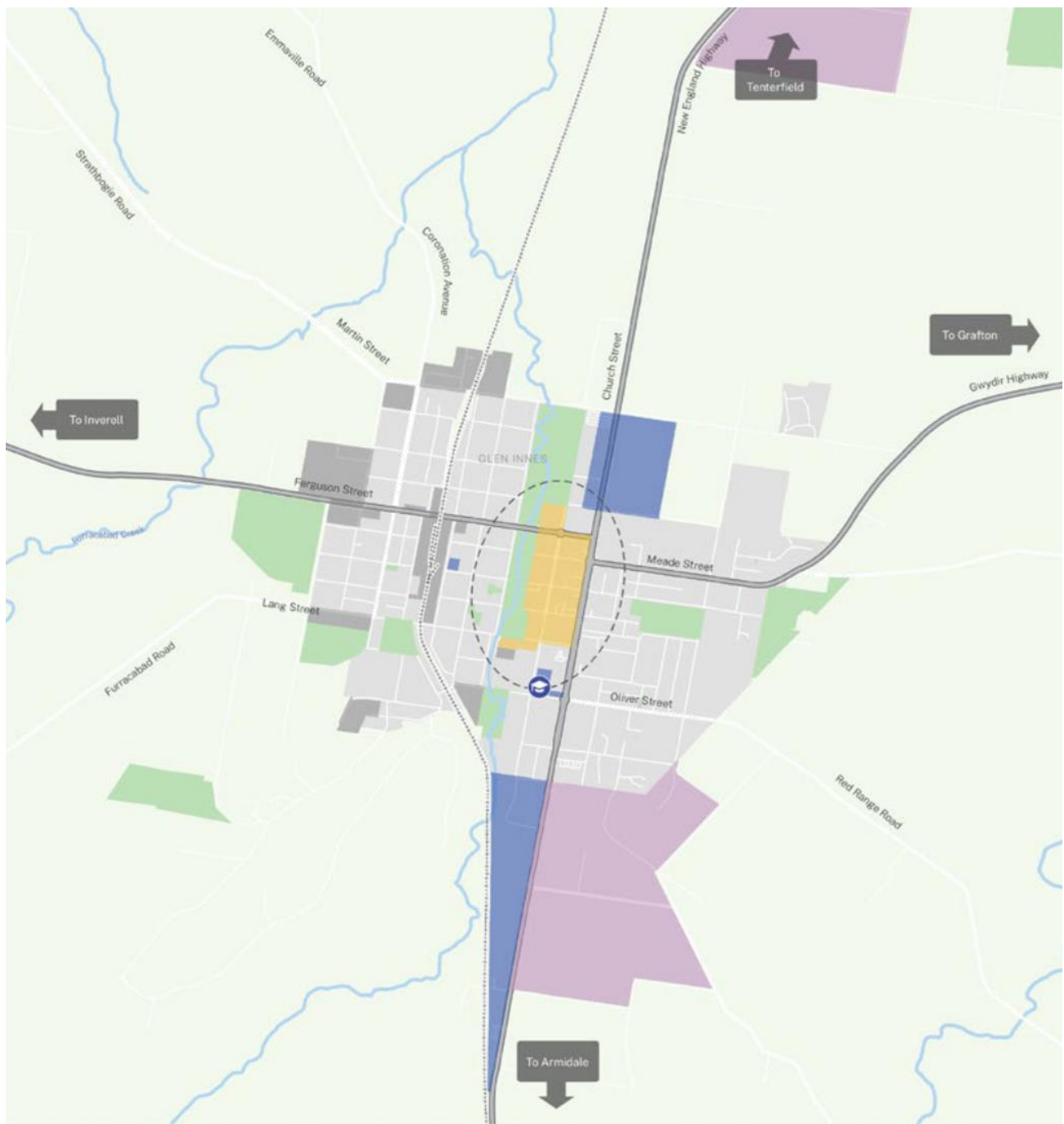


Figure 12: Glen Innes strategic centre







Gunnedah town centre

## Gunnedah

Gunnedah Shire sits within the rich fertile plains of the Namoi region, which is one of the main producers of poultry, pigs, lamb and beef in NSW. At the heart of the Shire is the town of Gunnedah. Supporting villages include Breeza, Carroll, Curlewis, Emerald Hill, Kelvin, Mullaley and Tambar Springs.

Gunnedah Shire is the home of AgQuip, Australia's premier agricultural field days with more than 3,000 companies represented and more than 100,000 visitors over three days.

The Gunnedah Shire LGA has a history in agricultural production, agribusiness and mineral resource production. It contains the high yield deposits of the Gunnedah Coal Basin, the State's third largest coal reserves and 12% of NSW's resources. The area also has significant potential for coal seam gas, with deposits covering over 3.4 million ha.

Agriculture and resources underpin a strong and growing economy which benefits from connections to local, national and international markets via the Oxley and Kamilaroi highways and the North-West (Mungindi) rail line.

Gunnedah's economy continues to attract and support industries including a thriving commercial, arts, cultural and retail service sector as well as value-adding industries in manufacturing and processing.

The LGA is home to one of Australia's healthiest koala colonies.

Council's priorities for the LGA are:

- deliver a variety of housing options, including adaptable and affordable housing, in Gunnedah and promote development that contributes to the unique character of Breeza, Carroll, Curlewis, Emerald Hill, Kelvin, Mullaley and Tambar Springs
- foster the growth of knowledge-based, education and health-related industries and related activity around Gunnedah District Hospital and Gunnedah TAFE Campus
- support the development of employment lands, through the preparation of an Employment Lands Strategy and an Economic Development Strategy
- encourage diversification in agriculture, horticulture and agribusiness to grow these sectors and harness domestic and international opportunities
- continue to develop logistics, freight and transport infrastructure, such as the Gunnedah Airport, to encourage new industry opportunities throughout the region and within the Namoi Regional Job Precinct
- work with Aboriginal communities to expand nature-based and cultural tourism places and enhance visitor experiences
- promote the development of appropriately located wind, solar and other renewable energy technologies including bio-waste opportunities
- retain biodiversity through protecting the existing koala population, biobanking and increasing tree canopy coverage
- implement place-based planning principles to build more liveable communities for residents.

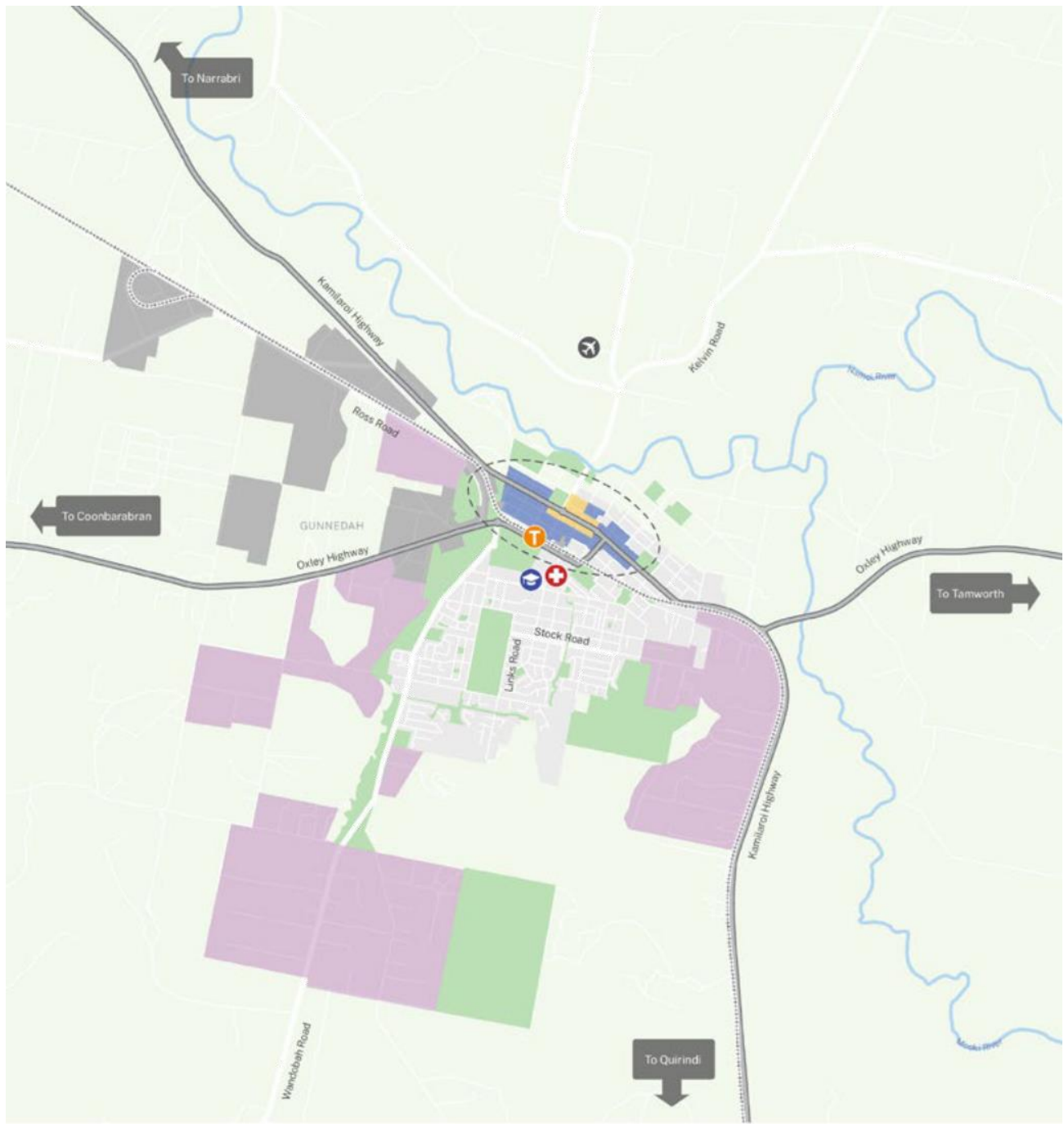


Figure 13: Gunnedah strategic centre







## Gwydir

Gwydir Shire LGA stretches from the Queensland border to the Endear Range in the south. Its diverse landscapes of steep and undulating lands to flat open plains attract tourists seeking eco-tourism and adventure tourism experiences.

Bingara and Wialda provide local retail, commercial and community services and a high quality of life for residents and visitors. Gravesend, Cobbadah, Upper Horton, Croppa Creek, North Star, Coolatai and Wialda Rail fulfil local service needs and contribute to the unique character of the area.

Gwydir Shire LGA has a strong and growing economy based on agriculture and supports the 'Golden Triangle' around North Star, famous for its high yielding crops such as wheat, barley, sorghum, maize, chickpea peas, canola and cotton.

Gwydir Shire Council promotes circular economy initiatives, by encouraging the re-use and recycling of materials within the agricultural industry.

The LGA is located within the Namoi region, which is one of the main producers of poultry, lamb and beef in NSW. The Namoi Regional Job Precinct will strengthen Gwydir's economy, by identifying new locations that will support the growth of the agricultural industry.

Gwydir Shire LGA has abundant environmental assets, including part of Mount Kaputar National Park and Copeton Dam, and the Gwydir and Horton rivers. This rich environment underpins the area's important tourism sector.

Council's priorities for the LGA are:

- deliver a variety of housing options in Bingara and Wialda, to attract young families and support the ageing population
- promote development that contributes to the unique character of Gravesend, Cobbadah, Upper Horton, Croppa Creek, North Star, Coolatai and Wialda Rail
- continue to develop access and logistics infrastructure on appropriate sites to encourage new industry opportunities, throughout the region and also within the Namoi Regional Job Precinct
- promote the development of employment lands, including those associated with the Namoi Regional Job Precinct
- enhance visitor experiences and expand nature-based, adventure and cultural tourism places
- promote the region's rivers and waterways, including for tourism
- encourage diversification in agriculture, horticulture and agribusiness to grow these sectors and harness domestic and international opportunities
- attract a vibrant, youthful, flexible and mobile workforce
- provide services for the ageing population
- implement place-based planning principles to build more liveable communities for residents
- identify and promote wind, solar and other renewable energy production opportunities.



## Inverell

Inverell LGA is nestled alongside the Macintyre River on the western slopes of New England. Inverell is the main centre located on the Gwydir Highway and provides essential retail, commercial and community services to a range of local communities.

Ashford, Gilgai, Yetman, Tingha and Delungra fulfil local service needs and contribute to the unique local character of the area. Inverell LGA's has a strong and growing economy based on agriculture, particularly beef cattle and cropping. It is the operating centre for a large beef processing company, the largest employer in Inverell.

Copeton Dam is the largest water storage in the New England North West region and provides a reliable domestic and industrial water supply for Inverell. The northern foreshores of Copeton Dam now include a 400 m concrete boat ramp and pontoon, amenities, a water park, a communal hall and concrete walking paths and viewing platforms.

While most jobs are in agriculture, a growing economy requires the development and growth of the manufacturing and transport sectors.

The LGA is also within the proposed New England Renewable Energy Zone (REZ), which will play a vital role in delivering sustainable, affordable and reliable energy. The REZ will unlock a significant pipeline of large-scale renewable energy and storage projects, and new local opportunities.

Council's priorities for the LGA are:

- encourage diversification in agriculture, horticulture and agribusiness to grow these sectors and harness domestic and international opportunities
- support the development of employment lands
- expand nature-based, adventure and cultural tourism places and enhance visitor experiences by leveraging the area's environmental and iconic assets including Copeton Dam
- support initiatives aimed at raising the profile of the area to attract younger people and business development
- deliver a diversity of housing in Inverell and promote development that contributes to the unique character of Ashford, Gilgai, Yetman, Tingha and Delungra
- continue to develop access and logistics infrastructure on appropriate sites to encourage new industry opportunities, including food production
- leverage the proposed REZ and new renewable energy projects.



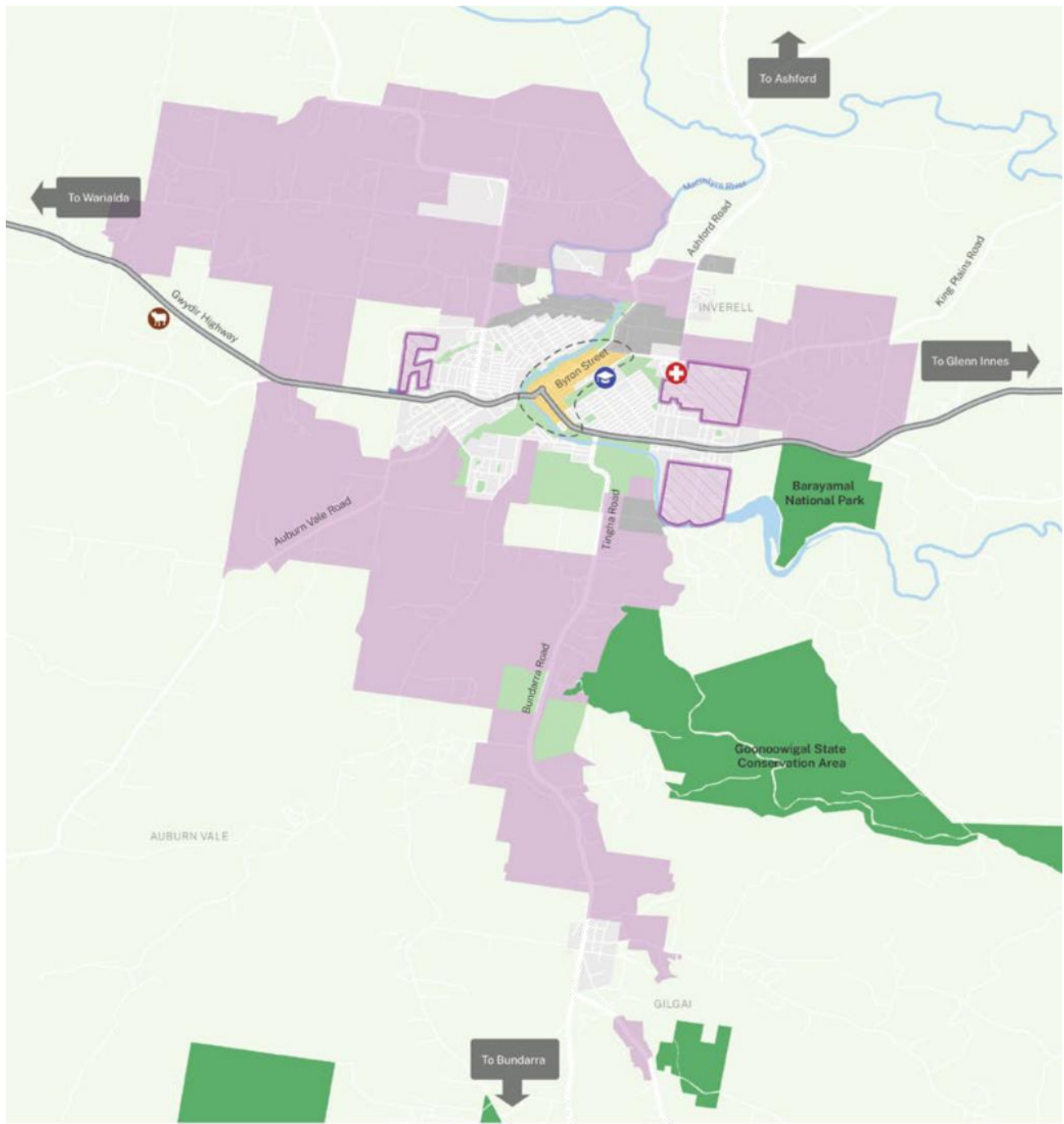


Figure 14: Inverell strategic centre





*Quirindi Town Clock and War Memorial*

## Liverpool Plains

Liverpool Plains LGA is in the south west of the region on some of the most productive agricultural land in NSW, with rich black soil plains underlain by extensive groundwater resources.

Quirindi and Werris Creek provide essential retail, commercial and community services to a range of local communities, supported by Willow Tree, Wallabadah, Caroon, Walhallow, Currabubula, Premier and Spring Ridge fulfil local service needs and contribute to the unique local character of the area.

The LGA is located within the Namoi Regional Job Precinct, which will strengthen the economy, by identifying new locations to support the growth of the agricultural industry.

Liverpool Plains LGA is easily accessible to Sydney and Newcastle. Better transport connections to Sydney and Newcastle will support future economic opportunities.

The proposed Kokoda Track Memorial Walk and other tourism projects will expand tourist opportunities.

Council's priorities for the LGA are:

- a diversity of housing in Quirindi and Werris Creek and development that contributes to the character of Willow Tree, Wallabadah, Caroon, Walhallow, Currabubula, Premier and Spring Ridge
- attract a vibrant, young and mobile workforce
- provide services for older people
- diversification in agriculture, horticulture and agribusiness to grow these sectors and strengthen domestic and international opportunities, including direct exports associated with local industries
- support the development of employment lands
- leverage the existing Werris Creek Intermodal Hub and the ongoing development of access and logistics infrastructure
- implement place-based planning in communities
- wind, solar and other renewable energy production opportunities
- expand nature-based, adventure and cultural tourism places and activities to enhance visitor experiences
- the sustainable and effective management of water resources to enable drought-proofing.





Moree Artesian Aquatic Centre

## Moree Plains

Moree Plains LGA is in the north west of the region adjoining the Queensland border. Moree provides essential retail, commercial and community services supported by the local centres of Mungindi, Boggabilla, Ashley Biniguy, Boomi, Pallamallawa, Garah, Gurley and Weemalah fulfil local service needs and contribute to the unique local character of the area.

Moree LGA is one of the top agricultural producing areas in Australia. Large-scale cereal and chickpea crops as well as cotton are significant export and domestic industries. The area also supplies pecans, sheep, cattle, oil seeds, citrus fruits and olives.

Moree sits at the junction of the Newell, Gwydir and Carnarvon highways and will interface with Inland Rail. The Moree Special Activation Precinct (SAP) will create long-term job opportunities attract businesses and investors. The SAP will also attract new telecommunications infrastructure which will improve connectivity with the broader region.

Moree has abundant tourism assets, including artesian spa baths, art deco architecture, Aboriginal cultural heritage and a water ski park.

Council's priorities for the LGA are:

- deliver a variety of housing options in Moree to attract residents, workers and tourists to the region
- implement place-based planning principles to build more liveable communities for residents and that contributes to the unique character of Moree, Mungindi, Boggabilla, Ashley, Biniguy, Boomi, Pallamallawa, Garah, Gurley and Weemalah
- leverage on new infrastructure associated with the Moree SAP, to grow and diversify agriculture, horticulture and agribusiness to grow these sectors and harness domestic and international opportunities
- continue to develop access and logistics infrastructure on appropriate sites within the Moree SAP and surrounding areas
- support Moree as a 'Smart City' to promote innovation, reduce costs and enhance services for agribusiness, health, education and dependent business suppliers
- expand nature-based adventure and cultural tourism places such as Moree Artesian Aquatic Centre and the Moree Water Park
- promote a vibrant, young and mobile workforce
- provide services for the older population
- promote the circular economy principles and sustainable and renewable energy technologies
- encourage the sustainable commercial utilisation of groundwater.

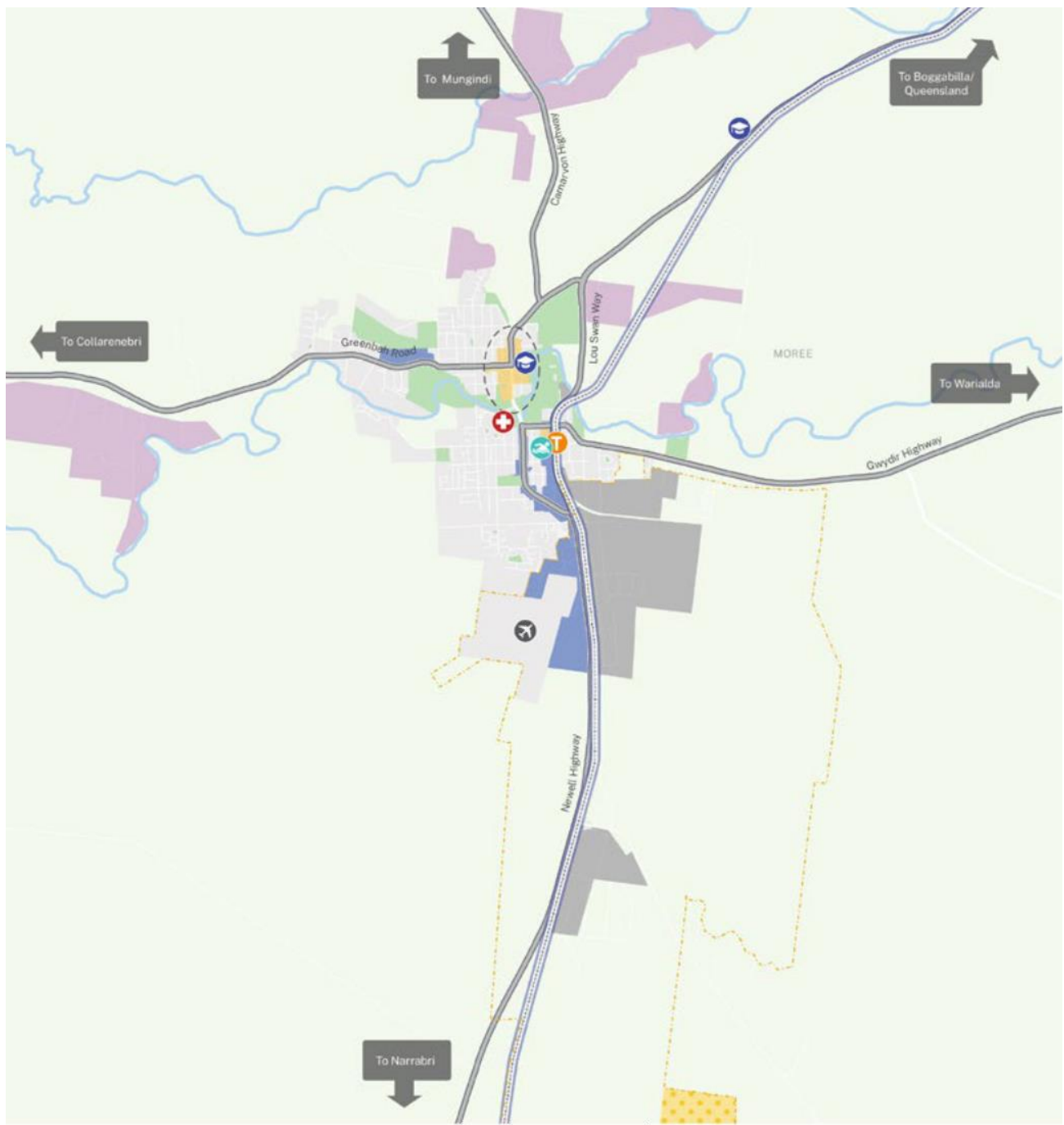
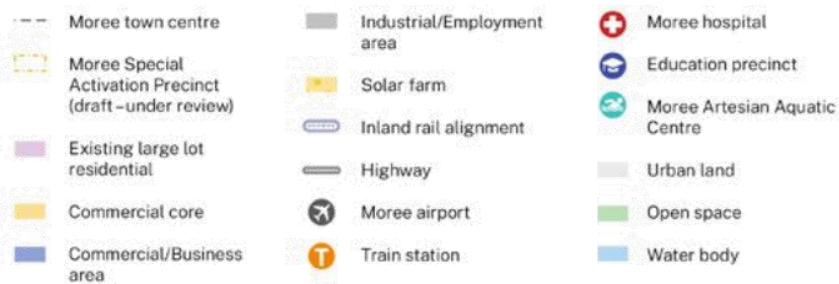


Figure 15: Moree strategic centre







## Narrabri

The Narrabri Shire LGA is located on the western border of the New England North West region. Its rich fertile soils support agricultural production, agribusiness and mineral resource production, as well as several research institutions.

The LGA is home to the Pilliga State Forest or Pilliga Scrub, which is the largest semi-arid woodland in the State and home to Australian Wildlife Conservancy. This rare forest type supports approximately 900 native plants and more than 100 native animal species.

Narrabri is the administrative centre of the LGA and provides essential retail, commercial and community services to all of its local communities. Wee Waa and Boggabri, and smaller settlements including Pilliga, Gwabegar, Baan Baa and Bellata, fulfil local service needs and contribute to the unique local character of the area.

Narrabri Shire LGA will be located on Inland Rail and the area will be investigated for a potential SAP targeting manufacturing, value-added production, and freight and logistics industries.

Council's priorities for the LGA are:

- deliver a variety of housing options in Narrabri to support the SAP and promote development that contributes to the unique character of Wee Waa, Pilliga, Bellata, Gwabegar, Baan Baa and Boggabri
- support economic diversification across the agricultural, health and education sectors through upskilling existing workers, retaining existing talent and removing barriers to training
- encourage diversification and value-add in agriculture and agribusiness, and the emerging horticulture sector, and harness domestic and international opportunities
- coordinate investment components and ancillary services for the SAP
- implement place-based planning principles to build more liveable communities for residents
- continue to develop access and logistics infrastructure on appropriate sites to encourage new industry opportunities
- expand nature-based adventure and cultural tourism places
- identify and promote solar, gas and other renewable energy opportunities, utilising the opportunities of the SAP
- support the sustainable and effective management of water resources to enable drought-proofing.



Figure 16: Narrabri strategic centre



- |  |  |                    |            |
|--|--|--------------------|------------|
| --- Narrabri town centre   | Commercial/Business area               | Highway            | Open space |
| ... Potential investigation area for Special Activation Precinct | Industrial/Employment area             | Narrabri airport   | Water body |
| Existing large lot residential                                   | Northern NSW inland port investigation | Train station      |            |
| Commercial core  | Inland rail alignment                  | Narrabri hospital  |            |
|  | Railway                                | Education precinct |            |
|  |  | Urban land         |            |





## Tamworth Regional

Tamworth Regional LGA in the south of the region is well connected to Sydney, Brisbane and Newcastle. Tamworth is a regional city that provides one in three of the region's homes and jobs and a variety of high-level services, including civic, entertainment, education and cultural venues. This includes Tamworth Base Hospital, TAFE NSW and national sporting facilities like the Australian Equine and Livestock Events Centre.

The balance of the urban population lives in surrounding smaller settlements including Manilla, Kootingal, Barraba and Nundle.

Tamworth's strong agricultural foundations in poultry, beef cattle, lamb processing and cropping are well supported by rail, road and air networks. The LGA is located in the Namoi Regional Job Precinct, which will help to grow the agricultural industry and protect it from incompatible land uses.

Manufacturing, retail and commercial services, and aviation and tourism are important economic generators. The Tamworth Country Music Festival attracts more than 50,000 festival goers each year.

Council's priorities for the LGA are:

- deliver a variety of dwelling types and levels of affordability in Tamworth, including for temporary workers
- promote development that contributes to the unique character of Manilla, Kootingal, Barraba, Nundle and other areas

Draft New England North West Regional Plan 2041

- foster the data-driven growth of knowledge-based, education and health-related industries around Tamworth Base Hospital, University of Newcastle's Tamworth Education Centre and TAFE NSW
- maximise the opportunities for Tamworth Regional Airport
- protect the viability of and promote intensive agriculture clusters and the opportunities of the Namoi Regional Job Precinct
- encourage opportunities for innovation in agribusiness
- expand tourism opportunities including ecotourism, agritourism, sporting and events, and Aboriginal and European cultural tourism
- support the development of the Tamworth Global Gateway Park, associated employment precincts and supporting infrastructure
- support the development of the regional recycling facility at Goddard Lane
- support appropriately located wind, solar and other renewable energy production opportunities, as well as battery storage facilities
- encourage water sustainability
- consolidate the Tamworth CBD as a thriving city centre with a night-time economy, more apartment living, and potential to house a university campus
- complete mapping of native vegetation and biodiversity, developing blue and green networks, and enhancing Aboriginal cultural heritage.

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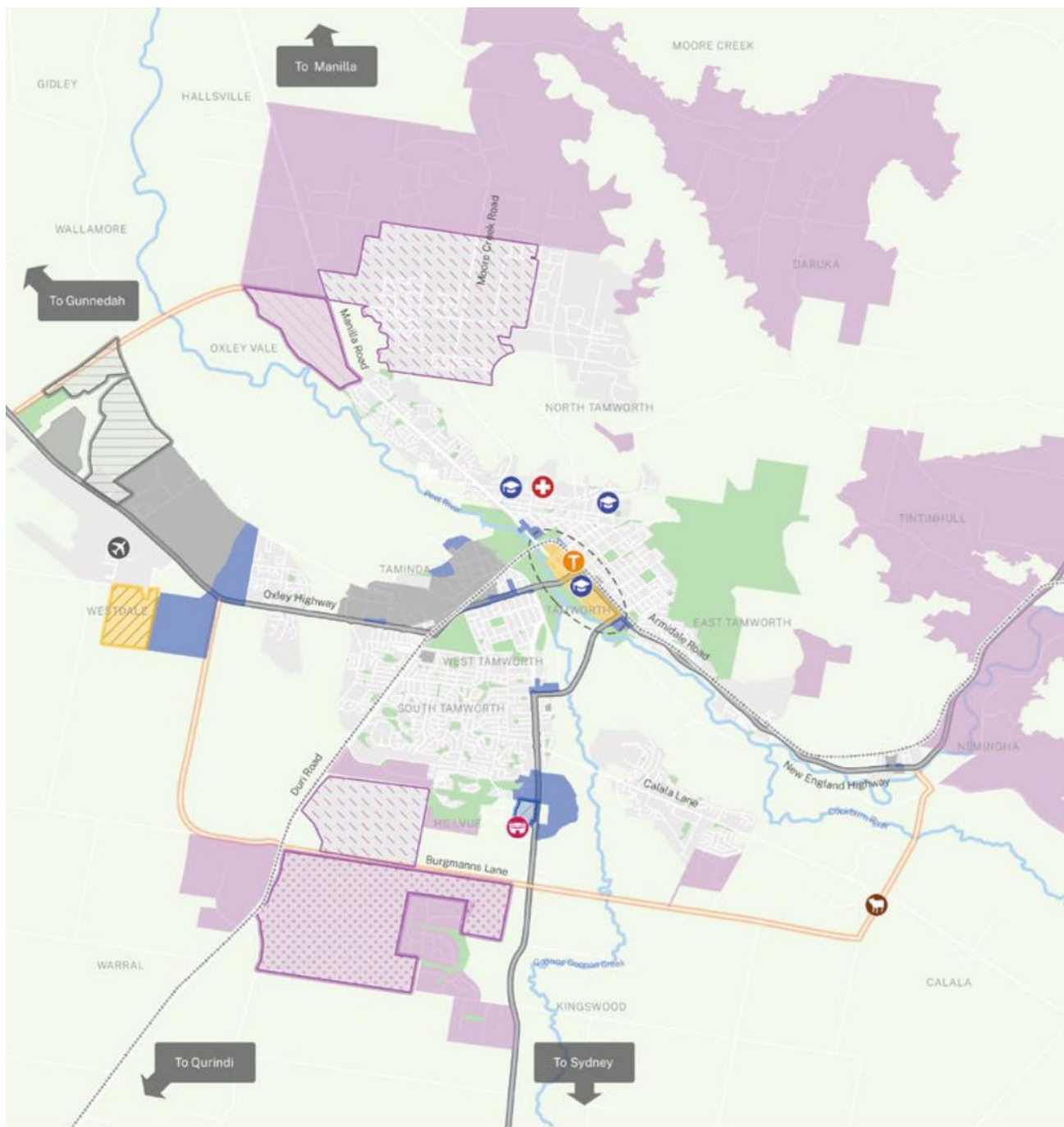


Figure 17: Tamworth strategic centre







Tenterfield town centre

## Tenterfield

Tenterfield LGA is the northern gateway to New England adjoining the Queensland border. Tenterfield provides essential retail, commercial and community services supported by Drake, Urbenville Torrington, Mingoola, Liston, Legume and Jennings.

Tenterfield LGA has a strong and growing economy based on agriculture and mineral resource production, retail trade, and the health, education and tourism industries. Tenterfield LGA is within the proposed New England REZ. The REZ will unlock a significant pipeline of large-scale renewable energy and storage projects, and new local opportunities.

The proposed Tenterfield Heavy Vehicle Bypass will reduce overall travel times, improve freight efficiency and safety, and facilitate oversize heavy vehicle movements. It will also remove heavy vehicles from Tenterfield's main street.

Tenterfield has a rich historic heritage. It is known as the 'Birthplace of our Nation' - Sir Henry Parkes delivered his Federation Speech in the Tenterfield School of Arts in 1889, which ultimately led to Federation in 1901.

Tenterfield has abundant environmental assets, such as Bald Rock and Boonoo Boonoo national parks. This rich environment underpins the area's tourism sector.

Council's priorities for the LGA are:

- deliver a variety of housing options and sensitive development in Tenterfield, Drake, Urbenville, Torrington, Mingoola, Liston, Legume and Jennings
- encourage diversification in agriculture, horticulture and agribusiness to grow these sectors and harness domestic and international opportunities
- develop access and logistics infrastructure on appropriate sites
- expand cultural and Aboriginal tourism and nature-based adventure, including eco-tourism and mountain bike trails
- attract a vibrant, young and mobile workforce
- provide services for the older population
- leverage cross-border opportunities with South East Queensland particularly with Brisbane West Wellcamp Airport and Brisbane
- leverage the proposed REZ and wind, solar and other renewable energy production opportunities
- support the sustainable and effective management of water resources to enable drought-proofing
- implement place-based planning principles to build more liveable communities for residents.



Uralla town centre

## Uralla

Uralla LGA is located on the New England Tableland Plateau. Uralla is the main centre supported by Bundarra, Arding, Rocky River, Kingstown, Invergowrie and Kentucky. Residents are attracted to Uralla for its unique country lifestyle and heritage.

Uralla LGA enjoys strong social and economic links with Armidale LGA. Its primary rural industries are fine wool, lamb and beef production. Boutique industries include vineyards and breweries, establishing Uralla as a gastro-tourism destination.

Uralla showcases over 50 buildings of historic significance, antique stores, art galleries and specialty stores. Community-led renewable energy projects will support the town's journey to become a Zero Net Energy Town.

Council's priorities for the LGA are:

- support new housing in Uralla and surrounds and protecting the character Bundarra and settlement areas of Arding, Rocky River, Kingstown, Invergowrie and Kentucky
- grow and diversify the local agricultural base and opportunities for agribusiness and local processing of rural products
- support the emerging boutique food and tourism-based retail enterprises
- encourage renewable energy developments that are compatible with the LGA's lifestyle and valued environmental assets
- expand nature-based, adventure and cultural tourism
- raise the area's profile and opportunities with younger people
- continue to develop access and logistics infrastructure on appropriate sites.





## Walcha

Walcha LGA is located on the south-eastern edge of the New England Tablelands and sits on the Oxley Highway and Thunderbolts Way.

Walcha is the main centre and provides retail, commercial and community services including a modern multipurpose health service facility and primary and secondary schools. Nowendoc fulfils local service needs.

Walcha's rich basalt soil supports some of the world's best fine wool as well as beef production and forestry. The LGA is in the Namoi Regional Job Precinct, and the proposed New England REZ, which will unlock a significant pipeline of large-scale renewable energy and storage projects, and new local opportunities.

Walcha has abundant environmental assets, such as Oxley Wild Rivers and Werrikimbe National Parks and contains World Heritage-listed rainforest. Iconic visitor experiences such as trout streams and spectacular waterfalls will continue to draw domestic and international tourists.

Council's priorities for the LGA are:

- deliver a variety of housing in Walcha and development that contributes to the unique character of Nowendoc
- encourage diversification in agriculture, horticulture and agribusiness to grow these sectors and harness domestic and international opportunities
- investigate opportunities for social, affordable and seniors housing
- continue to develop access and logistics infrastructure within the Namoi Regional Job Precinct
- expand nature-based adventure, cultural tourism places, and food and wine opportunities
- leverage on the proposed REZ and new wind, solar and other renewable energy production opportunities
- promote a vibrant, young and mobile workforce
- provide services for the older population
- raise the area's profile and awareness of employment, business development and lifestyle opportunities, particularly for younger people
- foster resilience and diversification in the agricultural industry
- support the sustainable and effective management of water resources to enable drought-proofing
- implement place-based planning in communities.

# Glossary

## Active transport

Transport that is human powered, such as walking, cycling or using a wheelchair.

## Affordable housing

Housing for very low income households, low income households or moderate income households, being such households as are prescribed by the regulations or as are provided for in an environmental planning instrument.

## Agribusiness

A business which earns most or all of its revenues from agriculture. An agribusiness could include food and fibre production, agrichemicals, seed supply, farm machinery wholesale and distribution, freight, logistics, processing, marketing, and retail sales.

## Intensive agribusiness

Relates to agriculture activities such as horticulture, irrigated crops, glass housing, feedlots, poultry farms and the like, that rely on high levels of inputs such as labour and capital to increase yield.

## Biodiversity

Biodiversity describes the variety of life on Earth. The life forms, the different plants, animals and microorganisms, the genes they contain and the ecosystems they form. It is usually considered at three levels: genetic diversity, species diversity and ecosystem diversity.

## Biodiversity corridor

An identified area of land that connects flora and fauna populations, separated by human developments and activities, for the purpose of increasing the biodiversity of an area.

## Central business district

The main cluster of businesses found within a town or city.

## Circular economy

The circular economy model redesigns current linear systems (take-make-waste) to a closed loop or circular system which maximises resource efficiencies, reduces waste and improves natural systems.

## Circular economy activities

Circular economy activities are defined as any activities associated with the operation of Circular Economy infrastructure. Circular Economy activities may also encompass the use of materials produced from Circular Economy Infrastructure, including recovered materials, repaired goods, leased products etc.

## Circular economy hub

A circular economy hub is a collection of businesses that come together on one site: so that the by-products of business can be used as a resource (including material, energy or water) in another business closing the loop on material use.

Circular economy infrastructure can encompass facilities that store, transfer, sort, reprocess or repurpose materials and goods to retain their productive value and prevent their disposal to landfill. Examples of circular economy infrastructure includes reuse and repair facilities, sharing and leasing facilities, reverse vending machines, community recycling centres, collection points for producer responsibility schemes, water reuse schemes, material bulking, sorting, storing facilities, material reprocessing and remanufacturing, washing or pelletising facilities, reverse logistics facilities, energy from waste (thermal), anaerobic digestion and chemical treatment of waste etc

Circular Economy infrastructure also includes the waste and resource recovery facilities as defined in the Standard Instrument such as resource recovery facilities, transfer stations, and compost facilities.

## Climate change

A change in the state of climate that can be identified by changes in the mean and/or the variability of its properties, and that persists for an extended period, typically decades or longer (Garnaut Review, 2008).

## Climate refugia

Areas where species can retreat to and persist in under changing environmental conditions. Refugia are areas that maintain favourable climatic conditions absent in the surrounding landscape, thereby safeguarding the persistence of biodiversity. There are two key types of refugia, termed internal and external, and are determined by their spatial relationship with species' known distributions. Climate refugia data can be accessed at [nswclimaterefugia.net](http://nswclimaterefugia.net) together with associated explanatory reports.

## Employment lands

Employment lands are areas zoned for industrial or similar purposes in planning instruments. They are generally lower density employment areas, and provide the essential space for the delivery of:

- utilities and urban services, including depots, repair trades and service centres,
- goods including the research, design and manufacturing of goods through to their warehousing, distribution and sale.



**Existing urban areas**

Land zoned for an urban purpose, excluding greenfield release areas.

**Greenfield housing**

Refers to new housing developments on land that has not been previously developed or used for other urban purposes. Release areas typically include greenfield housing.

**Green infrastructure**

The network of green spaces, natural systems, and semi-natural systems that support sustainable communities and includes waterways; bushland; tree canopy and green ground cover; parks; and open spaces that are strategically planned, designed, and managed to support a good quality of life in an urban environment.

**Housing affordability**

Refers to the capacity of individuals or households to enter the rental and privately owned housing markets.

**Housing density**

Is a measure of how intensively a residential area is developed. It is normally measured as the number of dwellings per hectare. Housing density can be low (<15dw/ha), medium (16-60 dw/ha) or high (>60dw/ha).

**Housing diversity**

Refers to the mix of housing types such as detached dwellings, boarding houses, dual occupancies, group homes, hostels, multi-dwelling housing, residential flat buildings, secondary dwellings, semi-detached dwellings, seniors housing and shop top housing.

**New England North West-Region**

The Local Government Areas (LGAs) of Armidale Regional, Inverell, Glen Innes Severn, Gunnedah, Gwydir, Moree, Liverpool Plains, Narrabri, Tamworth Regional, Tenterfield, Uralla, Walcha.

**Infill development**

Development in areas already used for urban purposes. This includes the re-use of a site within the existing urban footprint for new housing, businesses or other urban development.

**Intensive agribusiness**

Relates to agriculture activities such as horticulture, irrigated crops, glass housing, feedlots, poultry farms and the like, that rely on high levels of inputs such as labour and capital to increase yield.

**Knowledge-based industries**

Trends and activities that increasingly depend on knowledge, information and highly skilled personnel and organisation, meeting an increasing need for ready access to all these by business and public sectors (OECD, 2005)

**Local centres**

Local centres provide services such as shopping, dining, health and personal services to meet the daily and weekly needs of the local community. They are smaller than the metropolitan, regional, and strategic centres.

**Local Plans (Local Environmental Plans or Development Control Plans)**

Statutory and non-statutory plans prepared by council for a local government area to guide planning decisions by local councils. Through the use of land zoning and other development controls, a local plan is typically the main mechanism for determining the type and amount of development which can occur on each parcel of land in NSW. Local plans are the main planning tool that shapes the future of communities and ensures local development is appropriate.

**Local Strategic Plans**

Includes the preparation of Local Strategic planning statements, local housing strategies, employment land or retail studies, and other activities undertaken to support the development of local plans or local strategic planning statements.

**Mixed-use area**

Areas that facilitate a mixture of commercial, retail, residential and other land uses.

**Nature-based tourism**

Tourism based on the natural attractions of an area. Examples include birdwatching, photography, stargazing, camping, hiking, hunting, fishing, scuba diving, mountain biking, wakeboard and water skiing.

**Population projections**

Population projections are prepared by making assumptions about births, deaths and migration. These are applied to each five-year age group over the projection period. The assumptions determine the projected population size, rate of growth and age profile. Different assumptions are set for NSW, regions and each local government area (LGA). For example, an area with overseas students has different assumptions to a place where few people historically go when moving to Australia. In setting the assumptions, the Department of Planning, Industry and Environment assesses historical trends and data to determine if those trends are likely to continue or if a different trend should be assumed in the future. The NSW population projections also reflect current government policy and other circumstances existing or expected at the time of their preparation. Any unknown changes in policy or unforeseen events may produce a different outcome.

**Public spaces**

Are all places publicly owned or of public use, accessible and enjoyable by all for free and without a profit motive.

**Regional city**

Centres with the largest commercial component of any location in the region and that provides a full range of higher-order services, including hospitals and tertiary education services. Tamworth and Armidale are the regional cities of the New England North West.

**Resilience**

Resilience is the capacity of individuals, communities, businesses and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience (100 Resilient Cities).

**Smart Technology**

Self-Monitoring Analysis and Reporting Technology, which is technology that provides cognitive awareness to objects, by making use of advanced technologies like internet of things, artificial intelligence, machine learning and big data.

**Social housing**

Rental housing provided by not-for-profit, non-government or government organisations to assist people who are unable to access suitable accommodation in the private rental market. Social housing includes public and community housing, as well as other services and products.

**Strategic centre**

Centres with significant commercial components and a range of higher-order services. The Strategic Centres are higher order than local centres but smaller than regional cities and are Moree, Narrabri, Gunnedah, Glen Innes and Inverell.

**Sustainability**

Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

**Urban land**

Land that is zoned under any of the following land use zones:

- Zone R1 General Residential
- Zone R2 Low Density Residential
- Zone R3 Medium Density Residential
- Zone R4 High Density Residential
- Zone R5 Large Lot Residential
- Zone B1 Neighbourhood Centre
- Zone B2 Local Centre
- Zone B3 Commercial Core
- Zone B4 Mixed Use
- Zone B5 Business Development
- Zone B6 Enterprise Corridor
- Zone B7 Business Park
- Zone B8 Metropolitan Centre
- Zone IN1 General Industrial
- Zone IN2 Light Industrial
- Zone IN3 Heavy Industrial
- Zone IN4 Working Waterfront
- Zone SP3 Tourist
- Zone RU5 Village

**Agency abbreviations**

DPI – NSW Department of Primary Industries

DPIE – NSW Department of Planning, Industry and Environment

DRNSW – NSW Department of Regional NSW

TfNSW – Transport for NSW



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# Delivery Program

## PROGRESS REPORT

As at **December 2021**





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## **Our Strategic Directions**

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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.

DRAFT

Figure 1: Council's Strategic Directions

## Our Vision

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

## Our Strategic Direction



### Theme 1: Our Society

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

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



### Theme 2: Our Environment

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

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



### Theme 3: Our Economy

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

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



### 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

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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		There are 2,097 Kilometres of walking and cycling trails in the Shire. Although there has not been any new track developed within Narrabri Shire National parks, the already established tracks are being improved following drought and bushfires. National Park and Wildlife Services have advised an increase in visitation to National Parks over the previous 12 months. Further the Barraba Track is now bookable online, which has assisted in more people having access to the track.
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 %		The decline in participation of organised sports is most likely due to a number of sporting clubs not operating and or offering limited seasons due to restrictions imposed by the NSW Public health orders.
SO03 - Library Utilisation: Increase in Library memberships as a percentage of the population.	Council data	> 65 %		Total library membership for the Shire is 11,274 = 86.16%.



Measure	Measured Against	Target Jun 2021	Measure Status	Comments
SO04 - Lifestyle Satisfaction: Level of satisfaction with recreation and lifestyle opportunities.	Community survey	> 75 %		Council programs of providing outdoor social gathering areas in each town and village and providing passive recreation facilities such as the Narrabri Creek shared pathways has seen an improvement in lifestyle satisfaction numbers.

#### 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
SO07 - Safety Perception: Positive increase in resident perception of safety identified in community surveys.	Community survey	> 75 %		According to the 2021 Community Satisfaction Survey 70% of residents are satisfied with the perception of safety and crime within the Shire. This is a decrease of 4% of the previous community survey undertaken. Council manages the Crime Prevention Advisory Committee to assist in identifying ways to positively increase perceptions of crime. Council is developing the annual Crime Prevention Week to be held in June 2022 which will tackle a raft of crime related themes important to the community.
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		In the period July 2020 to June 2021 (latest available data via BOCSAR) a total of 46 drug related offences were detected and compared to data in the previous years this level of offending is stable. Council continues to manage the Crime Prevention Advisory Committee which reviews crime trends and identified crime prevention and awareness strategies.

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
SO06 - Crime Incidents: Reduction in overall crime incidents reported.	Bureau of Crime Statistics and Research data	< 740		Due to a change in reporting standards by BOCSAR, crime statistics are now reported per financial year. For the reporting period July 2020-June 2021 there was a total of 1,134 incidents of crime across all crime incidents (including drug related crime). In the year July 2019 - June 2020 a total of 1,234 incidents of crime were reported which is a reduction of 100 incidents or 8% positive variation.
SO08 - Road Safety: Road safety fatalities and major injuries per 100,000 population in NSW.	Roads and Maritime Services data	< 25		Transport for NSW crash data for year 2021 will be available in mid-2022. The number of road deaths per 100,000 population in NSW has dropped over the past five decades, from 28.9 in 1970 to 4.4 in 2019 (provisional figure), with a low of 4.1 in 2014. The total number of fatalities for Narrabri in 2020 was 2, which is well below the state average.



## 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><thead><tr><th>Date</th><th>Waiting List %</th></tr></thead><tbody><tr><td>Dec-17</td><td>0</td></tr><tr><td>Jun-18</td><td>31</td></tr><tr><td>Dec-18</td><td>0</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>52</td></tr><tr><td>Dec-20</td><td>20</td></tr><tr><td>Jun-21</td><td>20</td></tr><tr><td>Dec-21</td><td>75</td></tr><tr><td>Jun-22</td><td>5</td></tr></tbody></table>	Date	Waiting List %	Dec-17	0	Jun-18	31	Dec-18	0	Jun-19	35	Dec-19	35	Jun-20	52	Dec-20	20	Jun-21	20	Dec-21	75	Jun-22	5	<p>Council contacted all childcare/preschool organisations within the Shire which indicates a waitlist of 75% across the centres (not including Family Day Care). This is a significant increase which Council is aware of.</p> <p>Council has recently engaged a consultancy firm to undertake a feasibility study in respect of childcare needs within the LGA, to identify current and future needs and how to best address these needs within the community.</p>
Date	Waiting List %																									
Dec-17	0																									
Jun-18	31																									
Dec-18	0																									
Jun-19	35																									
Dec-19	35																									
Jun-20	52																									
Dec-20	20																									
Jun-21	20																									
Dec-21	75																									
Jun-22	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><thead><tr><th>Date</th><th>Waiting List %</th></tr></thead><tbody><tr><td>Dec-17</td><td>0</td></tr><tr><td>Jun-18</td><td>3</td></tr><tr><td>Dec-18</td><td>0</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>6</td></tr><tr><td>Dec-20</td><td>6</td></tr><tr><td>Jun-21</td><td>3</td></tr><tr><td>Dec-21</td><td>0</td></tr><tr><td>Jun-22</td><td>5</td></tr></tbody></table>	Date	Waiting List %	Dec-17	0	Jun-18	3	Dec-18	0	Jun-19	6	Dec-19	6	Jun-20	6	Dec-20	6	Jun-21	3	Dec-21	0	Jun-22	5	<p>Council made contact with the Aged Care Facilities and they currently do not have a waiting list.</p>
Date	Waiting List %																									
Dec-17	0																									
Jun-18	3																									
Dec-18	0																									
Jun-19	6																									
Dec-19	6																									
Jun-20	6																									
Dec-20	6																									
Jun-21	3																									
Dec-21	0																									
Jun-22	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	<p>The graph shows a steady increase in training opportunities over time, peaking at 465 in Jun-21, and then decreasing to 300 in Dec-21 and Jun-22. The target of &gt; 300 is indicated by a horizontal line at 300.</p>	<p>There are currently numerous courses that youth have access to via TAFE and the local RTA Community College, these courses are run face to face, online or as a hybrid of both. Courses are for a Certificate III or above or provides license or other qualification. The Department of Education has recently announced 50 free courses specifically for youth, that can be undertaken during the 2021/2022 summer holidays. A range of these courses will be run face to face in Narrabri to provide skills for local youth that are important to local employers to increase employment opportunities. These courses are being offered to youth aged 16-24 and covers a large range of industries. The Country Universities Centre (CUC) provides access to a wide range of university degrees or post graduate work. The CUC has supported approximately 170 students under the age of 25 throughout 2021.</p>



Measure	Measured Against	Target Jun 2021	Measure Status	Comments
SO12 - Voluntary Programs: Increase in youth volunteer activity across the Shire.	Community survey	> 65 %		<p>According to the Community Satisfaction Survey undertaken in 2021 54% of people within the Narrabri Shire volunteered their time. Council continues to facilitate the Lillian Hulbert Memorial Prize which encourages young people to excel in a range of pursuits including charitable works and volunteering within the Narrabri Shire. The winner for 2021 was recognised for charitable works, volunteering and academic excellence.</p> <p>Council is also working with Narrabri Shire Youth Councillors to identify ways to encourage local youth to volunteer throughout the year.</p>
SO13 - Youth Perception: Level of satisfaction with programs and training opportunities available locally.	Community survey	> 4		<p>The Community Satisfaction Survey data indicates a mean satisfaction rating of 3 in 2021. Council is taking steps to identify gaps in the provisions of training and programs targeted at youth, and is working closely with Youth Councillors to identify suitable programs and activities to support local youth.</p>

**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**

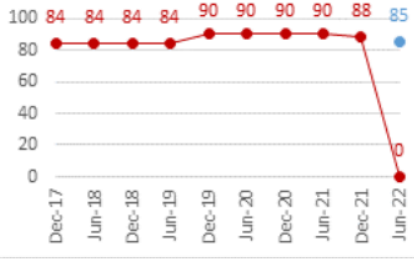
Measure	Measured Against	Target Jun 2021	Measure Status	Comments
SO14 - CBD Satisfaction: 80% of shop customers surveyed consider the CBD attractive and welcoming.	Targeted survey	> 80 %	<p>72 72 72 55 55 55 55 55 72 0 80</p>	According to the Community Satisfaction Survey undertaken in 2021 72% of the community are satisfied with the work being undertaken to enhance town and village centres.

**1.2.2 - Promote and support the development of and access to creative arts**

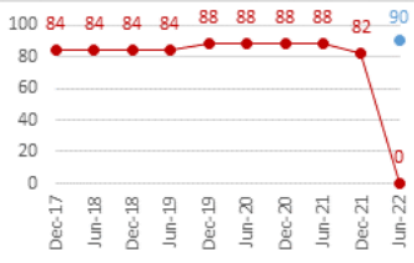
Measure	Measured Against	Target Jun 2021	Measure Status	Comments
SO15 - Opportunities to engage in Arts and Cultural Activities: Increase the quality and/or number of Arts and Cultural activities per annum.	Council and community data	> 45	<p>41 41 41 42 29 31 31 21 7 0 45</p>	The number of arts and cultural activities has decreased by 20% due to lack of confidence in the sector and the COVID-19 Public Health order.
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 %	<p>36 36 36 36 37 37 37 37 45 0 40</p>	45% of the Narrabri Shire Council area participated in Arts and Cultural Activities in the July to December 2021 period.



## 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 %	 <table><thead><tr><th>Date</th><th>Satisfaction Level (%)</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>90</td></tr><tr><td>Jun-20</td><td>90</td></tr><tr><td>Dec-20</td><td>90</td></tr><tr><td>Jun-21</td><td>90</td></tr><tr><td>Dec-21</td><td>88</td></tr><tr><td>Jun-22</td><td>85</td></tr></tbody></table>	Date	Satisfaction Level (%)	Dec-17	84	Jun-18	84	Dec-18	84	Jun-19	84	Dec-19	90	Jun-20	90	Dec-20	90	Jun-21	90	Dec-21	88	Jun-22	85	Continual improvements to pathways and parklands by Council has seen an increase in satisfaction levels.
Date	Satisfaction Level (%)																									
Dec-17	84																									
Jun-18	84																									
Dec-18	84																									
Jun-19	84																									
Dec-19	90																									
Jun-20	90																									
Dec-20	90																									
Jun-21	90																									
Dec-21	88																									
Jun-22	85																									

## 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>Perception Level (%)</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>88</td></tr><tr><td>Dec-20</td><td>88</td></tr><tr><td>Jun-21</td><td>88</td></tr><tr><td>Dec-21</td><td>82</td></tr><tr><td>Jun-22</td><td>90</td></tr></tbody></table>	Date	Perception Level (%)	Dec-17	84	Jun-18	84	Dec-18	84	Jun-19	84	Dec-19	88	Jun-20	88	Dec-20	88	Jun-21	88	Dec-21	82	Jun-22	90	The 2021 Community Satisfaction Survey revealed 82% of those surveyed are satisfied with reconciliation activities undertaken within the community.
Date	Perception Level (%)																									
Dec-17	84																									
Jun-18	84																									
Dec-18	84																									
Jun-19	84																									
Dec-19	88																									
Jun-20	88																									
Dec-20	88																									
Jun-21	88																									
Dec-21	82																									
Jun-22	90																									

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

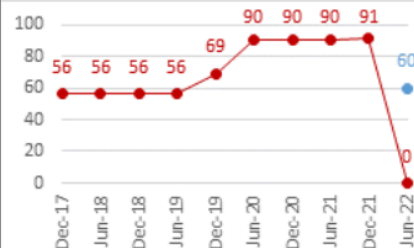
**1.3.1 - Ensure adequate community transport is available to access essential health care and social needs**

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 %		The 2021 Community Satisfaction Survey revealed 67% those surveyed stated they had access to appropriate levels of community transport options.
SO20 - Transport Limitations: Percentage of adult population that experienced transport limitations in the last 12 months.	Community survey	< 25 %		The 2021 Community Satisfaction Survey revealed 38% of those surveyed had experienced transport limitations in the previous 12 months.

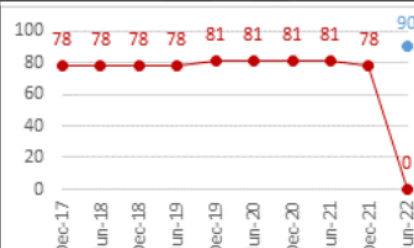
**1.3.2 - Strengthen access to services through enhanced use of technology**

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 %		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.



Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
SO22 - Internet Connection: Percentage of residents connected to available internet sources such as NBN/ADSL	Australian Bureau of Statistics data	> 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>69</td></tr><tr><td>Jun-20</td><td>90</td></tr><tr><td>Dec-20</td><td>90</td></tr><tr><td>Jun-21</td><td>90</td></tr><tr><td>Dec-21</td><td>0</td></tr><tr><td>Jun-22</td><td>60</td></tr></tbody></table>	Date	Percentage	Dec-17	56	Jun-18	56	Dec-18	56	Jun-19	56	Dec-19	69	Jun-20	90	Dec-20	90	Jun-21	90	Dec-21	0	Jun-22	60	Desktop or laptop computers are used by 91% of connected households. Similarly, mobile or smart phones are also used by 91% of connected households.
Date	Percentage																									
Dec-17	56																									
Jun-18	56																									
Dec-18	56																									
Jun-19	56																									
Dec-19	69																									
Jun-20	90																									
Dec-20	90																									
Jun-21	90																									
Dec-21	0																									
Jun-22	60																									

### 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>Percentage</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>81</td></tr><tr><td>Dec-20</td><td>81</td></tr><tr><td>Jun-21</td><td>81</td></tr><tr><td>Dec-21</td><td>0</td></tr><tr><td>Jun-22</td><td>90</td></tr></tbody></table>	Date	Percentage	Dec-17	78	Jun-18	78	Dec-18	78	Jun-19	78	Dec-19	81	Jun-20	81	Dec-20	81	Jun-21	81	Dec-21	0	Jun-22	90	<p>The 2021 Community Satisfaction Survey revealed that 78% of those surveyed are satisfied with the quality and availability of meeting places in their town or village. This is down from 81% satisfaction recorded in the 2019 Community Satisfaction Survey. There is an additional public survey being conducted for the development of the Community Strategic Plan (closing 28 February 2022). The results from this survey will be used to inform Council how to increase community satisfaction with the quality and availability of meeting places across the Shire.</p>
Date	Percentage																									
Dec-17	78																									
Jun-18	78																									
Dec-18	78																									
Jun-19	78																									
Dec-19	81																									
Jun-20	81																									
Dec-20	81																									
Jun-21	81																									
Dec-21	0																									
Jun-22	90																									

## 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 %	<p>76 76 76 76 92 92 92 92 92 90</p>	<p>2021 Community Satisfaction Survey revealed that 92% of those surveyed were satisfied with the accessibility of community facilities and services in their town or village. There is an additional public survey being conducted for the development of the Community Strategic Plan (closing 28 February 2022). The results from this survey will be used to inform Council how to increase accessibility in Council facilities across the Shire.</p>



**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 (%)</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>87</td></tr><tr><td>Dec-20</td><td>87</td></tr><tr><td>Jun-21</td><td>87</td></tr><tr><td>Dec-21</td><td>85</td></tr><tr><td>Jun-22</td><td>85</td></tr></tbody></table>	Date	Satisfaction (%)	Dec-17	81	Jun-18	81	Dec-18	81	Jun-19	81	Dec-19	87	Jun-20	87	Dec-20	87	Jun-21	87	Dec-21	85	Jun-22	85	The 2021 Community Satisfaction Survey revealed 85% of those surveyed are satisfied with the educational offerings and services available within the Shire.
Date	Satisfaction (%)																									
Dec-17	81																									
Jun-18	81																									
Dec-18	81																									
Jun-19	81																									
Dec-19	87																									
Jun-20	87																									
Dec-20	87																									
Jun-21	87																									
Dec-21	85																									
Jun-22	85																									
SO28 - Learning Outcomes: Improved NAPLAN results across the Narrabri Shire LGA.	Australian Curriculum Assessment and Reporting Authority data	> 473	<table><thead><tr><th>Date</th><th>NAPLAN Results</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>473</td></tr><tr><td>Dec-20</td><td>473</td></tr><tr><td>Jun-21</td><td>447</td></tr><tr><td>Dec-21</td><td>447</td></tr><tr><td>Jun-22</td><td>473</td></tr></tbody></table>	Date	NAPLAN Results	Dec-17	473	Jun-18	473	Dec-18	473	Jun-19	460	Dec-19	460	Jun-20	473	Dec-20	473	Jun-21	447	Dec-21	447	Jun-22	473	Due to COVID-19 NAPLAN testing in 2020 was not undertaken. NAPLAN testing was undertaken in May 2021 with national results distributed, however individual school NAPLAN results are not yet available.
Date	NAPLAN Results																									
Dec-17	473																									
Jun-18	473																									
Dec-18	473																									
Jun-19	460																									
Dec-19	460																									
Jun-20	473																									
Dec-20	473																									
Jun-21	447																									
Dec-21	447																									
Jun-22	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>45</td></tr><tr><td>Dec-20</td><td>45</td></tr><tr><td>Jun-21</td><td>45</td></tr><tr><td>Dec-21</td><td>45</td></tr><tr><td>Jun-22</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	45	Dec-20	45	Jun-21	45	Dec-21	45	Jun-22	65	Council was unable to obtain the data required to report against this KPI.
Date	Retention (%)																									
Dec-17	59																									
Jun-18	60																									
Dec-18	60																									
Jun-19	41																									
Dec-19	41																									
Jun-20	45																									
Dec-20	45																									
Jun-21	45																									
Dec-21	45																									
Jun-22	65																									
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 %	<table><thead><tr><th>Date</th><th>Development (%)</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>76</td></tr><tr><td>Jun-20</td><td>76</td></tr><tr><td>Dec-20</td><td>76</td></tr><tr><td>Jun-21</td><td>76</td></tr><tr><td>Dec-21</td><td>85</td></tr><tr><td>Jun-22</td><td>85</td></tr></tbody></table>	Date	Development (%)	Dec-17	84	Jun-18	84	Dec-18	84	Jun-19	84	Dec-19	76	Jun-20	76	Dec-20	76	Jun-21	76	Dec-21	85	Jun-22	85	According to the most recent available data through the Australia Early Development Census (Narrabri Community Profile) 85% of children are developmentally/ cognitively on track.
Date	Development (%)																									
Dec-17	84																									
Jun-18	84																									
Dec-18	84																									
Jun-19	84																									
Dec-19	76																									
Jun-20	76																									
Dec-20	76																									
Jun-21	76																									
Dec-21	85																									
Jun-22	85																									

## 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.	REMPAN	> 2,500	<table><tr><th>Date</th><th>Value</th></tr><tr><td>Dec-17</td><td>2419</td></tr><tr><td>Jun-18</td><td>2419</td></tr><tr><td>Dec-18</td><td>2419</td></tr><tr><td>Jun-19</td><td>2419</td></tr><tr><td>Dec-19</td><td>2419</td></tr><tr><td>Jun-20</td><td>2419</td></tr><tr><td>Dec-20</td><td>2450</td></tr><tr><td>Jun-21</td><td>3775</td></tr><tr><td>Dec-21</td><td>3758</td></tr><tr><td>Jun-22</td><td>250</td></tr></table>	Date	Value	Dec-17	2419	Jun-18	2419	Dec-18	2419	Jun-19	2419	Dec-19	2419	Jun-20	2419	Dec-20	2450	Jun-21	3775	Dec-21	3758	Jun-22	250	According to REMPLAN Community (Sourced via Australian Bureau of Statistics 2016 Census of Population and Housing) a total of 3,758 of the Narrabri Shire population have a non-school qualification.
Date	Value																									
Dec-17	2419																									
Jun-18	2419																									
Dec-18	2419																									
Jun-19	2419																									
Dec-19	2419																									
Jun-20	2419																									
Dec-20	2450																									
Jun-21	3775																									
Dec-21	3758																									
Jun-22	250																									
SO32 - Vocational Education & Training Enrolments: Percentage of community members aged 15 to 64 enrolled in vocational education and training.	Training providers	> 13 %	<table><tr><th>Date</th><th>Value</th></tr><tr><td>Dec-17</td><td>12</td></tr><tr><td>Jun-18</td><td>12</td></tr><tr><td>Dec-18</td><td>12</td></tr><tr><td>Jun-19</td><td>22</td></tr><tr><td>Dec-19</td><td>22</td></tr><tr><td>Jun-20</td><td>15</td></tr><tr><td>Dec-20</td><td>15</td></tr><tr><td>Jun-21</td><td>13</td></tr><tr><td>Dec-21</td><td>8.3</td></tr><tr><td>Jun-22</td><td>0</td></tr></table>	Date	Value	Dec-17	12	Jun-18	12	Dec-18	12	Jun-19	22	Dec-19	22	Jun-20	15	Dec-20	15	Jun-21	13	Dec-21	8.3	Jun-22	0	According to data obtained from REMPLAN and Census Data approximately 8.3% of the population is engaged in a tertiary or technical institution.
Date	Value																									
Dec-17	12																									
Jun-18	12																									
Dec-18	12																									
Jun-19	22																									
Dec-19	22																									
Jun-20	15																									
Dec-20	15																									
Jun-21	13																									
Dec-21	8.3																									
Jun-22	0																									
SO33 - Learning Needs Perception: Percentage of community members who believe a range of learning options are available to meet their needs.	Community survey	> 75 %	<table><tr><th>Date</th><th>Value</th></tr><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>87</td></tr><tr><td>Jun-20</td><td>87</td></tr><tr><td>Dec-20</td><td>87</td></tr><tr><td>Jun-21</td><td>87</td></tr><tr><td>Dec-21</td><td>85</td></tr><tr><td>Jun-22</td><td>75</td></tr></table>	Date	Value	Dec-17	69	Jun-18	69	Dec-18	69	Jun-19	69	Dec-19	87	Jun-20	87	Dec-20	87	Jun-21	87	Dec-21	85	Jun-22	75	The 2021 Community Satisfaction Survey revealed 85% of those surveyed believe there is sufficient learning options to meet the community's needs.
Date	Value																									
Dec-17	69																									
Jun-18	69																									
Dec-18	69																									
Jun-19	69																									
Dec-19	87																									
Jun-20	87																									
Dec-20	87																									
Jun-21	87																									
Dec-21	85																									
Jun-22	75																									



## 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		According to REMPLAN Data approximately 2,657 people within the Narrabri Shire are currently undertaking study within the Shire, this includes 2,144 full time students and 513 part time students. This data is obtained from a range of sources and includes TAFE, Country Universities Centre and other RTOs that are either based in, or outreach to the Narrabri Shire.

## 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		Demand has increased considerably due to more requests for IT guidance for in response to COVID-19 related information being predominantly online.
SO36 - Research Training Provision: Increased participation in provision of training by research facilities.	Council data	> 79		The Narrabri Shire Libraries have not worked with local research facilities in 2021/2022.



## 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		The Waterloo Creek Massacre Site has been successfully gazetted and listed on the State Heritage Register.
EN02 - Aboriginal Heritage Satisfaction: Level of satisfaction with protection of heritage items.	Community survey	> 85 %		As per Councils last Community Satisfaction survey the level of community satisfaction regarding the protection of Aboriginal heritage items was 87%.
EN03 - Aboriginal Heritage Signage: Total number of Aboriginal heritage sites with information signs installed increased.	IP Australia data	> 8		Council is working with the Waterloo Creek Massacre Site Committee (gazetted in 2021) to develop signage to be installed at the site. New signage was installed at the Historical Site (Gins Leap) to promote a broader understanding of the site and its significance to the Aboriginal Community. Council is embedding Aboriginal artwork, signage and a meeting place (yarning circle) at the Tourism and Cultural Precinct to be built at the rear of the Narrabri Region Visitor Information Centre.



## 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	<p>Local Strategic Planning Statement (LSPS) and Local Growth Management Strategy (LGMS) adopted in June 2020 and implementation commenced. Local Environmental Plan (LEP) "Health Check" completed as part of this process. Comprehensive review of LEP can commence now that LSPS and LGMS are in place. LEP No. 16 for N2IP site developed and gazetted on 15 May 2021.</p>	

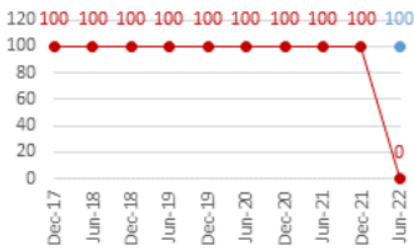
## 2.1.3 - Passive recreational open spaces are well maintained and accessible for public use

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EN05 - Public Accessibility: Level of satisfaction with access to walkways and cycleways.	Community survey	> 70 %	<p>The 2021 Community Satisfaction Survey revealed that 86% of those surveyed are satisfied with access to walkways and cycleways within the Shire. Installation of pathways along Narrabri Creek and around Narrabri Lake will contribute to the increase satisfaction and ease of access.</p>	
EN06 - Appearance of Public Spaces: Percentage of adults who express satisfaction with the accessibility and appearance of public areas.	Community survey	> 80 %	<p>The 2021 Community Satisfaction Survey revealed that 88% of those surveyed are satisfied with the appearance of public spaces within the Shire. Council's Open Spaces Maintenance Program has increased the level of service resulting in increase in satisfaction.</p>	

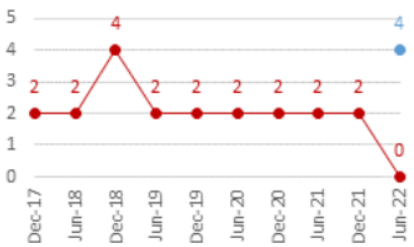

## 2.1.4 - Minimise the impacts of noxious weeds and feral and domestic animals on the environment

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><tr><th>Period</th><th>Value</th></tr><tr><td>Dec-17</td><td>0</td></tr><tr><td>Jun-18</td><td>1</td></tr><tr><td>Dec-18</td><td>0</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><tr><td>Dec-21</td><td>0</td></tr><tr><td>Jun-22</td><td>4</td></tr></table>	Period	Value	Dec-17	0	Jun-18	1	Dec-18	0	Jun-19	2	Dec-19	0	Jun-20	0	Dec-20	0	Jun-21	0	Dec-21	0	Jun-22	4	Zero for this period, but have planned a 2022 calendar of educational events. These will be dependent on staff availability.
Period	Value																									
Dec-17	0																									
Jun-18	1																									
Dec-18	0																									
Jun-19	2																									
Dec-19	0																									
Jun-20	0																									
Dec-20	0																									
Jun-21	0																									
Dec-21	0																									
Jun-22	4																									
EN08 - Animal Management: Reduction in reported animal attacks caused by dogs across the Narrabri Shire LGA.	Office of Local Government data	< 15	<table><tr><th>Period</th><th>Value</th></tr><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>13</td></tr><tr><td>Dec-20</td><td>13</td></tr><tr><td>Jun-21</td><td>6</td></tr><tr><td>Dec-21</td><td>13</td></tr><tr><td>Jun-22</td><td>15</td></tr></table>	Period	Value	Dec-17	16	Jun-18	2	Dec-18	9	Jun-19	9	Dec-19	1	Jun-20	13	Dec-20	13	Jun-21	6	Dec-21	13	Jun-22	15	13 attacks reported between 1 July 2021 and 31 December 2021.
Period	Value																									
Dec-17	16																									
Jun-18	2																									
Dec-18	9																									
Jun-19	9																									
Dec-19	1																									
Jun-20	13																									
Dec-20	13																									
Jun-21	6																									
Dec-21	13																									
Jun-22	15																									
EN09 - Weed Management: Area of land without a Priority Weeds Management Program reduced in the Narrabri Shire Local Government Area.	Council data	< 20 %	<table><tr><th>Period</th><th>Value</th></tr><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>20</td></tr><tr><td>Dec-20</td><td>20</td></tr><tr><td>Jun-21</td><td>20</td></tr><tr><td>Dec-21</td><td>25</td></tr><tr><td>Jun-22</td><td>20</td></tr></table>	Period	Value	Dec-17	36	Jun-18	37	Dec-18	32	Jun-19	37	Dec-19	20	Jun-20	20	Dec-20	20	Jun-21	20	Dec-21	25	Jun-22	20	The ratio of Council inspection rate to re-inspection required is approximately 4:1 and this is the measure utilised to correlate areas without enforcement of weeds management program.
Period	Value																									
Dec-17	36																									
Jun-18	37																									
Dec-18	32																									
Jun-19	37																									
Dec-19	20																									
Jun-20	20																									
Dec-20	20																									
Jun-21	20																									
Dec-21	25																									
Jun-22	20																									
EN10 - Biosecurity Management: Decrease in the number of priority weed types through eradication.	Council data	< 3	<table><tr><th>Period</th><th>Value</th></tr><tr><td>Dec-17</td><td>5</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>5</td></tr><tr><td>Jun-20</td><td>3</td></tr><tr><td>Dec-20</td><td>3</td></tr><tr><td>Jun-21</td><td>3</td></tr><tr><td>Dec-21</td><td>3</td></tr><tr><td>Jun-22</td><td>3</td></tr></table>	Period	Value	Dec-17	5	Jun-18	5	Dec-18	5	Jun-19	5	Dec-19	5	Jun-20	3	Dec-20	3	Jun-21	3	Dec-21	3	Jun-22	3	Extensive work has been done on weed control focusing on species such as Parthenium, Harissa cactus and Green cestrum. This KPI will be difficult to provide accurate data as weed species eradication across the entire Shire may never be known.
Period	Value																									
Dec-17	5																									
Jun-18	5																									
Dec-18	5																									
Jun-19	5																									
Dec-19	5																									
Jun-20	3																									
Dec-20	3																									
Jun-21	3																									
Dec-21	3																									
Jun-22	3																									

**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	> 100 %	 <p>The graph shows a red line representing the emergency response rate. The y-axis ranges from 0 to 120 in increments of 20. The x-axis shows dates from Dec-17 to Jun-22. The data points are: Dec-17 (100), Jun-18 (100), Dec-18 (100), Jun-19 (100), Dec-19 (100), Jun-20 (100), Dec-20 (100), Jun-21 (100), Dec-21 (100), and Jun-22 (0). A blue dot at 100% in Jun-22 indicates the target.</p>	To date there has been zero complaints regarding Council's response to emergency situations.

**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	 <p>The graph shows a red line representing the number of active land care groups. The y-axis ranges from 0 to 5 in increments of 1. The x-axis shows dates from Dec-17 to Jun-22. The data points are: Dec-17 (2), Jun-18 (2), Dec-18 (4), Jun-19 (2), Dec-19 (2), Jun-20 (2), Dec-20 (2), Jun-21 (2), Dec-21 (2), and Jun-22 (0). A blue dot at 4 in Jun-22 indicates the target.</p>	There are 2 groups; Merrimborough Landcare group and the Yarrie Lake Landcare group that exist in the Shire.
EN13 - Rehabilitation: Area of land where rehabilitation is completed (per annum).	Council data	> 350 %	 <p>The graph shows a red line representing the area of land where rehabilitation is completed. The y-axis ranges from 0 to 700 in increments of 100. The x-axis shows dates from Dec-17 to Jun-22. The data points are: Dec-17 (313), Jun-18 (313), Dec-18 (313), Jun-19 (385), Dec-19 (385), Jun-20 (578), Dec-20 (578), Jun-21 (0), Dec-21 (0), and Jun-22 (0). A blue dot at 350 in Jun-22 indicates the target.</p>	Mining rehabilitation is being completed by the responsible mine. Data unable to be quantified.

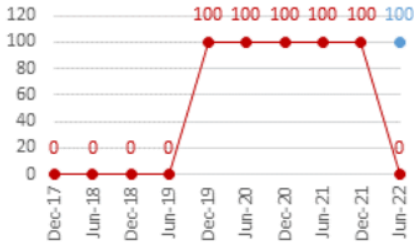


## 2.2.3 - Ensure Council and government agencies have a robust compliance program to protect environmental assets

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		Council has not had sufficient resources to review the environmental licenses annual returns for extractive industries.

## 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 %		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 general environmental-allied correspondence.

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>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." Precautionary fundamental considerations are embedded within section 4.15 planning assessments in accordance with the requirements of the Environmental Planning &amp; Assessment Act 1979.</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	<table><thead><tr><th>Date</th><th>Fuel Usage</th></tr></thead><tbody><tr><td>Dec-17</td><td>47,180</td></tr><tr><td>Jun-18</td><td>397,223</td></tr><tr><td>Dec-18</td><td>491,462</td></tr><tr><td>Jun-19</td><td>265,667</td></tr><tr><td>Dec-19</td><td>587,990</td></tr><tr><td>Jun-20</td><td>587,990</td></tr><tr><td>Dec-20</td><td>546,176</td></tr><tr><td>Jun-21</td><td>298,856</td></tr><tr><td>Dec-21</td><td>400,000</td></tr><tr><td>Jun-22</td><td>0</td></tr></tbody></table>	Date	Fuel Usage	Dec-17	47,180	Jun-18	397,223	Dec-18	491,462	Jun-19	265,667	Dec-19	587,990	Jun-20	587,990	Dec-20	546,176	Jun-21	298,856	Dec-21	400,000	Jun-22	0	<p>During 2021, 298,856 litres of fuel were used. This represents a reduction of 10,522 litres or 3.5% decrease compared to 2020.</p> <p>A reduction in fuel usage can be achieved by purchasing more fuel-efficient vehicles, buying EV's, car pooling and/or better scheduling of tasks where the use of vehicles is required. More efficient scheduling of tasks can be difficult to achieve especially where weather and natural disasters impact on operational activities (as has been the case in late 2021).</p> <p>Manager Projects and Assets has been in discussions with a consultant in relation to "in vehicle" data collection systems, electric vehicle (EV) charging stations and how to determine if EV's are a good fit for Council activities. There is a wider discussion to be had in regard to DC charging stations across the LGA and supplementary support by PV solar panels on the Admin building.</p> <p>The introduction of EV's into Council fleet will reduce fuel costs and their introduction into the Council fleet requires consideration.</p>
Date	Fuel Usage																									
Dec-17	47,180																									
Jun-18	397,223																									
Dec-18	491,462																									
Jun-19	265,667																									
Dec-19	587,990																									
Jun-20	587,990																									
Dec-20	546,176																									
Jun-21	298,856																									
Dec-21	400,000																									
Jun-22	0																									



Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EN18 - Total Energy Usage: 15% reduction in Council's total energy usage on 2016/17 levels by 2020/21.	Council data	> 15 %		To date Council have not decreased energy by 15% since 2016/2017. Usage levels are stable.

**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 Kilograms		Average waste for this period 338.215 tonne per month. Only October 2021 and November 2021 figures are available. 6,210 properties in total.
EN20 - Household Waste Recycling: Percentage of waste diverted from landfill (annual total waste diverted from landfill/annual municipal kerbside collection).	Council data	> 75 %		The percentage of waste diverted from landfill consisted of 7.24% sent for reprocessing, 32.78% reused, therefore, 59.98% went to landfill.
EN21 - Public Recycling Facilities: Increase in the number of recycling facilities in public spaces.	Council data	> 4		Cardboard cage reinstated at Narrabri transfer station. Area designated for replaced mobile garbage bin disposal and reprocessing at Narrabri Waste Management Facility. Australian Plastics has been offered a drop off point at Narrabri landfill and have yet to respond to councils offer.

Measure	Measured Against	Target Jun 2021	Measure Status	Comments																						
EN22 - Industry Waste Minimisation: Increase in number of businesses and industries involved in the waste minimisation program.	Council data	> 50	<table><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>10</td></tr><tr><td>Dec-18</td><td>0</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>46</td></tr><tr><td>Dec-20</td><td>20</td></tr><tr><td>Jun-21</td><td>88</td></tr><tr><td>Dec-21</td><td>88</td></tr><tr><td>Jun-22</td><td>50</td></tr></tbody></table>	Date	Value	Dec-17	0	Jun-18	10	Dec-18	0	Jun-19	15	Dec-19	15	Jun-20	46	Dec-20	20	Jun-21	88	Dec-21	88	Jun-22	50	The Shire businesses and industry are supported by Council and stakeholder meetings are occurring to grow these programs.
Date	Value																									
Dec-17	0																									
Jun-18	10																									
Dec-18	0																									
Jun-19	15																									
Dec-19	15																									
Jun-20	46																									
Dec-20	20																									
Jun-21	88																									
Dec-21	88																									
Jun-22	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 %	<table><thead><tr><th>Date</th><th>Value</th></tr></thead><tbody><tr><td>Dec-17</td><td>40</td></tr><tr><td>Jun-18</td><td>19</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>24</td></tr><tr><td>Jun-20</td><td>26</td></tr><tr><td>Dec-20</td><td>26</td></tr><tr><td>Jun-21</td><td>29</td></tr><tr><td>Dec-21</td><td>21</td></tr><tr><td>Jun-22</td><td>15</td></tr></tbody></table>	Date	Value	Dec-17	40	Jun-18	19	Dec-18	21	Jun-19	21	Dec-19	24	Jun-20	26	Dec-20	26	Jun-21	29	Dec-21	21	Jun-22	15	Representing some improvements in water measuring during maintenance activities. Water unaccounted for includes water used for mains flushing and similar water network maintenance activities.
Date	Value																									
Dec-17	40																									
Jun-18	19																									
Dec-18	21																									
Jun-19	21																									
Dec-19	24																									
Jun-20	26																									
Dec-20	26																									
Jun-21	29																									
Dec-21	21																									
Jun-22	15																									
EN24 - Water Quality: Water quality improvement in the Namoi River. Measured by the positive displacement of rubbish.	Council data	> 1 Tonne	<table><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>0</td></tr><tr><td>Dec-21</td><td>0</td></tr><tr><td>Jun-22</td><td>1</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	0	Dec-21	0	Jun-22	1	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.
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	0																									
Dec-21	0																									
Jun-22	1																									

**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		<p>According to the NSW DPIE website, air quality in Narrabri was generally good, meeting national benchmarks on 100% of days. All seven (7) monitoring stations within the broader Namoi/North West Slopes region recorded their lowest air pollution levels since reporting began in 2018.</p> <p>Winter air quality in 2021 in Narrabri was generally good, meeting national benchmarks on 100% of days. The region reported the lowest winter averages since reporting began in 2018.</p>
EN26 - Dust Monitoring: Real time regional monitoring system in place and available in easy to understand language.	Council data	> 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.</p>



## 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 %		Council has not had sufficient resources to review Mine Rehabilitation Plans; however, 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. Assumption made for 100% adherence.

## 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		Have had a relatively wetter period than previous periods resulting in reduced water required to be extracted from bores and distributed this period.
EN29 - Environmental Flow: Current bore water extractions are maintained.	Council data	> 1,000 Megalitres		Due to recent wet weather experienced with La Nina, extractions required from groundwater sources for environmental purposes is lower than extraction amounts for previous periods.

**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 %	<p>72 72 72 72 70 70 70 70 70 75</p>	Council have taken a public and proactive role in advocating on the Narrabri Underground Mine Modification Project, Maules Creek Mine Modification Project, Narrabri Gas Project, Inland Rail and Silverleaf Solar Farm Project environmental requirements.



## 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 Norther 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 %		The Crossing Theatre hosted 38 events between 1 July 2021 and 31 December 2021 which is down 30% compared with the same period of 2020. This is due to being in lock down for a 6 week period and also many events cancelled due to COVID-19.
EC02 - Events, Conferences & Entertainment Patronage: Percentage increase in patrons at The Crossing Theatre for events, conferences and entertainment per annum.	Council data	> 5 %		Patronage for Events, Conferences and Entertainment for the July 2021 to December 2021 period was 10,906 compared to 10,116 for the same period in 2020. This is a 5% increase.

**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		The latest available data produced by Tourism Research Australia indicates 297,000 visitors to the Narrabri LGA per annum. Visitation statistics included are for holidays, business and visiting friends and relatives.

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC04 - Social Media Audience: Grow social media user database.	Facebook data	> 2,500	<p>Facebook: 2,951 Instagram: 1,221 TOTAL: 4,172</p> <p>Narrabri Region Tourism has seen a significant increase in social media engagement due to the implementation (and review in 2021) of a social media strategy, professional content creation and significant increase in advertising across a broader market range.</p>	
EC21 - Tourism Visitation, Stay & Spend: Percentage increase in key visitor metrics for Narrabri Shire LGA - Visitor Spend.	Tourism Research Australia data	> \$46	<p>According to the latest available figures produced by Tourism Research Australia the average spend per visitor per trip is \$97.00</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>According to the Community Satisfaction Survey undertaken in 2021 there is a 72% level of satisfaction in regard to enhancing town and village centres.</p>	

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
EC06 - CBD Shop Usage: Number of vacant shops decreased from June 2017 level. Shops facing Maitland Street, Narrabri.	Council data	< 9		There are currently 7 vacant shops which face Maitland Street, Narrabri which is a decrease from 11.

### 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		758 RPT passenger to end of November 2021 COVID-19 related travel restrictions have limited the ability to increase passenger movements.
EC08 - Airport Satisfaction: Positive rating of airport by users.	Targeted survey	> 80 %		No formal survey has been undertaken, however feedback in general is usually positive.



**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		Council has finalised the purchase of 374 hectares of land titled the Northern NSW Inland Port (N2IP) site. Council worked with EY on the Interface Improvement Programme and successfully finished the Gate 4 Strategic Business Case. Council received \$16.8m through the Growing Local Economies fund and \$7.8m from the 2020 Commonwealth Government budget for infrastructure works.

**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		Narrabri has 3 existing intermodal facilities. The Northern NSW Inland Port (N2IP) development has the capability of providing further intermodal capabilities with direct access to Inland Rail infrastructure. Council has passed through Gate 4 of the EY driven Interface Improvement Programme. This looked at the viability of being able to access the Inland Rail infrastructure from the N2IP site. Council has been deemed a Special Activation Precinct investigation area and is currently going through baseline reports in relation to this. This process will be worked on through most of 2022.

## 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 %	<p>93 93 93 100 95 100 100 100 100 100</p>	Councils Road network is open to longer freight vehicles under the National Heavy Vehicle Regulator (NHVR) permit process. All permits are accessed and approved for roads that are rated to safely handle higher mass limits and the safe turning movements of multi-combination vehicles.

**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		Council has assisted seven organisations progress or update their development status. Assistance has been provided through rezoning, modifications, building requirements or general development application lodgements. Council has held a number of pre-development application meetings, providing direction to potential new development.

**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		A Strategic Business Case in relation to the Northern NSW Inland Port (N2IP) has been undertaken. A list and review of industry trends relating to organisations that would benefit from establishing at the N2IP site was provided. Council worked with EY on the Interface Improvement Programme and successfully passed through Gate 4. The NSW State Government endorsed Narrabri Shire as a Special Activation Precinct investigation area. A part of the investigation will look at business and industry able to be attracted to Narrabri Shire. Council can access local economic data through REMPLAN.




## 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		Due to COVID-19 restrictions zero Think Tank leader forums were held in 2021, these would normally take place during Small Business Month which was cancelled in 2021 and has been moved to March 2022 instead. Council regularly attends and engages with industry groups across the shire including Chamber of Commerce in Narrabri, Boggabri and Wee Waa as well as the Narrabri Industrial Network.

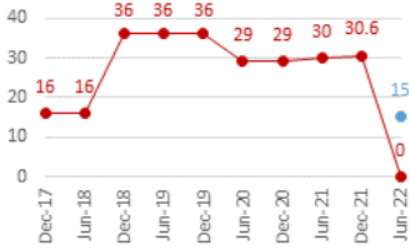
## 3.3.4 - Promote opportunities created through abundant supply of energy and easy access to transport logistics

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		The Australian Bureau of Statistics reported 1,756 business are registered to the Narrabri Shire Local Government Area. According to REMPLAN (Economy) there are currently 3,348 businesses trading at 22 July 2021 within the Narrabri Local Government Area, however this is believed to be an overestimate due to a large number of ABNs registered to the area being inactive.

**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 %	 <p>Narrabri Median House Price: \$343,500 Gunnedah Median House Price: \$340,000 Moree Median House Price: \$295,000</p> <p>There is less than 1% difference between median house prices when comparing Narrabri and Gunnedah, and a difference of approx. 14% difference between Narrabri and Moree.</p>	

**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 %	 <p>The current median rent per week in Narrabri is \$380 with an average weekly household income of \$1,242, meaning that 30.6% of household income is spent on rent. The amount of income spent on rent has decreased since the last reporting period.</p> <p>Comparatively household income spent on rent in Gunnedah is 33% and in Moree is 23.6%.</p> <p>SOURCE: realestate.com.au &amp; Australian Bureau of Statistics (Census Data)</p>	

## 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		In 2021/2022 there were 14 new dwellings across the Shire indicating consistent residential investment.
EC20 - Public Complaints: Decreasing trend of public complaints about buildings.	Council data	< 5		Planning and Regulatory Services Team are managing complaints as lodged. Complaints include those regarding structural issues, such as asbestos, dilapidated, illegal structures.





## 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																						
CL02 - Community Satisfaction: Community satisfaction with operations of Council.	Community survey	> 75 %	<table><thead><tr><th>Date</th><th>Satisfaction (%)</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>65</td></tr><tr><td>Dec-20</td><td>65</td></tr><tr><td>Jun-21</td><td>65</td></tr><tr><td>Dec-21</td><td>60</td></tr><tr><td>Jun-22</td><td>75</td></tr></tbody></table>	Date	Satisfaction (%)	Dec-17	61	Jun-18	61	Dec-18	61	Jun-19	61	Dec-19	65	Jun-20	65	Dec-20	65	Jun-21	65	Dec-21	60	Jun-22	75	The Community Survey was undertaken in July 2021. 60% of residents surveyed are satisfied with the operations of Council.
Date	Satisfaction (%)																									
Dec-17	61																									
Jun-18	61																									
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Jun-19	61																									
Dec-19	65																									
Jun-20	65																									
Dec-20	65																									
Jun-21	65																									
Dec-21	60																									
Jun-22	75																									
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>Response (%)</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>90</td></tr><tr><td>Dec-20</td><td>65</td></tr><tr><td>Jun-21</td><td>88</td></tr><tr><td>Dec-21</td><td>96</td></tr><tr><td>Jun-22</td><td>85</td></tr></tbody></table>	Date	Response (%)	Dec-17	52	Jun-18	52	Dec-18	52	Jun-19	57	Dec-19	57	Jun-20	90	Dec-20	65	Jun-21	88	Dec-21	96	Jun-22	85	Responsiveness can be increased and monitored in the Corporate Information System. Follow-up action has to be 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	Response (%)																									
Dec-17	52																									
Jun-18	52																									
Dec-18	52																									
Jun-19	57																									
Dec-19	57																									
Jun-20	90																									
Dec-20	65																									
Jun-21	88																									
Dec-21	96																									
Jun-22	85																									

## 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 %		Satisfaction in relation to the provision of information to residents is captured in the Community Satisfaction Survey under the communications service. In 2021 the level of satisfaction was 67%. This is an increase of 2% from the previous 2019 survey. 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.
CL04 - Website Usage: Increasing trend of visits to the Narrabri Shire Council website homepage.	Google analytics	> 41,000		Google Analytics was applied to the Narrabri Shire Council website from 1 July 2021 to 31 December 2021. This has provided accurate data on users accessing the Narrabri Shire Council homepage for the reporting period being 18,761.
CL05 - Social Media Usage: Number of people following the Narrabri Shire Council Facebook page and other platforms.	Council data	> 5,000		6,414 Narrabri Shire Council Facebook followers. 1,064 Narrabri Shire Council LinkedIn followers. 309 Narrabri Shire Council Twitter followers.



## 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		<p>This figure represents the successful amount of grant funding and allocations for the 1 July 2021 to 31 December 2021 period. A total of \$10,087,362 received includes applications that were submitted in 2020 but announced in 2021. Projects include those that have already been completed, currently being completed or due to commence in 2022.</p>

## 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 %		<p>The 2021 Community Satisfaction Survey revealed that 54% of those surveyed undertook volunteer work in the last 12 months. Population of adults who volunteer within the Narrabri Region is steady, Council is looking to increase its volunteers internally as well as developing the capability online for people wishing to volunteer their time, to understand where they can volunteer and in what capacity. According to REMPLAN Community, approximately 20% of the total population of the Narrabri Shire volunteers their time in some capacity.</p>

**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 met the benchmark in four of the six performance measures reported in Note G5-1 of its 2021 Annual 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) and agreed not to proceed due to the poor business case.

**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 %		Results from the 2021 Community Satisfaction Survey showed that 80% of residents are at least somewhat satisfied to very satisfied with the overall performance of Council. Residents over 65 have the highest levels of satisfaction.

Measure	Measured Against	Target Jun 2021	Measure Status	Comments
CL11 - Councillor Satisfaction: Percentage of Community satisfaction with elected representatives.	Community survey	> 75 %	<p>68 68 68 68 65 65 65 65 65 75</p>	In the 2021 Community Satisfaction Survey, the satisfaction of the performance of elected representatives was 65%. Performance of elected representatives was identified as a key driver of community satisfaction.
CL13 - Organisational Review: Organisational structure reviewed according to Service Review schedule.	Council data	> 100 %	<p>19 20 30 30 75 100 100 100 44 100</p>	Reviews of 8 out of 18 management functions within Council's organisational structure have been undertaken, resulting in consideration and/or implementation of temporary changes to the structure to trial potential improvements in organisational service delivery.
CL12 - Service Review: Service Review Program undertaken.	Council data	> 12	<p>1 2 8 8 8 8 8 8 0 12</p>	No formal service reviews undertaken. Level of service review has been limited to review of organisational structure for a number of management functions and trials of temporary changes to the structure.



**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 %		This is a very complex area as Council must comply with legislative requirements regarding format when reporting annual financial results, budgetary forecasts and quarterly budget review movements.

**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	> \$0		Council has reached its goal of \$600,000 efficiency savings, noting that Council 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.
CL16 - Market Testing: Annual market testing of services.	Council data	> 4		Council is in receipt of the 2020/2021 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.

**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 %		The Community Survey was undertaken in July 2021. 80% of residents are at least somewhat satisfied with the overall performance of Council over the past 12 months. This is a 2% decrease from the previous survey conducted in 2019. 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.

**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		No breaches.

**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 %		Survey of Councillors not undertaken.

## 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 %		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. Flood Damage has hurt the standard of roads, which may cause a dip in road satisfaction particularly on unsealed roads. This unfortunately is out of Council's control as it stands. Satisfaction is expected to have decreased due to the recent heavy and persistent rainfall, accompanied with the previous 3 flood claims that have severely affected the network. Satisfaction levels of individual infrastructure areas include: Footpaths 78%; Kerb and Gutter 74%; Roads 52%
CL20 - Asset Renewal Ratio: Infrastructure Renewal Ratio exceeds 100%.	Council data	> 100 %		Figure reported in Council's 2021 Annual Financial Statements. Council had a large capital renewal program in 2020/2021. This figure is now a little more realistic as The Code of Accounting Practice now allows the inclusion of works-in-progress expenditure.





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](mailto:council@narrabri.nsw.gov.au)



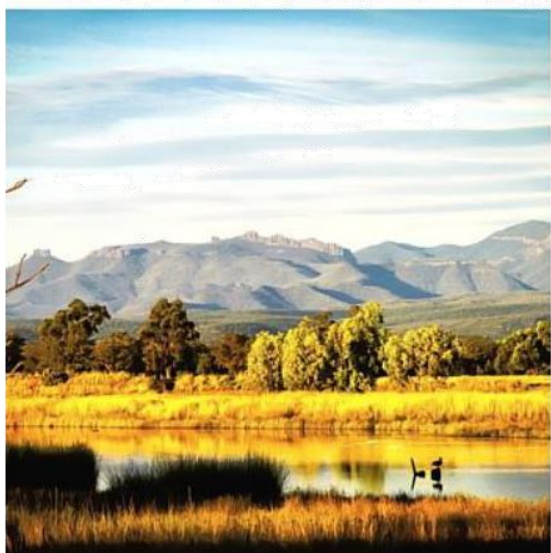
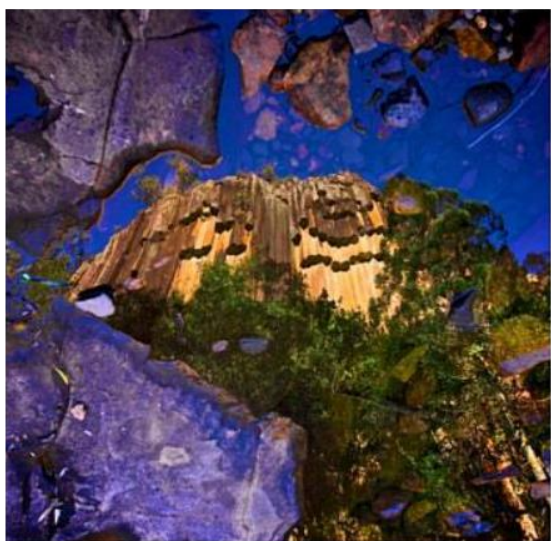
**NARRABRI SHIRE**  
DISCOVER THE POTENTIAL

# Service Plan

## QUARTERLY REPORT

As at **December 2021**





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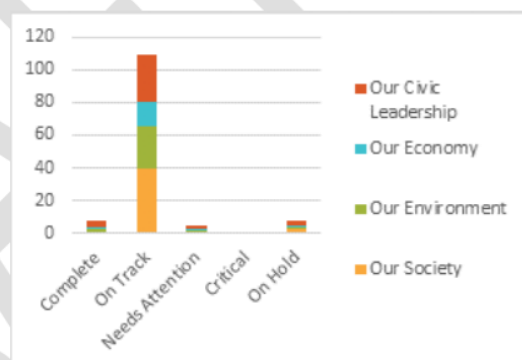
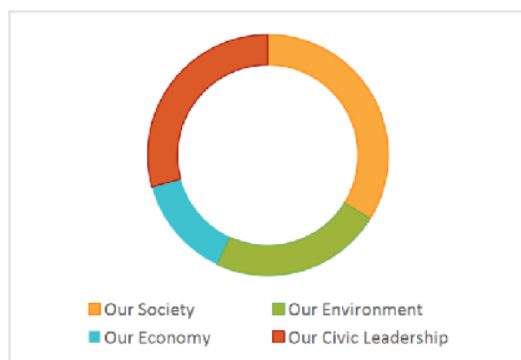


## Executive Summary

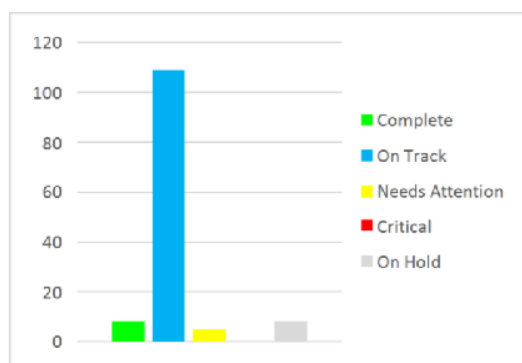
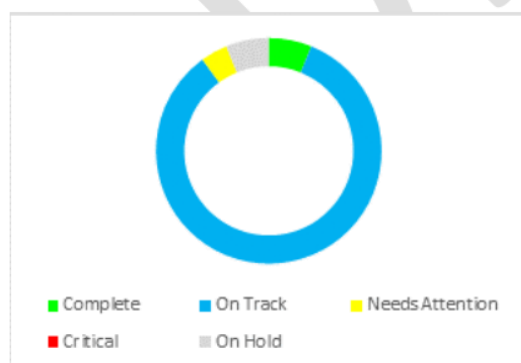
Council's Quarterly Service Report provides the community with an update on Council's progress in achieving its strategic objectives through specific actions, key performance measures and capital works programs. This allows the community to track each service in regards to what it is providing, at what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

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	1	40	0	0	3	44
Our Environment	2	25	2	0	1	30
Our Economy	1	15	1	0	1	18
Our Civic Leadership	4	29	2	0	3	38
	8	109	5	0	8	130



Progress by Action - December 2021



# Planning, Strategy and People

## DIRECTORATE

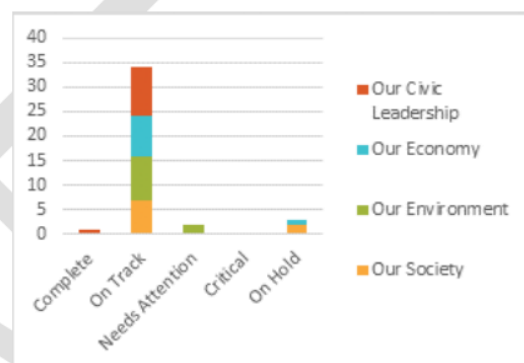
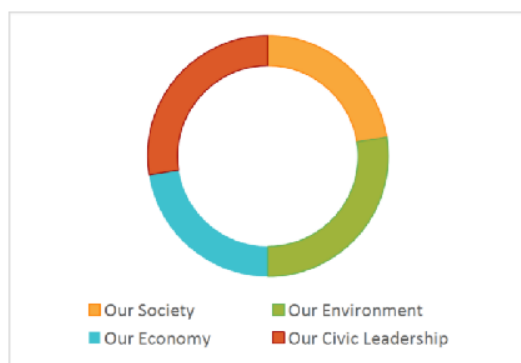


Service Plan Quarterly Report **December 2021**

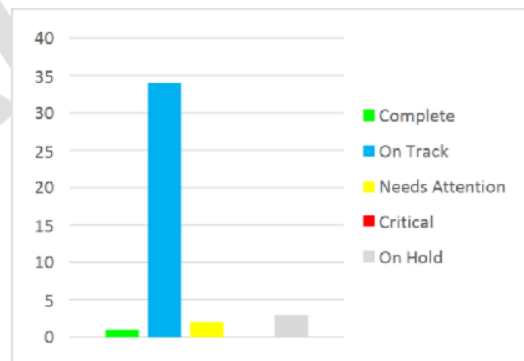
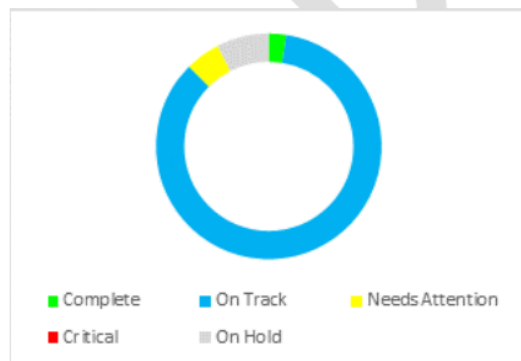


## Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
<b>Our Society</b>	0	7	0	0	2	9
<b>Our Environment</b>	0	9	2	0	0	11
<b>Our Economy</b>	0	8	0	0	1	9
<b>Our Civic Leadership</b>	1	10	0	0	0	11
	1	34	2	0	3	40



## Progress by Action - December 2021

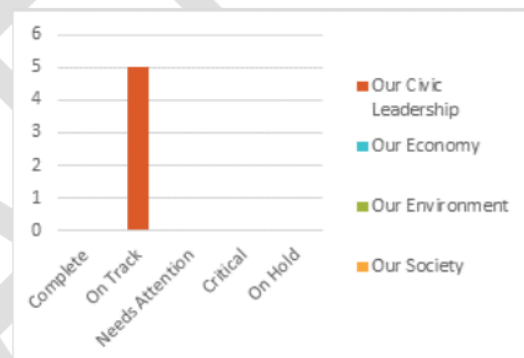
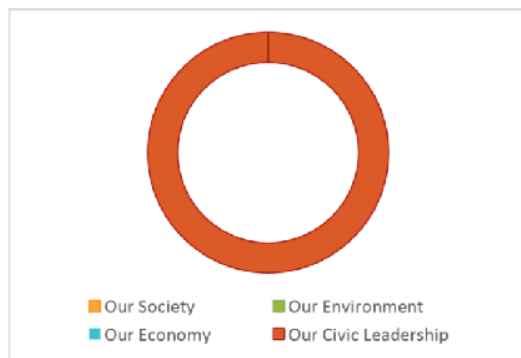




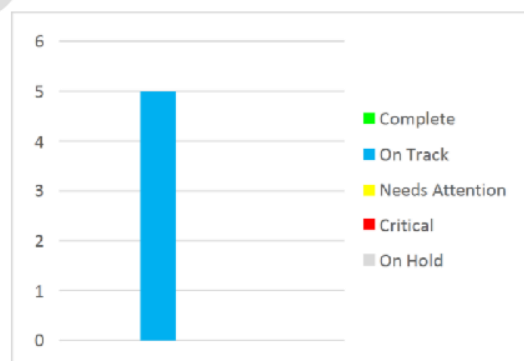
## Corporate Planning and Risk - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	0	0	0	0	0
Our Environment	0	0	0	0	0	0
Our Economy	0	0	0	0	0	0
Our Civic Leadership	0	5	0	0	0	5
	0	5	0	0	0	5



Progress by Action - December 2021



Actions	Target	Status	Progress	%
4.1.2.5 - Review of the Community Strategic Plan 2017/2027.	30/06/2022	On Track	<p>The Community Engagement Strategy has been adopted following the 28 days public exhibition period, no submissions were received.</p> <p>Engagement has commenced includes a survey regarding Council assets that can be accessed using the onsite QR code. The Christmas pop up shop located in Narrabri's CBD was utilised during December 2021 for engagement. Data from the Community Satisfaction Survey conducted in 2021 will form part of the review.</p> <p>Engagement will continue during January to March 2022 with the community being updated about locations and times through various media channels.</p> <p>Councillors will be briefed regarding the progress of the review at a future Councillor briefing.</p>	50 %
4.1.2.6. - Develop Delivery Program 2022/2026.	30/06/2022	On Track	<p>Planning has commenced including a Project Control Group for the Resourcing Strategy as well as Request for Quote for the Asset Management Plan that forms part of the Resourcing Strategy. This action will continue to progress in conjunction with Community Engagement in Quarter 3 2022.</p>	10 %
4.3.3.16 - Finalise the implementation of the Council's WHS management system, TechnologyOne and ensure rollout to effective operational use.	30/06/2022	On Track	<p>The Corporate Planning and Risk team have engaged a WHS contractor to assist with improvements to Council's Safety Management Plan. The team are investigating extra digital functionality of the current safety system Vault to enhance Council's current safety management processes. A contractor has been engaged to develop an Integrated Management System (IMS) that incorporates Environment and Quality across all functions of Council. Development of the IMS will continue in Quarter 3 2022.</p>	50 %

Actions	Target	Status	Progress	%
4.4.2.13 - Develop an overarching Council Business Continuity Plan.	30/06/2022	On Track	Council's Executive and Managers have completed workshops with Council's consultant on the development of the Business Continuity Plan (BCP). A Draft BCP has been received and is currently under review by the Corporate Planning and Risk Team. The next phase of the project will include training and an exercise scenario with stakeholders, which is scheduled in for March 2022.	50 %
4.4.2.19 - Investigate and implement the OLG Risk Management and Internal Audit Framework for Local Councils in NSW.	30/06/2022	On Track	Office of Local Government (OLG) released Draft guidelines for risk management and internal audit framework for local councils in NSW in August 2021. OLG were seeking feedback on the Draft guidelines until 26 November 2021, the Corporate Planning and Risk team made a submission on behalf of Council. A report was included to the Audit, Risk and Improvement Committee (ARIC) at the meeting in October 2021. Recommendations from ARIC were included in the submission. The reforming of the ARIC in line with the new guidelines will take place in 2022.	50 %



## Corporate Planning and Risk – Key Performance Measures

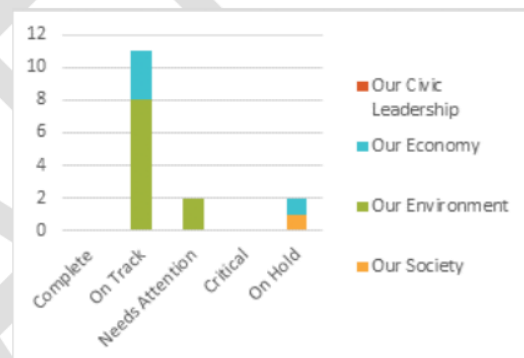
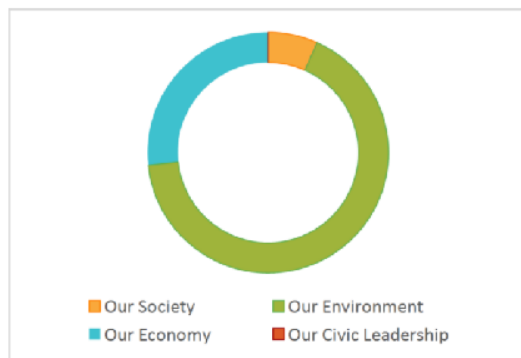
<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Number of Incidents reported – Plant & Infrastructure (Low)	< 0	7
Reduction in Council's cumulative previous three (3) years total Workers Compensation Claims Cost	< \$230,000	\$149,360
Number of Lost Time Injuries (Workers Compensation Premium Impacting)	< 10	1
Risk Management Action Plan Completed	100 %	100 %
Audit results for Workplace Health and Safety	> 75 %	60 %
Number of Workers Compensation Claims	< 15	7
Number of Incidents reported – Injury (First Aid)	< 0	7
Number of Incidents reported – Injury (Medical Treatment)	< 0	4
Number of Incidents reported – Injury (Lost Time)	< 0	1
Number of Incidents reported – Plant & Infrastructure (Medium)	< 0	3
Number of Incidents reported – Plant & Infrastructure (High)	< 0	0
Number of Incidents reported – Plant & Infrastructure (Critical)	< 0	0

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Number of Open Workers Compensation Claims (Rolling Average)	< 15	23
Number of Workplace Inspections Completed	> 40	18
Number of Safety Interactions completed	> 40	22

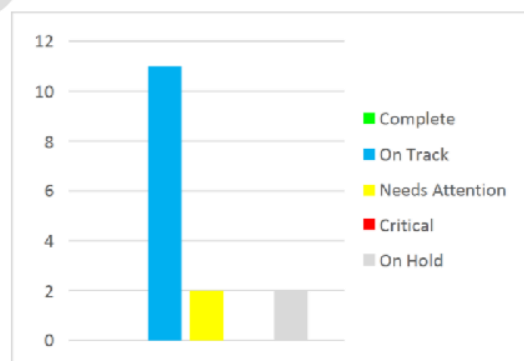
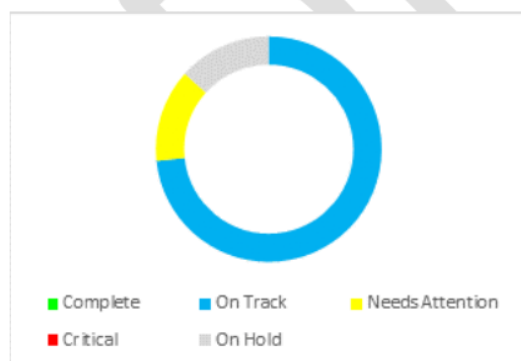
## Development Services - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	0	0	0	1	1
Our Environment	0	8	2	0	0	10
Our Economy	0	3	0	0	1	4
Our Civic Leadership	0	0	0	0	0	0
	0	11	2	0	2	15



Progress by Action - December 2021



Actions	Target	Status	Progress	%
1.3.4.24 - Investigate a premiere precinct for gun clubs within the Shire.	30/06/2022	On Hold	Project not commenced due to competing operational priorities and associated resourcing limitations.	0 %
2.1.4.8 - Support animal owners through educational materials to maintain animal behaviour that is consistent with the expectations of the community.	30/06/2022	On Track	The Regulatory Compliance Team has worked with the Community and Customer Relations Team to create media content relevant to companion animal ownership and responsibilities. This content has been utilised as education material for our social media pages and in the local newspaper and are in current circulation. Council continues to include information on companion animal ownership responsibilities with all 10B Notice to Register letters. The Companion Animal Officer has procured pet merchandise to be used at community events and discount desexing days as educational support. These scheduled events will commence in 2022 due to the disruption COVID-19 has caused to the 2021 events calendar. The progress remains the same as last month, however, there has now been a confirmed calendar of community engagement events for 2022.	50 %
2.1.4.9 - Seek funding to support microchipping, desexing and responsible companion animal program campaigns.	30/06/2022	On Track	\$10,000 has been secured to run a program for desexing, microchipping and vaccination of cats of low-income earners. This program commenced in November 2021. A further \$3,000 was secured in December 2021 for the continuation of this program into 2022. The Regulatory Services team will continue to seek more funding opportunities as they become available.	50 %
2.2.3.1 - Review extractive industries environmental compliance reports and plans annually and report to Council.	30/06/2022	Needs Attention	Due to conflicting priorities, no reports have been reviewed to date.	0 %
2.2.3.2 - Audit at least four (4) former industrial development approvals issued by Council for continued compliance.	30/06/2022	Needs Attention	1 former industrial development approval was audited by Council's Development Team in response to a complaint received in November 2021.	25 %



Actions	Target	Status	Progress	%
2.2.3.3 - Request state regulatory authorities present annually to Council.	30/06/2022	On Track	Revenue NSW have presented to Council staff on new business features and functions. Council will continue to identify critical regulatory authorities and liaise with them to present to Council on an as needs basis.	50 %
2.2.4.2 - Provide training to Council managers to improve understanding of applying the principles of ecologically sustainable development (ESD).	30/06/2022	On Track	Strategic Planning Team are progressively developing a range of in-house resources to assist Managers in improving their understanding of ecologically sustainable development (ESD). Managers from across the organisation have been recently afforded the opportunity to be involved in the development of a State of the Environment (SoE) Report for Council which has been recently finalised. External scanning is also routinely conducted by the Strategic Planning Team and items of interest and relevance are progressively circulated to key internal stakeholders in the interest of continual improvement.	50 %
2.4.1.1 - Lobby for installation of an independent regional dust monitoring systems that are monitored by regulators at the proponents' cost, with a specific site being located in or in close proximity to Boggabri.	30/06/2022	On Track	Council maintains membership to the Namoi Regional Air Quality Advisory Committee and any appropriate opportunity that arises will be used to promote the need for independent dust monitoring.	50 %
2.4.2.1 - All submissions on extractive industry state significant developments will request no final void and mine plans as a condition of consent to minimise active mining footprints.	30/06/2022	On Track	The Strategic Planning Team are routinely incorporating in submissions to the NSW Department of Planning, Industry and Environment (DPIE) in relation to major mining projects a request that no final void exists and mine plans are prepared as recommended conditions of consent, in accordance with Council's adopted Policy position.	50 %

Actions	Target	Status	Progress	%
2.4.4.2 - Participate in public exhibition processes for major state significant developments to protect the community interests.	30/06/2022	On Track	The Strategic Planning team routinely participate in public exhibition processes for State Significant Developments (SSD) through the provision of coordinated technical advice and associated community advocacy in relation to a range of SSD development matters to the NSW Department of Planning, Industry and Environment (DPIE) and other Government Agencies. Recent examples include the Wee Waa High School, Silverleaf Solar Farm and Coal Mining project modifications.	50 %
2.4.4.3 - Lobby the NSW Government for monitoring actions to be performed by the regulators at the proponents' cost.	30/06/2022	On Track	Council will continue to lobby for monitoring actions to be performed by the State regulator at the proponent's cost. Reports have been submitted to relevant State regulators regarding issues within the Shire as they are encountered (including to NSW Department of Natural Resources Access Regulator regarding flood mapping issues; to NSW Water regarding the upgrade of the Wee Waa Levy; and to the Northern Inland Regional Waste Group regarding the need for illegal dumping training for Local Government).	50 %
3.4.1.1 - Maintain watching brief on developed land supplies in Boggabri, Wee Waa and Narrabri.	30/06/2022	On Track	Data analysis completed. Meeting held with local Real Estate Agents as part of an inaugural Local Housing Summit. Preliminary information used for ongoing Special Activation Precinct (SAP) project investigations including preparation of the Department of Planning, Industry and Environment (DPIE) draft SAP Housing Baseline Report.	50 %
3.4.3.1 - Review LEP and DCP requirements to meet housing strategy and new Council land use policy.	30/06/2022	On Hold	Local Environmental Plan (LEP) and Development Control Plan (DCP) requirements are being routinely reviewed and deficiencies and improvement opportunities identified. A revised, consolidated DCP is also currently under preparation however this project has been temporarily placed on hold due to resourcing considerations. Once completed the revised DCP will have an appropriate line of sight to the proposed Council Housing Strategy.	25 %

Actions	Target	Status	Progress	%
3.4.3.4 - Develop Housing Strategy for Narrabri Shire.	30/06/2022	On Track	A Housing and Land Availability Report has been prepared across all the Narrabri Shire settlements) which is informing current data analysis for the development of an overarching local housing strategy. A meeting with local Real Estate Agents has also been convened as part of a local Housing Summit to obtain feedback on local issues. Planning staff have commenced engagement with other relevant industry sectors.	50 %
3.4.4.1 - Carryout annual inspections of urban areas to identify properties requiring repair or demolition and implement a program to require action to repair or demolish derelict buildings.	30/06/2022	On Track	Inspections are conducted in the event of a complaint. Derelict buildings are reported and monitored through Council's CRM system. 2 demolition orders have been issued with an additional 4 properties being monitored by the Regulatory Compliance Team.	50 %



## Development Services – Key Performance Measures

<b>Efficiency Measure</b> <b>'Doing things right'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Development Applications determined within 40 processing days	> 90 %	69 %
Development Applications approved under delegated authority	> 95 %	91 %
Complying Development Certificate determined within SEPP timeframes (20 days)	> 95 %	100 %
Local Government Approvals determined within 20 processing days	> 90 %	81 %
Construction Certificates determined within 20 processing days	> 90 %	59 %
Section 10.7 (previously Section 149) Certificates determined within 10 processing days	> 90 %	98 %
Number of complaints investigated within 10 business days and enforcement action taken where appropriate	> 90	100

<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Average processing time - Development Applications	< 35 Days	42 Days
Average processing time - Construction Certificates	< 20 Days	22 Days

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Number of Section 10.7 (previously Section 149) Certificates lodged	> 450	217
Number of Development Applications lodged	> 150	55
Number of Swimming Pool Compliance Certificates inspections undertaken	50	20
Total value of Development Applications lodged	> \$15,000,000	\$17,724,671
Number of Swimming Pool Compliance Certificates Issued	> 50	3
Number of Complying Development Certificates lodged	> 10	1
Number of Construction Certificates lodged	> 70	18
Number of Section 68 Applications lodged	> 30	45
Number of building inspections undertaken	> 300	163
Number of Development Applications referred to the Land and Environment Court of NSW	< 2	0

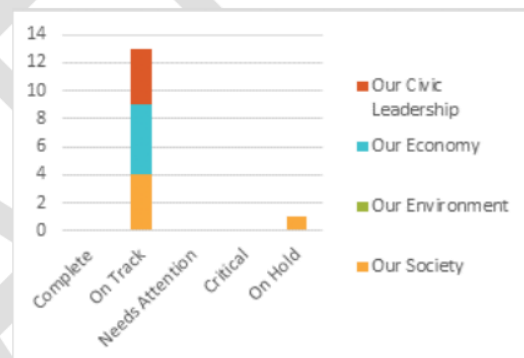
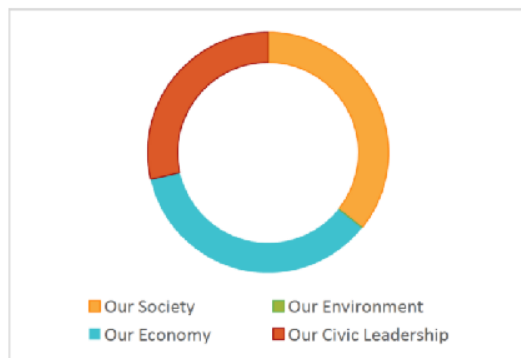
### Development Services – 2021/2022 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
722003 - Planning & Environment Capex - New Narrabri Animal Shelter Facility (carryover 2020/2021)	350,000	7,864	350,000	40 %	A Construction Certificate (CC) has been submitted this reporting period and is pending approval. Request for Quotation (RFQ) documentation has been prepared and released to local contractors and trades is considered imminent. Construction scheduled to commence in early 2022.
<b>Total:</b>	<b>350,000</b>	<b>7,864</b>	<b>350,000</b>		

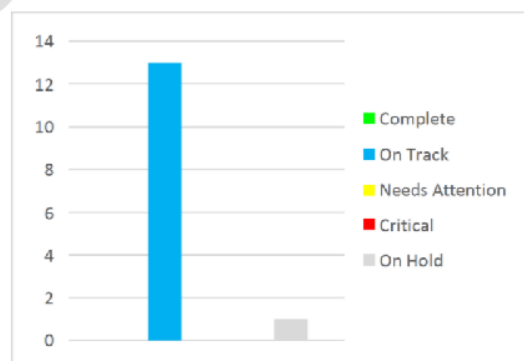
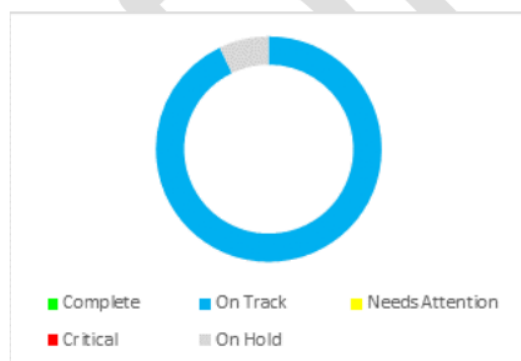
## Economic Development Services - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	4	0	0	1	5
Our Environment	0	0	0	0	0	0
Our Economy	0	5	0	0	0	5
Our Civic Leadership	0	4	0	0	0	4
	0	13	0	0	1	14



Progress by Action - December 2021





Actions	Target	Status	Progress	%
1.1.3.4 - Report biennially to Council on current child and aged care supply and demand statistics.	30/06/2022	On Track	<p>Council made contact with all childcare/preschool organisations within the Shire which indicates a waitlist of 75% across the centres (not including Family Day Care). This is a significant increase which Council is aware of. Council has recently engaged a consultancy firm to undertake a feasibility study in respect of childcare needs within the Shire to identify current and future needs and how to best address these needs within the community.</p> <p>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.</p>	50 %
1.1.3.5 - Lobby relevant stakeholders to increase child and aged care supply.	30/06/2022	On Track	<p>Council negotiated with Idemitsu Boggabri to develop a childcare facility in Boggabri. The result being that a facility was opened in mid-2021 with a 32 approved place capacity. Council will continue to lobby for increased child and aged care supply within Narrabri Shire.</p>	50 %

Actions	Target	Status	Progress	%
1.1.4.3 - Partner with the business community, state and federal government to provide opportunities and actively support youth of Narrabri Shire to initiate micro and small businesses, as legitimate alternatives to securing traditional employment.	30/06/2022	On Track	Council continues to partner with the business community, and State and Federal Governments to actively support microbusiness and entrepreneurship opportunities for the Shire's youth. Council actively promotes the NSW Government's Business Connect and New Enterprise Incentive Scheme (NEIS) through the Small Business in Focus e-newsletter. Council has been awarded a grant that provide opportunities for Narrabri Shire youth to initiate micro and small business. Additionally, this funding supports start up businesses in the Shire and a 'pop up' shop programme that encourages the trial of new businesses in the Narrabri CBD. Council has conducted preliminary discussions with Narrabri High School's Liaison Officer regarding potential future programs and initiatives that support entrepreneurial learning and development.	50 %
1.1.4.4 - Undertake a training/skills gap analysis to identify shortfall in training opportunities and lobby for access to identified gaps and increased training within Narrabri Shire.	30/06/2022	On Track	Consultant to be engaged Quarter 3 2022 to undertake this action.	50 %
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.	30/06/2022	On Hold	Yet to commence due to resourcing and stakeholder availability due to current COVID-19 pandemic.	0 %

Actions	Target	Status	Progress	%
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.	30/06/2022	On Track	COVID-19 has impeded progress for Quarter 1 community event activities within the Narrabri CBD. Work was undertaken on Christmas period activities in the Boggabri, Narrabri and Wee Waa CBDs. Pop up shop was established to begin operations that ran for the month of December 2021. Christmas decorations were erected in the towns of Boggabri, Narrabri and Wee Waa for the festive season.	50 %
3.2.1.3 - Actively promote the opportunities of the Northern NSW Inland Port (N2IP).	30/06/2022	On Track	In parallel with the establishment of infrastructure at the Northern NSW Inland Port (N2IP) site, there is ongoing promotion to business, industry and government departments about the upcoming opportunities that will present themselves at the N2IP development.	50 %
3.2.2.4 - Partner with industry and Government to facilitate development of the Northern NSW Inland Port (N2IP).	30/06/2022	On Track	Received \$16.8 million through Growing Local Economies fund for initial infrastructure works at N2IP in 2020/2021. The Commonwealth Government announced in its 2020/2021 Budget \$7.8 million for the construction of an 1,800 metre rail siding and slip road. Council received funding through the Commonwealth Government's Interface Improvement Programme and worked with EY throughout the 4 Gate process. The final Gate 4 Strategic Business Case was submitted to the Commonwealth in late August 2021. Working with the State Government on a range of Special Activation Precinct requests. Hosted the SAP team in Narrabri in mid-December.	50 %
3.3.1.1 - Attract and encourage all new investment to Narrabri Shire by providing individual businesses with the required resources to make an informed commercial decision to invest in the Narrabri Shire.	30/06/2022	On Track	Ongoing encouragement and provision of information to a range of businesses who are in various stages of investing in Narrabri Shire. Assistance includes advising company owners of potential opportunities and locations inclusive of zoning requirements and introductions to State Government representatives for assistance. Facilitate development application process through Council and trouble shoot any issues that arise throughout the regulatory process.	50 %



Actions	Target	Status	Progress	%
3.3.2.2 - In conjunction with State and Commonwealth Governments promote and facilitate business networking events.	30/06/2022	On Track	NSW Small Business Month was originally planned for October 2021, due to COVID-19 has been postponed to March 2022. Council has been awarded State and Commonwealth Government funding to facilitate business networking events from Quarter 3 2022.	50 %
4.1.1.10 - Attend relevant Chamber of Business meetings within Local Government Area.	30/06/2022	On Track	Council attends and provides updates to the Chambers of Commerce in Narrabri and Wee Waa and the Business Chamber in Boggabri. Due to COVID-19 some meetings have been cancelled or are undertaken electronically. Council also works with the Chamber of Commerce to facilitate community events.	50 %
4.1.1.11 - Maintain Council Connecting Business online business directory and network platform.	30/06/2022	On Track	Council actively maintains the online business directory and network established through the Localised platform. This platform supports and highlights locally owned and operated businesses.	50 %
4.1.2.3 - Develop and facilitate activities for Small Business Month including the Small Business Summit.	30/06/2022	On Track	The NSW Small Business Month and Small Business Summit have been postponed to March 2022 from October 2021 due to COVID-19.	50 %
4.1.2.4 - Provide information to small business outlining opportunities and economic activity of the region.	30/06/2022	On Track	Council has established a Small Business in Focus monthly e-newsletter that outlines economic opportunities and activities in the region. The e-newsletter has over 560 subscribers with nearly a 45% opening rate. The e-newsletter has been instrumental in distributing relevant support information during COVID-19. Council has attained REMPLAN economic data which provides relevant details to small businesses and potential investors about the Narrabri Shire economy.	50 %

## Economic Development Services – Key Performance Measures

<b>Efficiency Measure</b> <b>'Doing things right'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Maintain or increase Gross Regional Product amount after the construction phase of local resource companies and throughout drought conditions (\$M).	> \$1,800,000,000	\$1,823,000,000
Workforce participation rate of LGA is 5% higher than NSW average participation rate	> 5 %	4 %
Research, write and distribute monthly e-newsletter	> 11	5

<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
The number of local businesses is maintained or increased.	> 1,770	1,756
Maintain or increase subscription amount to Council's monthly e-newsletter	> 500	530

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Attend Shire wide business and community meetings	> 20	5
Assist organisations by engaging with a combination of prospective and existing business people looking to expand operations in Narrabri Shire.	> 80	24
Promote and market Narrabri Shire to prospective businesses.	> 40	14

### Economic Development Services – 2021/2022 Capital Works Program

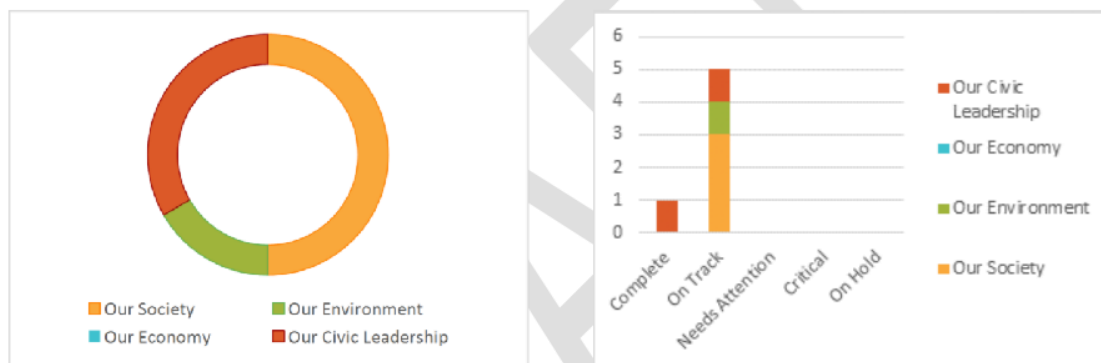
Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
722001 - N2IP Capex - Northern NSW Inland Port Land Purchases - Stage 2	1,950,000	1,768,672	1,950,000	50 %	Settled on 134 hectares of land at the Northern NSW Inland Port site on 30 September 2021. Land Purchases finalised.
722002 - N2IP Capex - Northern NSW Inland Port Water Licence Purchase	500,000	288,042	500,000	50 %	Settled purchase of water in the amount of 286ML on 17 September 2021. Settled a further 410ML of water on 30 September 2021.
<b>Total:</b>	<b>2,450,000</b>	<b>2,056,714</b>	<b>2,450,000</b>		



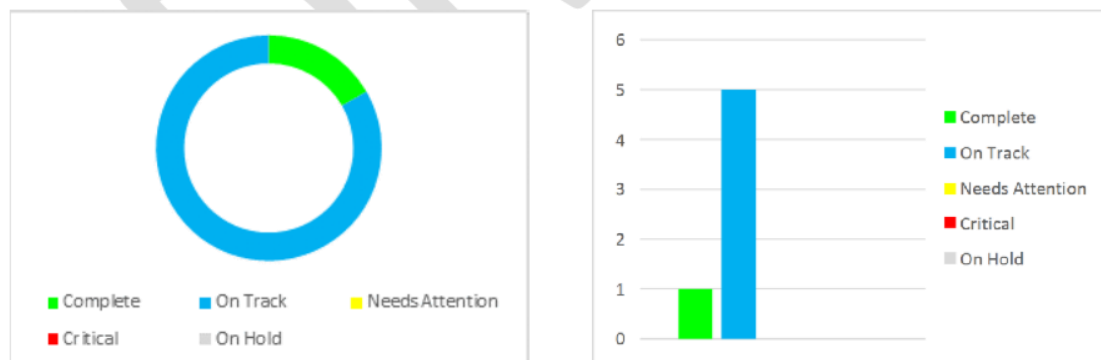
## Human Resources - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	3	0	0	0	3
Our Environment	0	1	0	0	0	1
Our Economy	0	0	0	0	0	0
Our Civic Leadership	1	1	0	0	0	2
	1	5	0	0	0	6



Progress by Action - December 2021



Actions	Target	Status	Progress	%
1.3.4.11 - Council to encourage and support people with a disability to apply for positions at Council.	30/06/2022	On Track	Council representatives from various sections including HR attended International Day of People with Disabilities Event at a local job network provider to provide information to people with a disability about potential employment opportunities with Council, and how to apply for them.	50 %
1.3.4.12 - Review Equal Employment Opportunity (EEO) Policy to ensure compliance with accessibility and inclusion requirements.	30/06/2022	On Track	Council is currently in the process of developing and implementing a recruitment and selection operational protocol which will include these requirements. Staff consultation through the consultative committee of draft protocol has been undertaken. Council's EEO Operational Protocol was also updated last year.	50 %
1.3.4.13 - Reduce barriers for volunteers to participate in Council programs.	30/06/2022	On Track	Ongoing implementation of Council's Volunteer Operational Protocols to occur throughout the year. Volunteers have already been utilised for Council programs, particularly at The Crossing Theatre.	50 %
1.3.4.5 - Incorporate an understanding of the needs of people with a disability into the staff induction process.	30/06/2022	On Hold	Council's onboarding processes, including the staff handbook are currently in the process of being reviewed.	5 %
2.1.1.3 - Ensure Council staff are provided with basic training to identify potential aboriginal heritage items.	30/06/2022	On Track	Cultural awareness training has been rolled out throughout the organisation via Council's e-learning platform. This will continue to be required of new staff, and Council will continue to identify further training opportunities in relation to this.	50 %
4.4.2.12 - Review Workforce Management Plan annually.	30/06/2022	On Track	Council's Workforce Management Plan has been reviewed in preparation for the development of a new plan in 2021/2022 as part of preparation of the 2022/2032 Resourcing Strategy. Updated workforce composition data and demographics are being prepared to identify key workforce management objectives and priorities. The Staff Survey is also being finalised which will assist in developing actions around staff retention.	50 %

Actions	Target	Status	Progress	%
4.4.2.17 - Investigate the viability of implementing LGNSW's Local Government Capability Framework across workforce management and development activities.	30/06/2022	Complete	This item is complete. Viability of capability framework reviewed in previous financial year and it was determined that it would not be viable to implement at this point in time.	100 %



## Human Resources – Key Performance Measures

<b>Efficiency Measure</b> <b>'Doing things right'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Average length in Recruitment Process	< 60 Days	50 Days
Staff Turnover	< 12 %	17 %
Employee Initiated Staff Turnover	< 10 %	15 %
Employer Initiated Staff Turnover	< 2 %	2 %

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Number of positions recruited for	60	44
Number of Apprenticeships/Traineeships	> 7	0
Number of Grievances processed	0	3
Number of Performance Management cases	0	8
Number of group training events coordinated	> 4	8
Average number of pays prepared fortnightly (average over last 26 pays)	200	207

## Regulatory Compliance – Key Performance Measures

<b>Efficiency Measure</b> <b>'Doing things right'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Penalty Infringement Notices Issued – Parking	> 50	21
Penalty Infringement Notices Issued – Companion Animals	> 50	47
Penalty Infringement Notices Issued – Impounded Vehicles	> 10	0
Penalty Infringement Notices Issued – Impounded Livestock	> 5	0
Penalty Infringement Notices Issued – Litter	> 10	0
Penalty Infringement Notices Issued – Illegal Dumping	> 10	0
Penalty Infringement Notices Issued – Land Contamination and Pollution	> 2	0
Penalty Infringement Notices Issued – Overgrown Premises	> 10	0
Penalty Infringement Notices Issued – Public Health	> 2	1
Penalty Infringement Notices Issued – Food Safety	> 2	0
Penalty Infringement Notices Issued – Swimming Pools	> 5	0
Annual Inspections - Food Premises	> 100 %	27 %
Annual Inspections – Hair Dressers	> 100 %	0 %
Annual Inspections – Beauty Salons	> 100 %	0 %
Inspections – Swimming Pools	> 100 %	0 %
Annual Inspections – Underground Petroleum Storage	> 100 %	0 %
Inspections – Aerated Wastewater Treatment Systems	> 100 %	21 %
Burning Permits Issued	> 10	12

<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Companion Animal Programs Run (e.g. discounted microchipping, desexing etc)	> 2	1
Companion Animals Microchipped by Council	> 200	93
Companion Animals Registered by Council	> 200	137

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Number of Companion Animals Impounded – Dogs	> 200	115
Number of Companion Animals Impounded – Cats	> 200	113
Number of Companion Animals Released to Owner – Dogs	> 20	28
Number of Companion Animals Released to Owner – Cats	> 20	5
Number of Companion Animals Rehomed – Dogs	> 50	56
Number of Companion Animals Rehomed – Cats	> 50	50
Number of Companion Animals Euthanised - Cats	< 20	56
Number of Companion Animals Euthanised - Dogs	< 20	31
Vehicles Impounded	> 3	3
Livestock Impounded	> 3	0

# Corporate and Community Services

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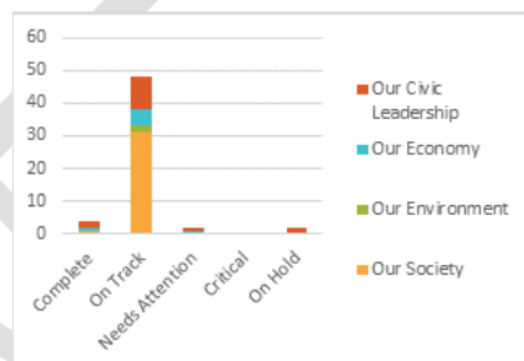
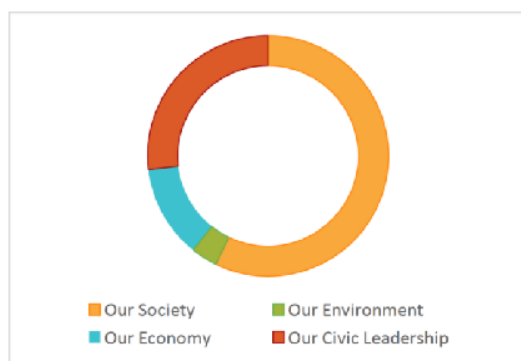


Service Plan Quarterly Report **December 2021**

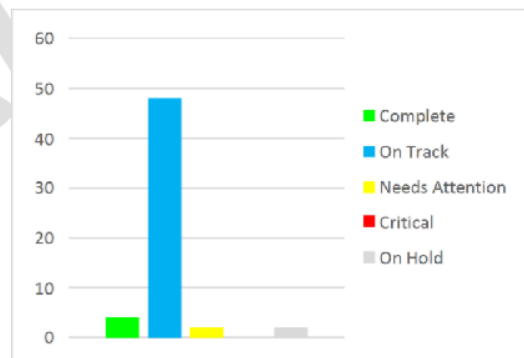
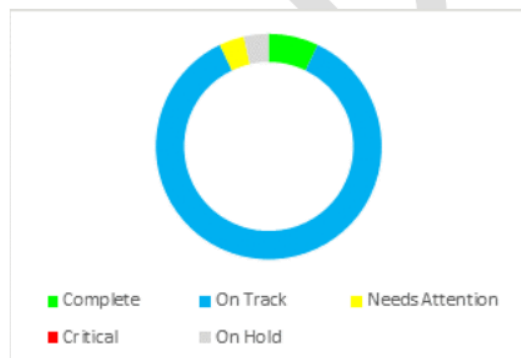


## Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
<b>Our Society</b>	1	31	0	0	0	32
<b>Our Environment</b>	0	2	0	0	0	2
<b>Our Economy</b>	1	5	1	0	0	7
<b>Our Civic Leadership</b>	2	10	1	0	2	15
	4	48	2	0	2	56



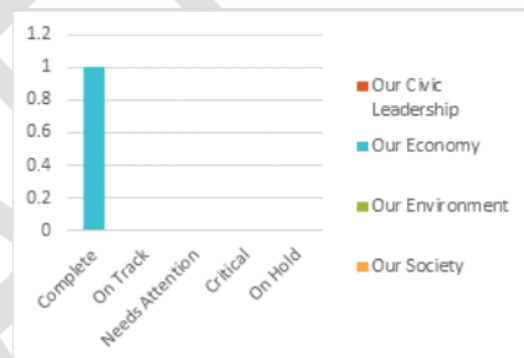
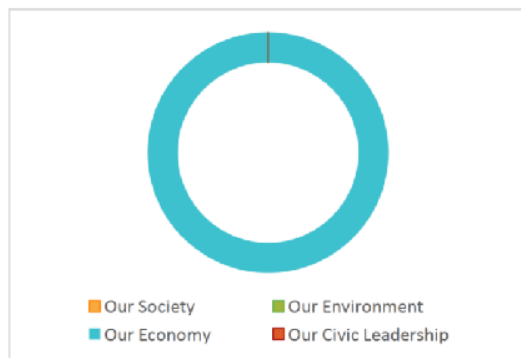
## Progress by Action - December 2021



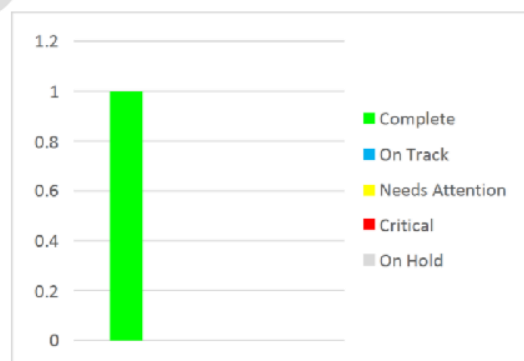
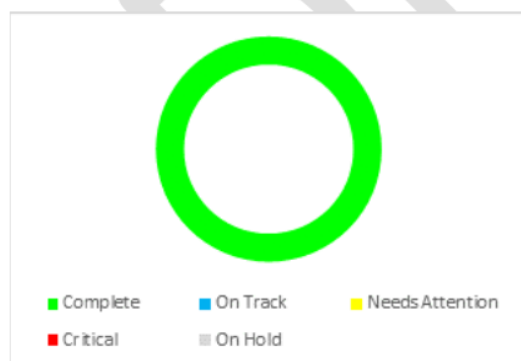
## Airport Services - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	0	0	0	0	0
Our Environment	0	0	0	0	0	0
Our Economy	1	0	0	0	0	1
Our Civic Leadership	0	0	0	0	0	0
	1	0	0	0	0	1



Progress by Action - December 2021



Actions	Target	Status	Progress	%
3.1.4.3 - Conduct review of Airport Master Plan.	30/06/2022	Complete	Internal review has been carried out by Manager Property Services and Airport Coordinator. A full external review will be completed in 2022/2023.	100 %

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## Airport Services – Key Performance Measures

<i>Efficiency Measure</i> <i>'Doing things right'</i>	<b>2021/2022 Estimated</b>	<b>YTD</b>
Total Operating Expenses per RPT Passenger	< \$42	\$200

<i>Effectiveness Measure</i> <i>'Doing the right things'</i>	<b>2021/2022 Estimated</b>	<b>YTD</b>
Percentage of satisfactory CASA and ATI inspections	> 100 %	100 %
Number of written complaints per annum	< 0	0

<i>Workload Measure</i>	<b>2021/2022 Estimated</b>	<b>YTD</b>
Number of airport usages per annum	> 1,900	924
Number of RPT aircraft movements per annum	> 960	113
Number of RPT passengers per annum	> 9,000	758

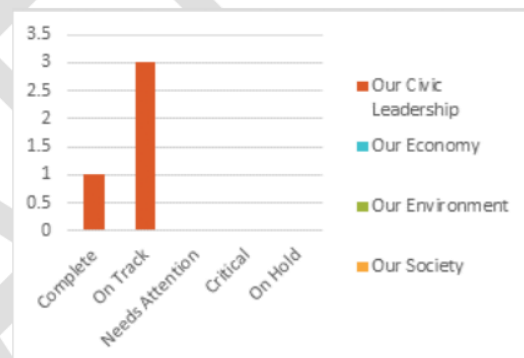
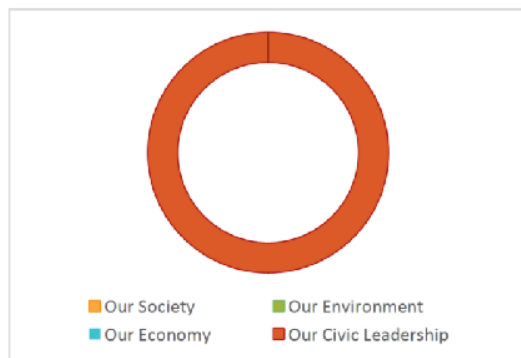
### Airport Services – 2021/2022 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
700399 - Airport Capex - Terminal Design (Carry Over from 2020/2021)	60,000	0	60,000	15 %	Concept plans being reviewed. Quotations for architectural and quantity surveyor are being reviewed.
722006 - Airport Capex - Airport Re-Seal	300,000	0	305,000	25 %	Runway re-sealing planning completed. Consultant engaged to assist with technical specifications and to supervise the installation. Tenders are currently being reviewed. Works are scheduled to commence 13 February 2022.
722007 - Airport Capex - New Airport Shed	75,000	0	70,000	25 %	The shed location has been identified. Sourcing of contractors for concreting and erection of the shed will commence in Quarter 3 2022.
<b>Total:</b>	<b>435,000</b>	<b>0</b>	<b>435,000</b>		

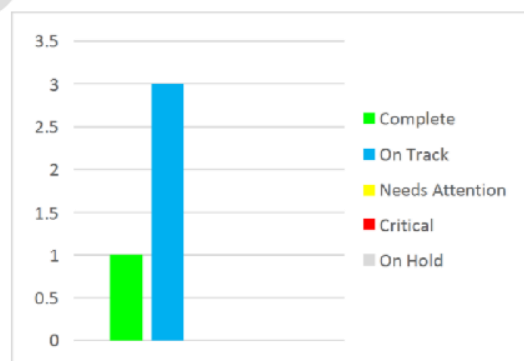
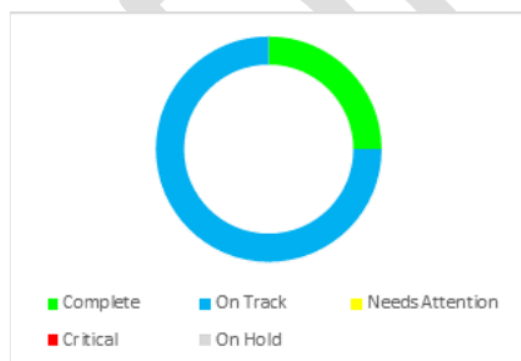
## Community Relations - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	0	0	0	0	0
Our Environment	0	0	0	0	0	0
Our Economy	0	0	0	0	0	0
Our Civic Leadership	1	3	0	0	0	4
	1	3	0	0	0	4



Progress by Action - December 2021





Actions	Target	Status	Progress	%
4.1.1.2 - Review and refine Customer Service Procedures.	30/06/2022	On Track	Customer service procedures are constantly evolving and being reviewed and implemented according to legislative and operational requirements.	50 %
4.1.2.2 - Conduct a customer satisfaction survey of the community.	30/04/2022	Complete	This item is complete. The 2021 Community Satisfaction Survey was completed by external third party research company Micromex in July 2021. The results of the Community Satisfaction Survey were presented to Councillors at the October 2021 Councillor briefing reporting an 80% overall satisfaction rate with Council.	100 %
4.4.2.15 - Ensure that delegations register is reviewed and updated.	30/06/2022	On Track	Delegations reviews are completed in May and November annually. A comprehensive delegations review commenced in May and has recently been completed. Delegations register is maintained as staff are onboarded and offboarded.	45 %
4.4.2.21 - Review the delegations for Council officers post Local Government Elections in September 2021.	30/06/2022	On Track	Council officer delegations are reviewed in May and November annually.	50 %

## Community Relations – Key Performance Measures

<b>Efficiency Measure</b> <b>'Doing things right'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Retrieval of files from depot within a 3 day period	< 3 Days	2 Days
Registration and tasking of daily correspondence to be completed by the end of each working day (% of days)	> 100 %	13 %

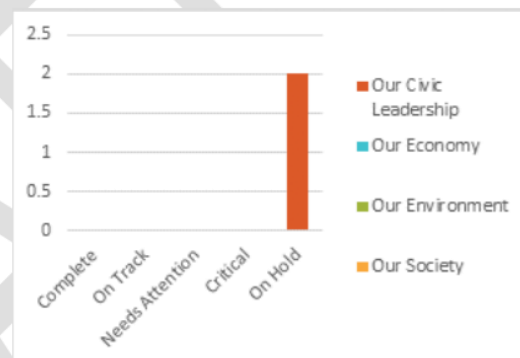
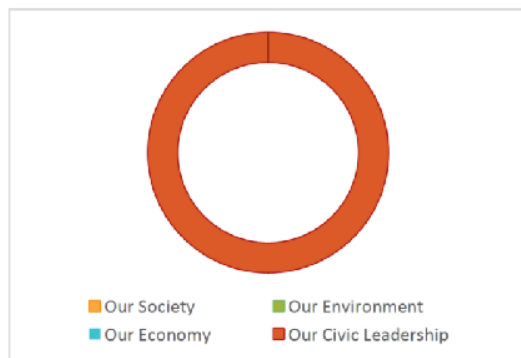
<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Compliance with State Records for disposal of hard copy documents	> 100 %	75 %

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Number of Records Department correspondence	> 8,250	13,948
Percentage of CRM requests actioned by Customer Service Agents	> 30 %	56 %
Percentage of CRM Telephone Messages taken by Customer Service Agent	20 %	15 %
Percentage of CRM's taken by Customer Service Agent that were a CSR	50 %	29 %

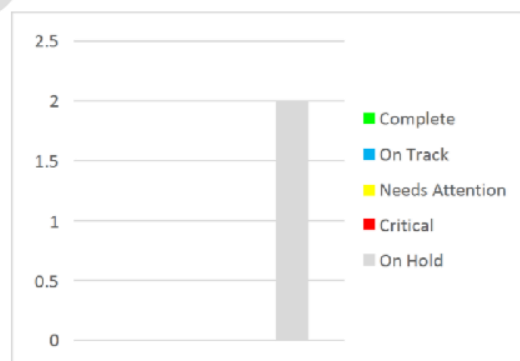
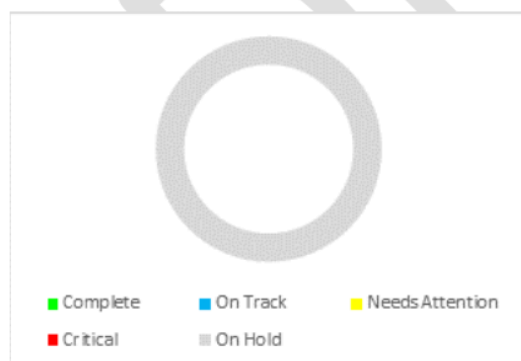
## Financial Services - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	0	0	0	0	0
Our Environment	0	0	0	0	0	0
Our Economy	0	0	0	0	0	0
Our Civic Leadership	0	0	0	0	2	2
	0	0	0	0	2	2



Progress by Action - December 2021





Actions	Target	Status	Progress	%
4.4.2.1 - Annually review Council's Rating Structure to ensure equity and fairness in rating distribution.	30/06/2022	On Hold	To be reviewed when preparing the 2022/2023 budget.	0 %
4.4.2.10 - Annually review Long Term Financial Plan as part of the Annual Budget Review Process.	30/06/2022	On Track	Review has commenced.	10 %

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## Financial Services – Key Performance Measures

<b>Efficiency Measure</b> <b>'Doing things right'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Rates outstanding (rates, annual charges, interest and extra charges outstanding)	< 11 %	12 %
Accounts receivable – average monthly percentage of accounts outstanding for more than 90 days	< 10 %	12 %
Accounts payable – average monthly percentage of invoices outstanding for more than 30 days	< 5 %	2 %

<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Statutory Accounting and Reporting completed by due date	100 %	100 %
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 %
Stocktake variances within 2% of total stock value	100 %	100 %

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Number of rate assessments (annual issue)	6,740	6,990
Number of water accounts issued per quarter (last quarter issued)	4,100	4,157
Number of s603 Certificates issued	350	257
Number of pensioner rebates granted at levy	780	764
Number of accounts receivable transactions processed	700	463
Number of accounts payable transactions processed	18,000	7,873
Number of stores transactions processed	5,000	2,385

### Financial Services – 2021/2022 Capital Works Program

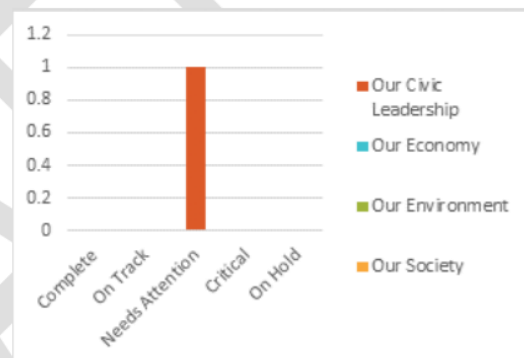
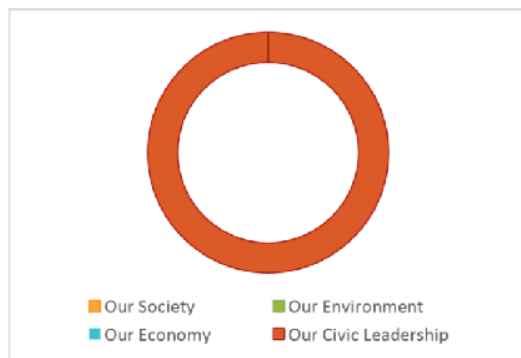
Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
722008 - Procurement Capex - Store Warehouse Racking Replacement	40,000	40,600	40,600	100 %	Project Completed.
<b>Total:</b>	<b>40,000</b>	<b>40,600</b>	<b>40,600</b>		



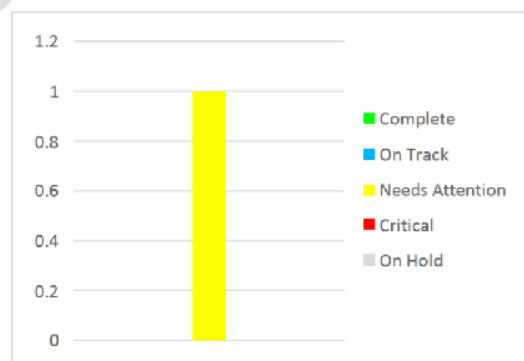
## Information Services - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	0	0	0	0	0
Our Environment	0	0	0	0	0	0
Our Economy	0	0	0	0	0	0
Our Civic Leadership	0	0	1	0	0	1
	0	0	1	0	0	1



Progress by Action - December 2021



Actions	Target	Status	Progress	%
4.2.3.6 - Monitor and update community accessible GIS interface for Council's Capital Works Program.	30/06/2022	Needs Attention	2021/2022 map not updated as yet.	5 %

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## Information Services – Key Performance Measures

<b>Efficiency Measure</b> <b>'Doing things right'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Keep Internal Network Downtime to less than 5% during working hours	< 5 %	0 %
Keep Email Service downtime to 5% during working hours	< 5 %	0 %

<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Average response time on IT helpdesk emails	< 2 Hours	2 Hours

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Update asset layers in GIS	> 500	95
Number of Office 365 licenses	280	280
Number of Virtual Servers	40	43
Number of Council's Desktop/Laptop Users	200	150



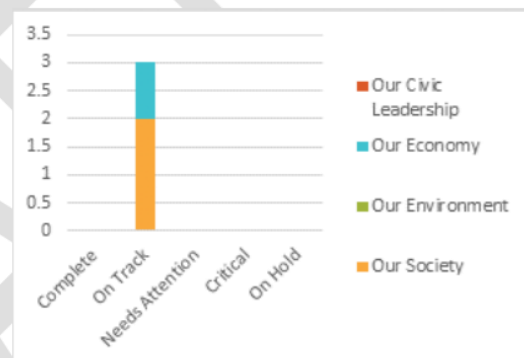
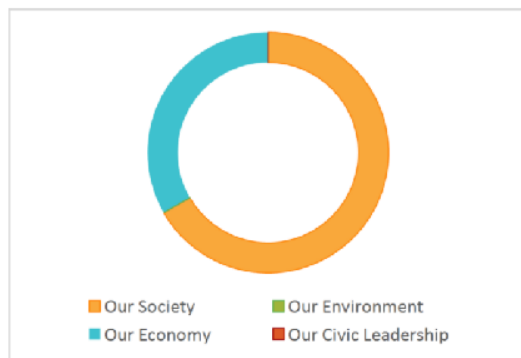
### Information Services – 2021/2022 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
722041 - IT Capex - Laptops	20,000	0	20,000	90 %	Council ordered required Laptops in Quarter 3 2021, but delivery has been delayed because of COVID-19.
722004 - IT Capex - Monitors	5,000	0	5,000	90 %	Council has ordered required Monitors in Quarter 3 2021, but delivery has been delayed because of COVID-19.
721006 - IT Capex - Mobility Devices	40,000	24,517	40,000	100 %	All ordered Tablets arrived in Quarter 2 2022 are operational. Project completed.
700318 - IT Capex - Connect Depot with Fibre Optic	19,460	8,000	19,460	100 %	This project was completed on 23 November 2021.
722047 - IT Capex - Upgrade Backup Storage	0	0	0	0 %	Increased lead time due to COVID-19 induced delays.
<b>Total:</b>	<b>84,460</b>	<b>32,517</b>	<b>84,460</b>		

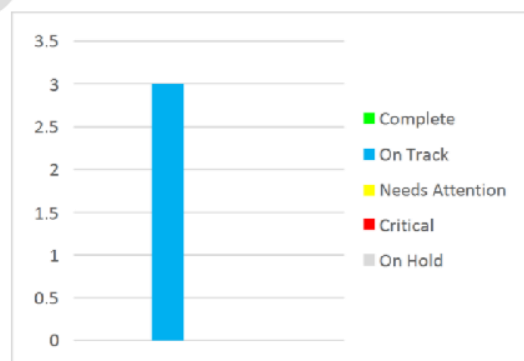
## Library Services - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	2	0	0	0	2
Our Environment	0	0	0	0	0	0
Our Economy	0	1	0	0	0	1
Our Civic Leadership	0	0	0	0	0	0
	0	3	0	0	0	3



Progress by Action - December 2021



Actions	Target	Status	Progress	%
1.1.1.1 - Deliver inclusive educational and recreational programs in all branch libraries to meet changing needs of all the community.	30/06/2022	On Track	<p>See below for December's inclusive, educational and recreational programs delivered by the Narrabri Shire Libraries:</p> <ul style="list-style-type: none"> <li>-Baby Rhyme Time for 0-18 months delivered at all shire branches.</li> <li>-Storytime for years 2-4 delivered at all shire branches; and to preschools in Boggabri, Narrabri and Wee Waa.</li> <li>-Weekly Storytime &amp; Music Time held at Narrabri Challenge Disability Services.</li> <li>-Weekly Open Access (adult disability) Craft held in the Narrabri Library.</li> <li>-Monthly Home Library Service deliveries in Boggabri, Narrabri &amp; Wee Waa townships.</li> <li>-Weekly Brain Training Group meet at the Narrabri Library.</li> <li>-Monthly Narrabri Library Book Club meetings.</li> <li>-Regular on the spot technology instruction/programs for seniors in all branches.</li> <li>-1,000 Books Before School early literacy program. 30 children registered.</li> <li>-Narrabri Shire has been selected to participate in and coordinate an early literacy program, Dolly Parton's Imagination Library. Social Media releases expected to go out 4 January 2022.</li> <li>-Planning underway to hold school holiday activities during the summer holidays.</li> <li>-Planning underway for Library Lovers Week competition in February 2022.</li> </ul>	50 %
1.4.4.2 - Provide Science, Technology, Engineering and Mathematics (STEM) based programming in partnership with the community' to 'Provide a range of programs in partnership with education, health, science and other organisations in the community.	30/06/2022	On Track	<p>Monthly STEM programs held at Bellata Primary and Fairfax Primary Schools in collaboration with teaching staff to support each school's curriculum. Planning underway to hold STEM activities in the summer holidays.</p>	50 %



Actions	Target	Status	Progress	%
3.1.1.6 - Identify alternative funding opportunities to implement innovative Library Outreach programs.	30/06/2022	On Track	Application in progress for the NSW Government Summer Break Grant funding - Grant application is for cartooning workshops in Boggabri, Narrabri and Wee Waa Libraries for ages 12 to 21 years.	50 %

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## Library Services – Key Performance Measures

<b>Efficiency Measure 'Doing things right'</b>	<b>2021/2022 Estimated</b>	<b>YTD</b>
Utilisation of technologies at the Narrabri Library	> 5,000	5,465
Utilisation of technologies at the Wee Waa Library	> 1,000	2,304
Utilisation of technologies at the Boggabri Library	> 400	342
Utilisation rate of the Narrabri Library	> 500	399
Utilisation rate of the Wee Waa Library	> 50	35
Utilisation rate of the Boggabri Library	> 30	37
Net \$/user ratio below specified target for the Narrabri Library	< \$15	\$11
Net \$/user ratio below specified target for the Wee Waa Library	< \$15	\$29
Net \$/user ratio below specified target for the Boggabri Library	< \$35	\$44
Number of e-resources (e-audio and e-book) downloaded by members of the Narrabri Shire Libraries via the Central North Regional Library's website	> 4,500	4,218

<b>Effectiveness Measure 'Doing the right things'</b>	<b>2021/2022 Estimated</b>	<b>YTD</b>
Number of new members at the Narrabri Library	> 250	65
Number of new members at the Wee Waa Library	> 100	16
Number of new members at the Boggabri Library	> 10	5
Overall customer satisfaction (customer service levels, resources, opening hours and facilities)	> 95 %	48 %
Number of Library and outreach programs for specific community groups – CALD Programs	> 4	0
Number of Library and outreach programs for specific community groups – Indigenous Programs	> 6	0
Number of Library and outreach programs for specific community groups – Disability Programs	> 30	29
Number of Library and outreach programs for specific community groups – Adult Programs	> 50	222
Number of Library and outreach programs for specific community groups – Children's and Youth Programs	> 490	136

<b>Workload Measure</b>	<b>2021/2022 Estimated</b>	<b>YTD</b>
Number of participants attending programs, events and meetings at the Narrabri Library	> 6,000	2,084
Number of participants attending programs, events and meetings at the Wee Waa Library	> 300	82
Number of participants attending programs, events and meetings at the Boggabri Library	> 100	217
Narrabri Library visitation rates	> 18,000	6,753
Wee Waa Library visitation rates	> 7,000	1,053
Boggabri Library visitation rates	> 1,500	375
Number of Physical Loans (including renewals) from the Narrabri Library	> 28,000	12,477
Number of Physical Loans (including renewals) from the Wee Waa Library	> 6,000	1,796
Number of Physical Loans (including renewals) from the Boggabri Library	> 3,000	874



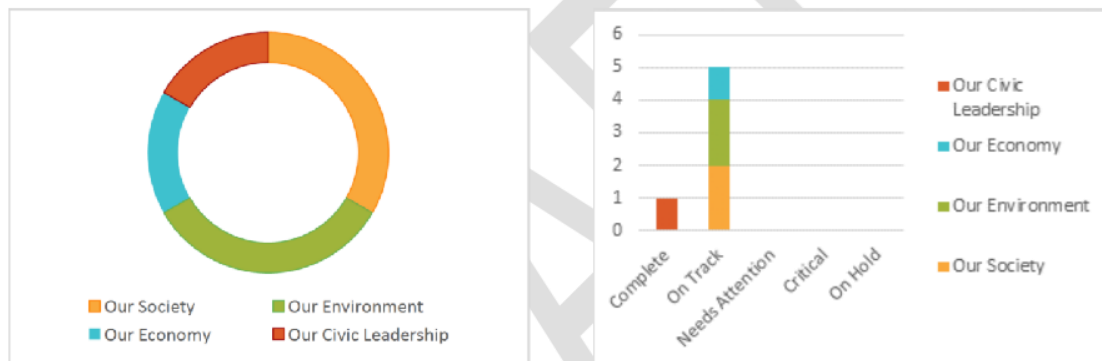
### Library Services – 2021/2022 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
721062 - Library Capex – Mobile Library Van (Public Library Infrastructure Grant Funded)	151,727	0	151,727	15 %	Van development has been delayed by 8 months due to COVID-19's impact on production. Graphics have been designed. Community engagement has been conducted in preparation for when the van is operational to ensure maximum utilisation occurs.
<b>Total:</b>	<b>151,727</b>	<b>0</b>	<b>151,727</b>		

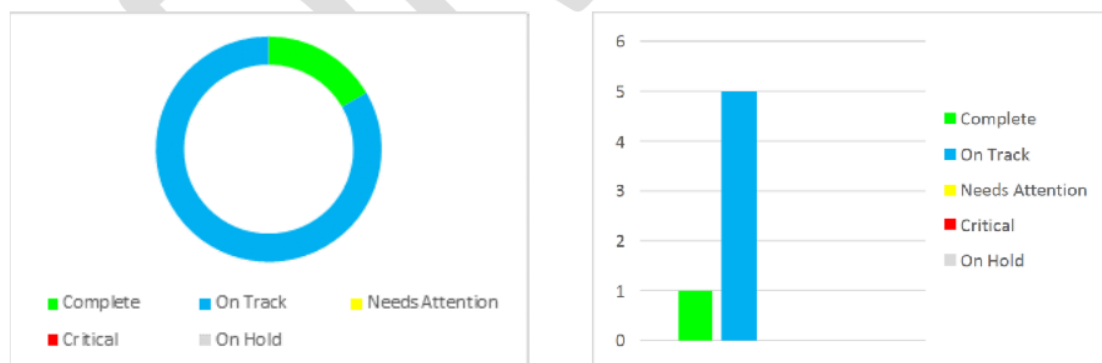
## Property Services - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	2	0	0	0	2
Our Environment	0	2	0	0	0	2
Our Economy	0	1	0	0	0	1
Our Civic Leadership	1	0	0	0	0	1
	1	5	0	0	0	6



Progress by Action - December 2021



Actions	Target	Status	Progress	%
1.1.1.7 - Explore options for developing a "Civic Precinct" in the vicinity of the old Boggabri Bowling Club site, subject to the ability to purchase site from Crown Lands.	30/06/2022	On Track	NSW Department of Crown Lands have advised that Council are unable to purchase the land at the site. Council is currently reviewing options for this site to ensure that this project can proceed.	10 %
1.1.2.13 - Conduct annual condition inspections for all land and buildings to maintain public safety.	30/06/2022	On Track	Annual condition inspections have commenced. A template facilities management plan has been drafted and endorsed by Councils executive team.	40 %
2.1.2.3 - Develop and implement Plans of Management for urban open spaces and environmental areas.	30/06/2022	On Track	Council have engaged Ross Planning to assist with the preparation of the Plans of Management. Property Services have finalised the land register for the land to be included in the Plans of Management. Categorisations commencing in 2022.	20 %
2.3.1.3 - Develop and implement plans for installing energy efficient technologies and innovations at identified Council facilities i.e. solar panels, LED lighting, air conditioning.	30/06/2022	On Track	Initial investigations in energy efficient technologies have been undertaken. Planning has commenced to include capital projects into the future budget cycles.	25 %
3.4.1.3 - Market and transact developed Shannon Estate blocks and englobo site.	30/06/2022	On Track	Shannon Estate is currently listed for sale with local real estate agent Nutrien Harcourts. There are currently 12 lots remaining for sale. 2 sales in 2021/2022 with another lot currently under contract. The agent is reporting regular enquiries and interest. Increase in building prices and shortages in materials and trades has not helped with the marketability of vacant land. Internal discussions are being had regarding the englobo site.	75 %
4.3.1.2 - Investigate update and renewal requirements (including assets) for Caravan Parks throughout the Narrabri Shire.	30/06/2022	Complete	This item is complete. Renewal requirements investigated and updated. Boggabri Caravan Park has been refurbished with new amenities and facilities installed. Narrabri Caravan Park rectification works of the amenities building are well underway and on track to be completed by December 2021.	100 %



## Property Services – Key Performance Measures

<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Response time to unforeseen / urgent repairs	< 3 Days	9 Days
Collection of property leasing and licensing fees and charges	> 80 %	45 %
Attend to, negotiate and update all expiring leases, licences and occupancy agreements (leases per annum)	> 12	35

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Complete property related Insurance claims	< 10	3
Undertake ongoing condition based assessment of Council buildings	> 50	2
Prepare plans of management, property related policies, property management protocols, structures and frameworks	> 6	2
Preparation of correspondence responding to external enquiries	> 250	30

## Property Services – 2021/2022 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
700010 - Property Capex - Narrabri Depot Stores Office Construction (carryover 2019/2020)	104,198	0	104,198	25 %	The final design for the Narrabri Depot Stores office is being finalised with the relevant stakeholders. DA to be relodged with updated plans and specifications. Following DA approval quotations for the construction will be sourced. Possible delays due to current material and trades shortages.
722005 - Property Capex - Demolish Old Boggabri Bowling Club	200,000	0	200,000	25 %	Planning works for the demolishing have commenced, initial discussions with contractors have begun. A scope of works and request for quotes for the works is being finalised and sent to contractors. Closing date is mid-January 2022.
721053 - Property Capex - Narrabri Caravan Park - Amenities Building Refurbishment	43,181	27,262	43,181	80 %	Refurbishment works are progressing. Works are due to be completed in March 2022.
721054 - Property Capex – Boggabri - New Doctors House (VPA Funded)	274,800	1,176	274,800	10 %	Procurement process commenced. Experiencing significant price inflation due to timber shortages and a shortage of local and suitably qualified tradespeople.
721055 - Property Capex – Gwabegar - Hall (DCP2 Funded)	0	6,552	0	100 %	Project Completed.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
722042 - Property Capex – Wee Waa – Community Building Refurbishment (Murray-Darling Basin Economic Development Program Funded)	0	146,300	188,205	90 %	Majority of building refurbishment works are completed with only minor works required for final completion.
722046 – Furniture for Residence	0	3,760	0	90 %	Majority of furniture procured and installed at the Council residence. Project to be finalised in January 2022.
<b>Total:</b>	<b>622,179</b>	<b>185,050</b>	<b>810,384</b>		



## Saleyard Services – Key Performance Measures

<b>Efficiency Measure</b> <b>'Doing things right'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Net Operational cost per animal sold (\$ per animal)	< \$8	\$51
Net cost of operation to Council (excluding capital)	< \$120,000	\$106,200

<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Survey of agents and customers achieves minimum 80% satisfaction rating	> 80 %	40 %
Zero reported WHS incidents attributable to Council	< 0	0
Incidences of non-compliance with the National Saleyards Quality Accreditation (NSQA) Annual Audit	< 0	0

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Number of head sold per annum	> 14,000	2,297
Number of separate uses of truck wash facilities	> 1,500	584
Number of individual sale days per annum	> 23	7

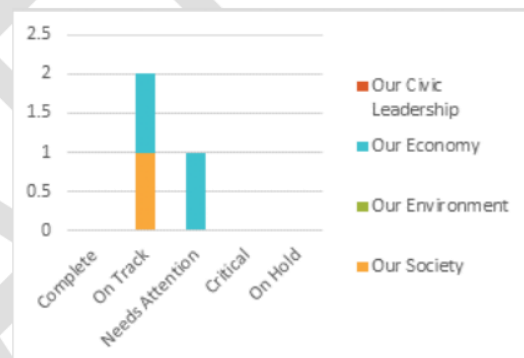
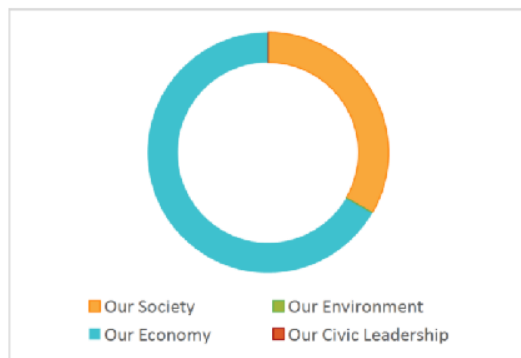
### Saleyard Services – 2021/2022 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
721009 - Saleyards Capex - Infrastructure Renewal (carryover 2020/2021)	15,000	5,321	15,000	50 %	The scanner for transit cattle has been purchased and is awaiting delivery. Installation was anticipated for late November 2021, however due to COVID-19 and State border restrictions this has been delayed until early 2022. Required ramp modifications have been completed.
<b>Total:</b>	<b>15,000</b>	<b>5,321</b>	<b>15,000</b>		

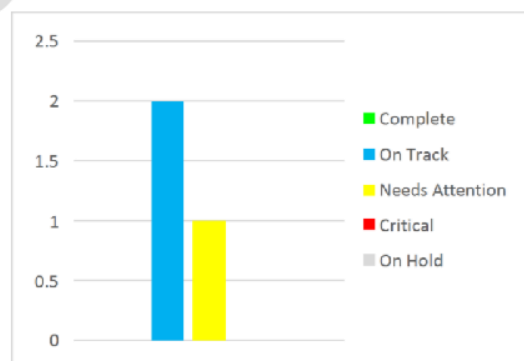
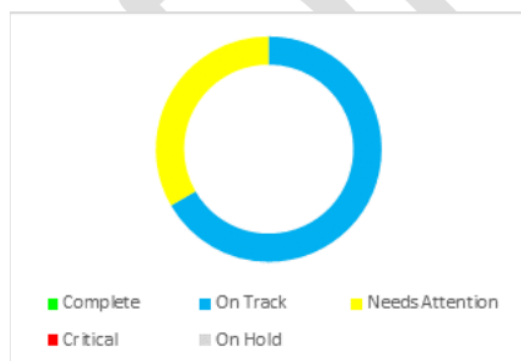
## The Crossing Theatre - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	1	0	0	0	1
Our Environment	0	0	0	0	0	0
Our Economy	0	1	1	0	0	2
Our Civic Leadership	0	0	0	0	0	0
	0	2	1	0	0	3



Progress by Action - December 2021



Actions	Target	Status	Progress	%
1.2.2.1 - Explore opportunities for the provision of arts and cultural events in all towns and villages.	30/06/2022	On Track	<p>The Crossing Theatre has been working on the following projects:</p> <ul style="list-style-type: none"> <li>- A new show has been booked in for November 2022;</li> <li>- Two Men Like Us (theatre)</li> <li>- CREATE Festival, March 2022;</li> </ul> <p>Wee Waa</p> <ul style="list-style-type: none"> <li>- currently working with the Wee Waa Community Arts and Cultural Centre about have an exhibition of Council's Civic Collection and also an art event for CREATE 2022</li> </ul> <p>Boggabri</p> <ul style="list-style-type: none"> <li>- discussions have commenced about holding a CREATE event in Boggabri 2022 and also a one man show for May 2022.</li> </ul>	50 %
3.1.1.2 - Identify external funding opportunities to assist with the provision of events through The Crossing Theatre.	30/06/2022	On Track	Council have identified a funding opportunity with Destination NSW for \$20,000 for the CREATE Festival. The application has been lodged and awaiting results,	50 %
3.1.1.3 - Identify opportunities to host regional and rural conferencing in Narrabri Shire.	30/06/2022	Needs Attention	The prospectus for The Crossing Theatre is being updated for 2022. A database of Conference Sales Platforms is being developed.	30 %



## The Crossing Theatre – Key Performance Measures

<b>Efficiency Measure</b> <b>'Doing things right'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Venue to fiscally operate at no more than 5.25% of General Rates revenue	< 5 %	5 %
Operating Costs per paying venue patron	< \$12	\$52

<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Maintain and improve Cinema patronage levels	> 10,000	7,463
Maintain and improve Cafe patronage levels	> 12,000	5,722

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Maintain and improve User Pay Events	> 200	41
Number of User Live Events held	> 29	2
Number of events held in Riverside Room	> 75	11
Number of events held in Auditorium	> 55	12
Number of events held in Exhibition Room	> 42	14
Number of events held in Gallery Lounge	> 32	12

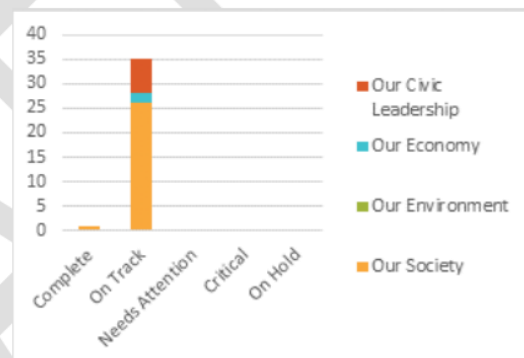
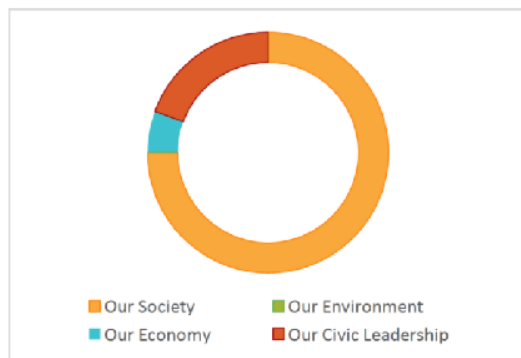
### The Crossing Theatre – 2021/2022 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
700022 - TCT Capex - The Crossing Theatre Band Room Refurbishment (incl Storage) (carryover 2020/2021)	61,382	65,265	61,382	100 %	This project was completed but has now been damaged by the November 2021 flood event.
<b>Total:</b>	<b>61,382</b>	<b>65,265</b>	<b>61,382</b>		

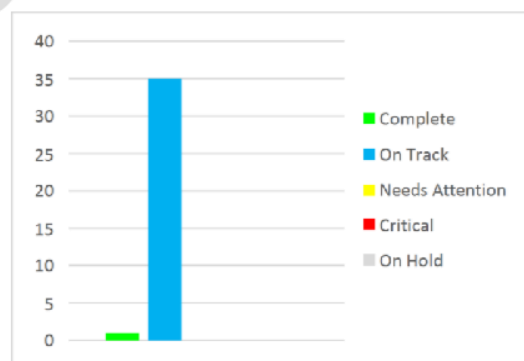
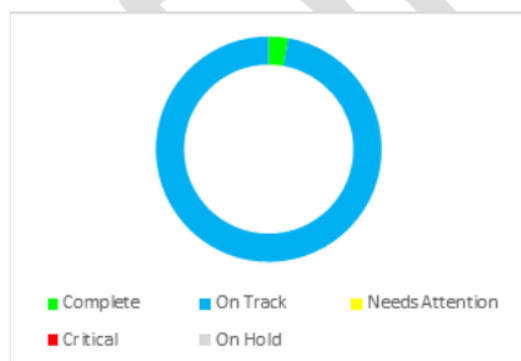
## Tourism and Community Development Services - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	1	26	0	0	0	27
Our Environment	0	0	0	0	0	0
Our Economy	0	2	0	0	0	2
Our Civic Leadership	0	7	0	0	0	7
	1	35	0	0	0	36



Progress by Action - December 2021



Actions	Target	Status	Progress	%
1.1.1.8 - Development of a New Resident's Kit.	30/06/2022	On Track	Council has been successful in receiving funding for a Tree Change Campaign and will be using funding towards a "Tree Change Website/Landing Page", Resident's Kit (magazine/brochure) and advertising. Council has recently engaged a professional photographer to develop high quality content for this campaign.	35 %
1.1.2.19 - Support NSW Police to improve the community's perception of the level of crime within Narrabri Shire.	30/06/2022	On Track	Council continues to support NSW Police through platforms such as the Crime Prevention Advisory Committee and through supporting any proactive campaigns the NSW Police will be undertaking within the community. Police regularly engage with the NSW Police through the Crime Prevention Advisory Committee and will work in partnership with NSW Police in developing Crime Prevention Week to be held in June 2022.	45 %
1.1.2.20 - Support and promote educational programs targeted at assisting young people in developing healthy, respectful relationships.	30/06/2022	On Track	Council will support and promote campaigns targeting young people in developing healthy and respectful relationships such a White Ribbon Day which aims to support young men to develop positive relationships with women in their lives. Council will work with organisations such as NDCAS to support any positive local campaigns.	45 %
1.1.2.25 - Provide regular and up to date information to the community regarding personal safety measures and strategies.	30/06/2022	On Track	Council is proposing to hold "Crime Prevention Week" annually in May. Council will work with local law enforcement agencies, schools, businesses, health, civic groups and other organisations to promote awareness about crime prevention and personal safety. The inaugural event will be held in June 2022.	45 %
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.	30/06/2022	On Track	Council is proposing to hold "Crime Prevention Week" annually in May. Council will work with local law enforcement agencies, schools, businesses, health, civic groups and other organisations to promote awareness about crime prevention and personal safety. The inaugural event will be held (tentatively) 16/05/2022 to 22/05/2022 across the Shire. This event will include information about harm minimization aimed at reducing alcohol related violence.	45 %



Actions	Target	Status	Progress	%
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.	30/06/2022	On Track	Council will work with local law enforcement, schools, businesses, civic groups and other organisations to promote awareness about drug use and associated health issues. Council has been in contact with and will work with CDAT (Community Drug and Alcohol Team) to support local programs aimed at reducing alcohol consumption and related offending. Council as part of Crime Prevention Week 2022 will look to engage Department of Health and other relevant stakeholders to run a campaign around drugs and associated offending.	45 %
1.1.2.29 - Provide encouragement and support to the delivery of alcohol and drug free community events within Narrabri Shire.	30/06/2022	On Track	<p>Council has a committee that reviews all event applications. All community events are encouraged to be drug and alcohol free. Where alcohol is proposed to be served the committee ensures service of alcohol is undertaken with RSA principles and in line with legal requirements.</p> <p>Council is currently working with the facilitators of the Alcohol and Drug Foundation's Good Sports Program who are holding local workshops in the Narrabri Shire on how to manage alcohol and illegal drugs within sporting clubs at sports events.</p> <p>Council is working directly with the Program Facilitators to understand how Council can better support healthy sporting clubs.</p>	45 %

Actions	Target	Status	Progress	%
1.1.2.30 - Support educational and community based programs that encourage participation and celebrate the achievements of young people within the Shire.	30/06/2022	On Track	<p>The Narrabri Shire Youth Council has been established to represent and promote the voice of young people in the Region, offering a platform for input into youth-focused programs and the opportunity to strengthen their professional development. The youth representatives will be able to focus on the needs of young people in the community to influence programs and projects and represent their priorities. The Youth Council will also inform on programs they believe will encourage further youth participation in their communities.</p> <p>Council also facilitates the Lillian Hulbert memorial Prize which is awarded to a young person in the Shire who has either demonstrated an act of bravery, undertaken charitable activities, or demonstrated educational or sporting excellence.</p> <p>Council is currently working to develop a Summer Break Youth Activities Program and will apply for funding through the Office of Regional Youth, Summer Break Grant Fund.</p>	45 %
1.1.2.32 - Raise awareness of vandalism and malicious damage that is occurring within Narrabri Shire.	30/06/2022	On Track	<p>Council continues to encourage residents to report vandalism or malicious damage to Council facilities. Council will take part in Graffiti Removal Day (March 2022) and encourage members within our communities to also take part to increase awareness and ownership.</p>	25 %
1.1.2.34 - Support NSW Police to promote the provision of workshops in regional NSW aimed at tackling rural crime.	30/06/2022	On Track	<p>Council will continue to promote any workshops within the Narrabri Shire being run by the NSW Police, especially relating to rural crime. The program for Crime Prevention Week 2022 is being developed by Council, workshops will be facilitated, and information disseminated regarding raising awareness around rural crime and reporting of rural crime.</p> <p>Council has engaged NSW Police and NSW Farmers as stakeholders for the 2022 Crime Prevention Week specifically to promote awareness of, and encourage reporting of rural crime.</p>	45 %

Actions	Target	Status	Progress	%
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.	30/06/2022	On Track	Council will continue to promote any workshops within the Narrabri Shire being run by the NSW Police, especially relating to rural crime. During Crime Prevention Week 2022 being developed by Council, workshops will be facilitated, and information disseminated regarding raising awareness around rural crime and reporting of rural crime. Council is attending community meetings to promote Crime Prevention week and to understand topics the community would like addressed during this event.	45 %
1.1.2.36 - Provide regular and up to date information to the rural community regarding crime prevention strategies and measures.	30/06/2022	On Track	Council will continue to promote any workshops within the Narrabri Shire being run by the NSW Police, especially relating to rural crime. During Crime Prevention Week 2022 being developed by Council, workshops will be facilitated and information disseminated regarding raising awareness around rural crime, crime prevention and reporting of rural crime.	45 %
1.1.2.37 - Raise awareness through the facilitation and promotion of Domestic Violence campaigns.	30/06/2022	On Track	Council is also actively collaborating with organizations who have a focus on preventing domestic violence and will support any anti domestic violence campaigns that are implemented either locally or more broadly.  As Council is developing Crime Prevention week in June 2022, a significant focus will be to develop and run a anti domestic violence campaign.	45 %
1.1.2.40 - Raise awareness and provide support for programs and campaigns aimed at reducing drug use (e.g. Dob in a Dealer).	30/06/2022	On Track	Council continues to support NSW Police campaigns and programs that are aimed at reducing drug use. As part of Crime Prevention Week in 2022 Council will further look to run events and activities aimed at raising awareness of drug use harms and associated offending.	45 %
1.1.2.41 - Investigate methods to capture information and statistics on the type, location, and scope of vandalism and malicious damage to Council resources and facilities.	30/06/2022	On Track	Council is liaising with internal stakeholders to review current processes to identify methods to better capture information and statistics on incidents of vandalism and malicious damage to Council facilities.	45 %

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Actions	Target	Status	Progress	%
1.1.2.42 - In conjunction with NSW Police, design and deliver an awareness campaign on the importance of reporting rural crime to Police.	30/06/2022	On Track	Council will look to hold "Crime Prevention Week" in May 2022 which will include an awareness campaign around the importance of reporting rural crime. The campaign will include distributing information online, social media and in person workshops. Council has already engaged NSW Police and NSW Farmers Federation to be part of the event.	45 %
1.1.2.43 - Lobby for a PCYC to be established in the Narrabri Shire.	30/06/2022	On Track	Council continues to look at the viability of a PCYC. Council is currently reviewing a Draft Memorandum of Understanding between Council and PCYC towards undertaking mutual research into the establishment of a local PCYC.	35 %
1.1.4.6 - Establish and operate a Narrabri Shire Youth Council in collaboration with the Shires Schools.	30/06/2022	On Track	<p>The Narrabri Shire Youth Council has now been formally established having held successful elections for the Youth Mayor, Youth Deputy Mayor and Secretary. The Youth Council has a total of 10 representatives who will look to highlight youth issues and be a voice for young people across the Shire. The Youth Council will meet monthly and are due to undertake a leadership program in December 2021.</p> <p>Guest speakers are invited to each meeting to develop awareness of services within the shire, and thus identify gaps. In 2022 Council will look to work with the Youth Council to develop a Youth Strategy.</p>	50 %
1.2.3.3 - Review sign posting for adequacy and incorporate latest digital technology to raise awareness of assets across the Shire.	30/06/2022	On Track	The large LED Screen at the Narrabri Region Visitor Information Centre has been installed and is now fully operational. Staff are working to develop a LED Screen Policy on how to best manage content for the screen. Staff are also developing a schedule to promote and highlight our local attractions as well as seasonal messaging, eg. Christmas/New Year.	95 %



Actions	Target	Status	Progress	%
1.2.3.5 - Identify opportunities to showcase Narrabri Region through the development and implementation of tours (e.g. AgriTourism, Historical, Natural Wonders).	30/06/2022	On Track	Council continues to identify opportunities to increase the visitor economy through developing tours. Council is continuing to work on a Bus Tour Prospectus which was delayed due to COVID-19. Council is in contact with relevant stakeholders across various industries to identify opportunities to showcase the region.	25 %
1.2.4.11 - Establish a working group to develop and implement the 'Review and Reflect' Reconciliation Action Plan.	30/06/2022	On Track	Council is looking to establish one or more working groups across the Narrabri Shire to develop the Review and Reflect Action Plan. Council will work with the Local Aboriginal Lands Councils in each area to best understand how to develop and implement the plan to ensure actions are meaningful and reflect the needs of each local Aboriginal community.	35 %
1.2.4.7 - In partnership with local indigenous Community stakeholders, facilitate Reconciliation Week and NAIDOC Week.	30/06/2022	On Track	Council will organise events for Reconciliation Week and NAIDOC week in 2022. Reconciliation Week is held 27/05/2022 to 03/06/2022 and NAIDOC Week was meant to be held from 03/07/2021 to 10/07/2021 but was cancelled due to COVID-19. Council is committed to working with the Local Aboriginal Lands Councils and the Aboriginal community for both events. Council has already started to engage with stakeholders for 2022 events.	25 %
1.2.4.9 - Support and progress the State Heritage Register nomination for Waterloo Creek.	30/06/2022	Complete	This item is complete. On 25/06/2021 Waterloo Creek massacre site at 3837 Millie Road, Jews Lagoon, was declared a site of state heritage significance as "a place of frontier conflict." and formally gazetted. This action has been completed and Council will continue to work with the committee to further establish the site.	100 %
1.3.4.10 - Support community organisations and sporting clubs to remove barriers and increase participation of people with a disability.	30/06/2022	On Track	Council is committed to supporting inclusion in Sport across the Shire and like the Business Inclusion Brochure, Council will look to develop either a brochure or fact sheet for local sporting clubs to encourage the removal of barriers to participation for people with a disability.	25 %

Actions	Target	Status	Progress	%
1.3.4.20 - Support interagency meetings to improve communications and develop mutually beneficial outcomes.	30/06/2022	On Track	Council continues to attend meetings within the community including Narrabri Interagency and Youth Interagency Meetings. These meetings have been limited due to COVID-19 Restrictions. The next Interagency Meeting in schedule for the 08/02/2022.	50 %
1.3.4.4 - Promote an understanding of inclusion within the business community through distribution of information and support for educational programs.	30/06/2022	On Track	Council will also run a campaign on social media on access and inclusion within our business community. Council will also look to re-vamp the previous Access and Inclusion Business Brochure to be handed out across the Shire.	45 %
1.4.1.3 - Advocate for a School for Specific Purpose (SSP) to be established in Narrabri to provide specialist and dedicated support for students with moderate to high learning needs, and who meet the NSW Department of Education's Disability Criteria.	30/06/2022	On Track	<p>Council is in the process of establishing a working group to further advocate for the establishment for a School for Specific Purpose.</p> <p>Recently Council and the Access and Inclusion Advisory Committee was able to meet with the Principal of GS Kidd Memorial School who provided the committee with the background to the establishment of the School and discussed considerations as to stakeholders for the working group.</p> <p>Through the current Special Activation Precinct investigations Council has been successful in raising the issue of a School for Specific Purpose for Narrabri, with relevant consultants being made aware of the need. The consultant responsible for strategic planning for Education will be contacted.</p>	35 %
3.1.2.9 - Improve the gateway entry signage on the Shire boundaries.	30/06/2022	On Track	Council has received formal concurrence from Transport for NSW for the installation of the gateway signage. Council is now working with contractors regarding manufacturing and installation.	90 %

Actions	Target	Status	Progress	%
3.3.1.8 - Develop and implement campaign to attract new residents to the Shire.	30/06/2022	On Track	<p>Council secured funding for a tree change campaign aimed attracting new residents to the Shire. This will develop a new website/landing page to promote the Narrabri Shire, and from which visitors to the site will be linked to other areas such as the N2IP website, and Council's and Tourism's website. A brochure/magazine will also be developed to provide information on the Shire which can be provided to new resident or potential residents.</p> <p>Council has recently engaged a professional photographer to obtain content for the different platforms.</p>	40 %
4.1.1.3 - Successfully organise and run Australia Day Event.	30/06/2022	On Track	<p>Nominations for Australia Day 2022 closed on the 29/10/2021 and a report was tabled at the November 2021 Ordinary Council Meeting. Events have been confirmed to be held in Narrabri, Boggabri and Wee Waa. Due disruptions from the ongoing COVID-19 pandemic event scheduling may change.</p>	75 %
4.1.1.4 - Successfully organise and run the Lillian Hulbert Scholarship and award presentation.	31/01/2022	On Track	<p>Nominations for the Lillian Hulbert Memorial Prize have closed and applicants formally reviewed by the panel. Eligible nominations have been taken to the next phase which is an interview with the panel. Interviews will be held on the 11/02/2022 and the winner will be announced at a morning tea/ceremony on the 24/02/2022.</p>	65 %
4.1.1.5 - Successfully organise and run International Women's Day Event.	28/02/2022	On Track	<p>International Women's Day (IWD) will be held on 08/03/2022. Council has confirmed four speakers for the event which all revolve around STEM Industries, to create awareness around the opportunities and possibilities within these sectors. This correlates with the IWD theme for 2022 which is #breakthebias. The event will be held at the Crossing Theatre and is open to all in the Shire.</p>	65 %
4.1.1.6 - Successfully organise and run Youth Week activities.	31/03/2022	On Track	<p>Youth Week will be held from 04/04/2022 to 14/04/2022. Council is working in collaboration with Youth Council representatives to identify suitable activities to be held during youth week.</p>	35 %

Actions	Target	Status	Progress	%
4.1.1.8 - Successfully organise the Bush Bursary Placement Program.	30/04/2022	On Track	The Bush Bursary Program will run in January 2022, the schedule for placements has been finalised with students due to arrive in Narrabri on the 16/01/2022. The schedule has been forwarded to the Rural Doctors Network who facilitate the program, they have provided feedback that they are extremely happy with the schedule and appreciate Councils efforts.	75 %
4.1.1.9 - Organise and run the Seniors Festival and Awards.	28/02/2022	On Track	The Seniors Festival is held from 13/04/2022 to 24/04/2022, Council is looking to work in partnership with relevant organisations to develop appropriate activities during the week.	0 %
4.1.4.2 - Annual National Volunteers week celebration held.	30/06/2022	On Track	The Volunteer Award Luncheon to be held during Volunteers Week (running from 16/05/2022 to 22/05/2022).	0 %



## Tourism and Community Development Services – Key Performance Measures

<b>Efficiency Measure</b> <b>'Doing things right'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
That each Youth Council meeting is completed within the allocated timeframe (school lunch break).	> 85 %	100 %
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 %	100 %
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 %
Net cost for provision of visitor service per visitor (VIC patrons)	< \$2	\$48

<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Percentage of Council and Community Grants submitted that are successful.	> 25 %	38 %
Value of Council and Community Grants submitted that are successful (\$).	> \$6,000,000	\$10,087,362
The number of youth-based actions formulated through the Youth Council that are undertaken.	> 6	5
Provide advice and recommendations on major projects, community events and significant development applications to ensure access and inclusion issues are identified and resolved.	> 4	2
Average sales per walk in patron for the Narrabri VIC	< \$3	\$9
Number of redeemed voucher from trade show distributions	> 250	1,167
Overall visitor satisfaction (Surveys and Social Media)	> 96 %	97 %

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Attend Shire wide community group meetings.	> 60	13
Number of Grant Applications submitted by Council or jointly with Community Groups.	> 48	14
Facilitate and provide resources to community events	> 12	6
Co-ordinate and run Narrabri Shires Youth Council Meetings.	> 8	6
Co-ordinate and run Narrabri Shires Access and Inclusion Advisory Committee.	> 4	2
Co-ordinate and run Narrabri Shires Crime Prevention Advisory Committee.	> 4	1
Number of visitors to the VIC	> 35,000	4,886
Number of Information packs distributed at trade shows	> 8,100	1,167
Complete visitor satisfaction survey	> 125	190

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<b>Workload Measure</b>	<b>2021/2022 Estimated</b>	<b>YTD</b>
Number of social media users	> 1,800	276
Number of community events and conferences facilitated	> 38	5

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## Tourism and Community Development Services – 2021/2022 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
700350 - Tourism Capex - Gateway Signage (carryover 2019/2020)	200,060	382	200,060	85 %	Council was given verbal approval in Quarter 1 2022 for the installation of the Gateway Signage in 3 locations across the Narrabri Shire, with the fourth location being delayed due to significant work along the highway at Bellata. Council was granted formal approval from Transport for NSW in Quarter 2 2022.
722009 - Tourism Capex - Town Signage	180,000	0	180,000	35 %	Council will be replacing all town signage across the Shire, existing signage can be replaced without a formal DA, however for new sites a DA will be required. Council is currently obtaining required documentation and working with a contractor to develop technical drawings required for the DA.
<b>Total:</b>	<b>380,060</b>	<b>382</b>	<b>380,060</b>		

# Infrastructure Delivery

## DIRECTORATE

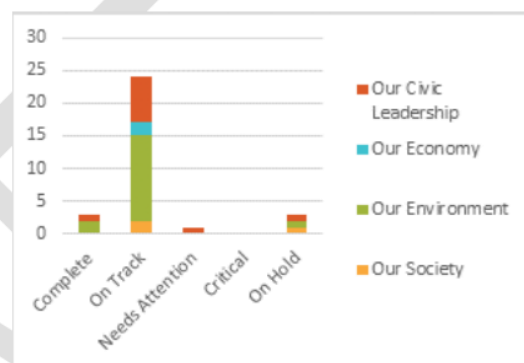
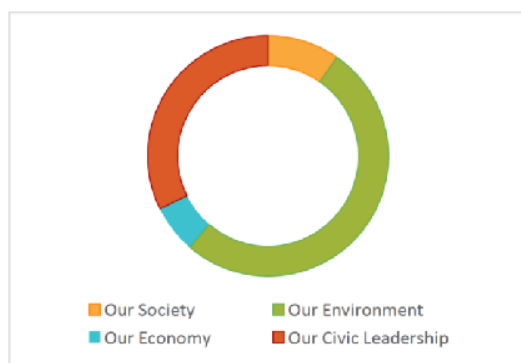


Service Plan Quarterly Report **December 2021**

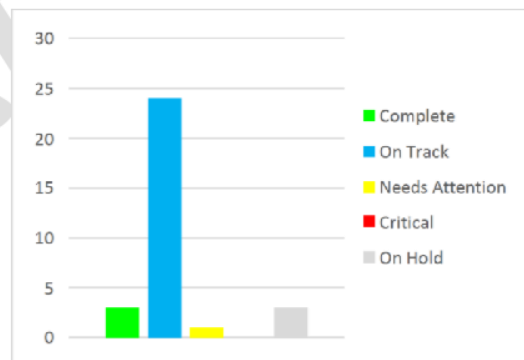
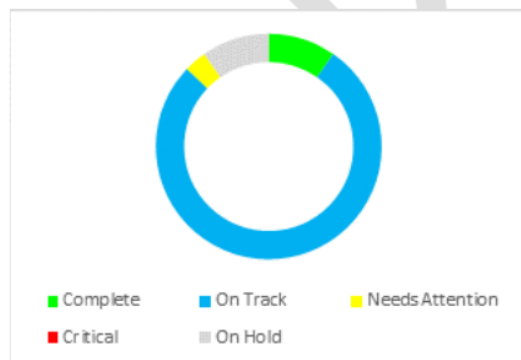


## Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	2	0	0	1	3
Our Environment	2	13	0	0	1	16
Our Economy	0	2	0	0	0	2
Our Civic Leadership	1	7	1	0	1	10
	3	24	1	0	3	31



## Progress by Action - December 2021



## Cemetery Services – Key Performance Measures

<b>Efficiency Measure</b> <b>'Doing things right'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Revenue from interments fee charges cover at least half of the associated Interment Expenses.	< 50 %	75 %

<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Number of written complaints relating to interments	< 0	0
Number of written complaints regarding maintenance of Cemeteries	< 0	0

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Number of incidents of vandalism incurred at Council managed Cemeteries	< 10	16
Number of casket interments	90	42
Number of ash interments	10	7

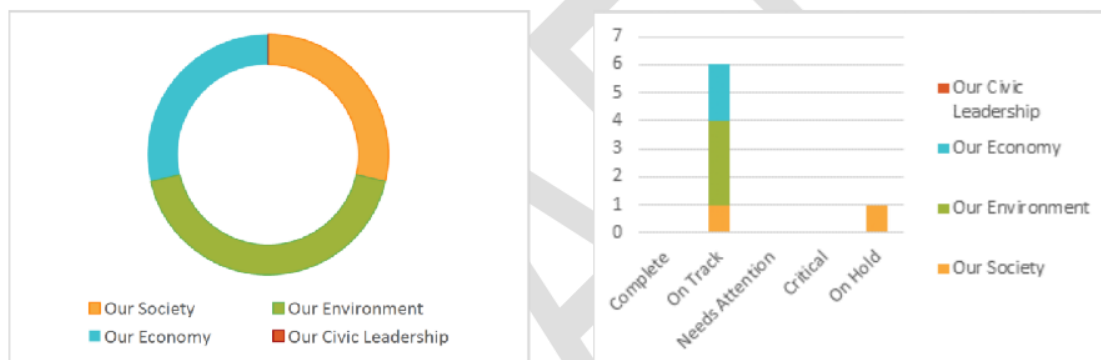
### Cemetery Services – 2021/2022 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
700132 - Cemeteries Capex - Narrabri Lawn Cemetery - Renew Internal Roads & Carpark	50,000	0	50,000	10 %	Designs have been completed as this project was to be combined with the Kerb and gutter tender and this is now on hold to next financial year. The funds from this budget have been re voted to projects in Wee Waa and Boggabri cemeteries to improve their access roads.
721050 - Cemeteries Capex - Gwabegar - Columbarium Wall Construction (carryover 2020/2021)	7,000	6,982	7,000	90 %	Columbarium wall completed in July 2021. Remaining budget to be used on memorial seating.
722045 - Cemeteries Capex - Wee Waa - Upgrade Entrance Road	50,000	0	50,000	5 %	Finalising designs. Designs scheduled to be completed by Quarter 2 2022. Construction to commence in Quarter 3 2022.
<b>Total:</b>	<b>107,000</b>	<b>6,982</b>	<b>107,000</b>		

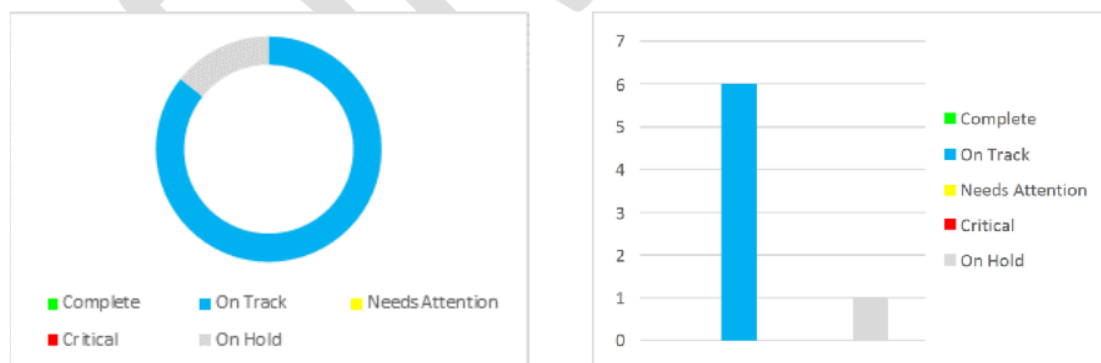
## Design and Investigation Services - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	1	0	0	1	2
Our Environment	0	3	0	0	0	3
Our Economy	0	2	0	0	0	2
Our Civic Leadership	0	0	0	0	0	0
	0	6	0	0	1	7



Progress by Action - December 2021





Actions	Target	Status	Progress	%
1.1.2.3 - Support and liaise with community groups and local residents regarding traffic and alcohol free zoning requirements.	30/06/2022	On Track	Alcohol Free Zones are due for renewal by 01/07/2023 (Minute 091/2020). 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 %
1.2.3.7 - Undertake a preliminary feasibility study into the establishment of a weir down stream from The Crossing Theatre.	30/06/2022	On Hold	Awaiting project brief to enable preliminary investigation works to commence.	0 %
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).	30/06/2022	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 %
2.1.3.15 - In association with schools, audit key routes to school and improve the facilities along these routes and report to Council.	30/06/2022	On Track	Priority routes have been identified and concept designs completed for future Capital Works Programs. Identified projects will be constructed once grant funding opportunities are made available.	50 %
2.1.3.6 - Ensure appropriate regulatory and guidance signage is provided on all existing and proposed walk and cycle facilities.	30/06/2022	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, Transport for NSW and AustRoads guidelines.	50 %
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.	30/06/2022	On Track	As a part of the road network hierarchical review, roads will be classified in accordance with their future use and funding sought on this basis. Work has also commenced into the expansion of one of Council's main quarries to help decrease reliance on privately owned sources of material.	50 %

Actions	Target	Status	Progress	%
3.2.3.1 - Consult with relevant stakeholders on opportunities to increase efficiencies on freight movements to, through and from the Narrabri Shire and report findings to Council.	30/06/2022	On Track	Discussions with heavy vehicle operators are ongoing and as required. All heavy vehicle movements are processed by the National Heavy Vehicle Regulator. New routes are assessed in accordance with the Heavy Vehicle National Law and Regulations.	50 %

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## Design and Investigation Services – Key Performance Measures

<i>Efficiency Measure</i> <i>'Doing things right'</i>	2021/2022 Estimated	YTD
Cost per kilometre of road design produced (\$/km)	< \$7,500	\$5,800

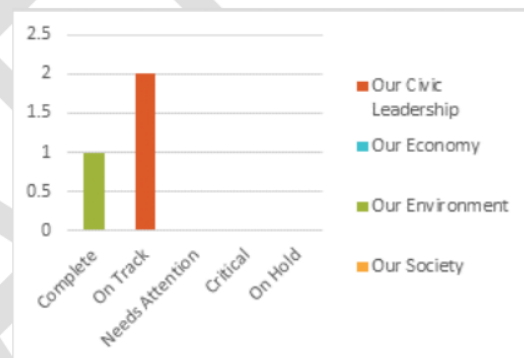
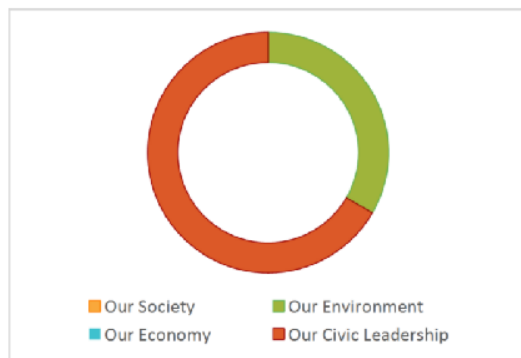
<i>Effectiveness Measure</i> <i>'Doing the right things'</i>	2021/2022 Estimated	YTD
Internal designs completed within the allocated (agreed) timeframe	100 %	100 %
External designs reviewed and comment provided within 15 working days	100 %	100 %
Heavy Vehicle permits assessed and completed within 15 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 %

<i>Workload Measure</i>	2021/2022 Estimated	YTD
Number of major projects completed (>\$100,000 total project cost)	20	7
Number of minor projects completed (<\$100,000 total project cost)	150	24
Number of external designs assessed	60	27
Number of Traffic Count Data collected	> 200	87
Number of Heavy Vehicle Permits assessed	120	330
Number of Development Applications assessed	60	30
Number of Dial Before You Dig requests completed	50	22

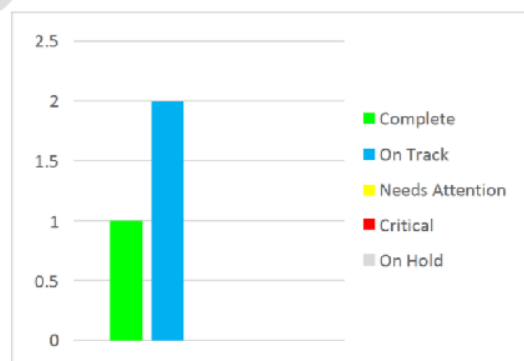
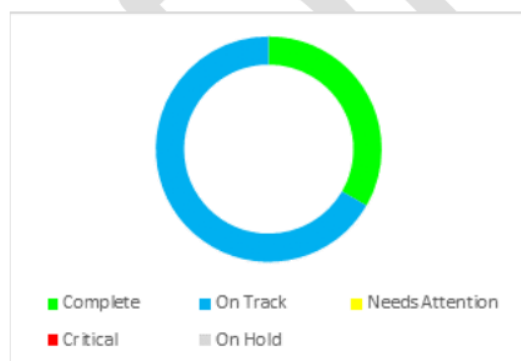
## Fleet Management - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	0	0	0	0	0
Our Environment	1	0	0	0	0	1
Our Economy	0	0	0	0	0	0
Our Civic Leadership	0	2	0	0	0	2
	1	2	0	0	0	3



Progress by Action - December 2021





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.	30/06/2022	Complete	Council's Fleet Services Department continues to assist RFS and SES with maintenance schedules for emergency vehicles and provides technical assistance as required.	50 %
4.4.4.2 - Develop, review and prioritise relevant fleet replacement programs.	30/06/2022	On Track	Council has developed a Fleet Management Policy to address: <ul style="list-style-type: none"> <li>- Conformity with Statutory and Regulatory requirements.</li> <li>- A cost-effective approach.</li> <li>- A safe, reliable, and competitive service.</li> <li>- Investment security in a "base level" of Fleet assets, replaced at regular intervals.</li> <li>- Minimisation of environmental impact.</li> </ul>	75 %
4.4.4.3 - Consult with key stakeholders on plant and vehicle replacement requirements to ensure fit for purpose and greatest return for Council.	30/06/2022	On Track	Council's Fleet Services maintains a 10-year asset replacement program that is used to justify asset replacement and specify asset inclusions with the asset owner.	75 %

## Fleet Management – Key Performance Measures

<i>Efficiency Measure</i> <i>'Doing things right'</i>	<b>2021/2022 Estimated</b>	<b>YTD</b>
Percentage of total maintenance conducted was unplanned	< 40 %	18 %

<i>Effectiveness Measure</i> <i>'Doing the right things'</i>	<b>2021/2022 Estimated</b>	<b>YTD</b>
Number of planned maintenance activities completed on time	> 95 %	73 %
Residual Value vs Auction Proceeds	85 %	50 %

<i>Workload Measure</i>	<b>2021/2022 Estimated</b>	<b>YTD</b>
Number of Service Requests recorded	2,274	1,145
Number of Plant Procurement Renewals	80	22
Number of Insurance Claims	< 20	31
Number of Disposal Assets Despatched to Auction	77	30

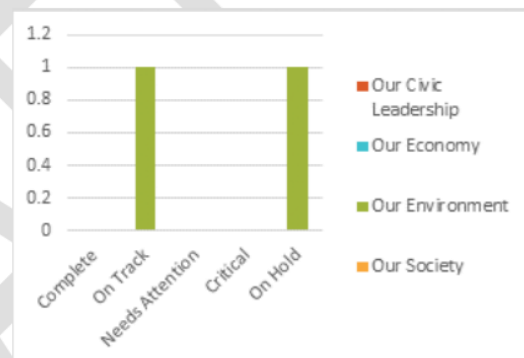
**Fleet Management – 2021/2022 Capital Works Program**

<b>Capital Work Description</b>	<b>Budget Adopted</b>	<b>YTD</b>	<b>Projected</b>	<b>% Completed</b>	<b>Progress</b>
700087 - Fleet Capital Acquisitions	3,753,000	1,210,488	3,753,000	50 %	Capital Fleet acquisitions proceed following the approval of the Capital budget and progress through Council's normal procurement guidelines.
<b>Total:</b>	<b>3,753,000</b>	<b>1,210,488</b>	<b>3,753,000</b>		

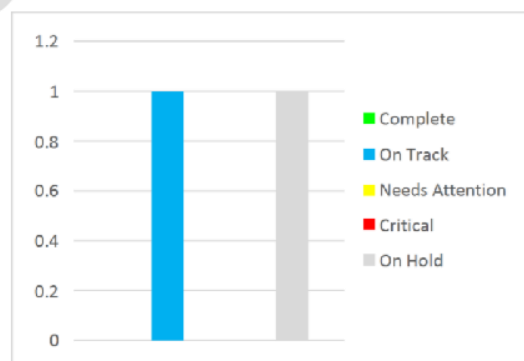
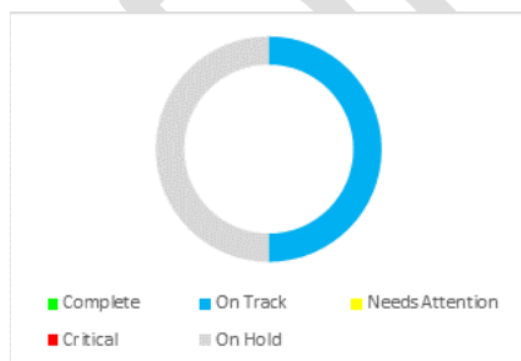
## Parks and Open Spaces - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	0	0	0	0	0
Our Environment	0	1	0	0	1	2
Our Economy	0	0	0	0	0	0
Our Civic Leadership	0	0	0	0	0	0
	0	1	0	0	1	2



Progress by Action - December 2021





Actions	Target	Status	Progress	%
2.1.3.22 - Investigate the feasibility of planting a northern tree corridor along the Newell Highway.	30/06/2022	On Hold	Council will begin to review RMCC restrictions first before addressing planning or design.	0 %
2.1.4.6 - Promote vegetation rehabilitation as a key part of weed management.	30/06/2022	On Track	Council's Weeds Team will distribute information related to rehabilitation and improved weed control as part of their public engagement strategy.	50 %

## Parks and Open Spaces – Key Performance Measures

<b>Efficiency Measure</b> <b>'Doing things right'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Annual cost per Ha to maintain Sports Facilities.	< \$3,500	\$3,985
Annual cost per Ha to maintain Open Space and stormwater areas	< \$1,762	\$1,682
Cost to clean public toilets across shire (Total of 11)	< \$280,962	\$183,000
Annual cost per Ha to maintain Recreation Parks	< \$2,012	\$3,109
Percentage of Plans of Management reviewed by date	> 100 %	100 %
Amount of Grant funding received annually for Parks and Open Spaces	> \$150,000	\$1,618,000
Weeds monthly and quarterly reporting (performed in accordance with the Biosecurity Act 2015 (NSW) submitted on time to NSW Department of Primary Industries	> 100 %	100 %

<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Hours of the Shire's sports field bookings and utilisation	> 2,000 Hours	1,796 Hours
Customer satisfaction with level of service provided at parks, recreation and sporting facilities	> 75 %	83 %
Percentage of property inspected that had applied effective weed management	> 80 %	79 %

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Number of hectares of sports fields maintained	15 Hectares	15 Hectares
Number of hectares of recreational areas maintained	38 Hectares	38 Hectares
Number of hectares of open spaces maintained	221 Hectares	221 Hectares
Number of roadside hectares inspected for noxious weeds	> 10,000	13,864
Number of individual properties inspected by Council's Weed Officers	> 800	145
Number of weed management education programs delivered	> 5	2

## Parks and Open Spaces – 2021/2022 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
700231 - P&OS Capex - Wee Waa - CBD Upgrade (VPA) (carryover 2020/2021)	168,000	0	168,000	10 %	Council are quoting the design of a cotton ball construction in the roundabout in front of the Imperial Hotel.
700069 - P&OS Capex - Pilliga - Anzac Park - install new playground equipment (carryover 2018/19)	3,310	2,545	3,310	95 %	Council has installed the equipment and is awaiting final invoices to closeout the project.
700070 - P&OS Capex - Pilliga - Anzac Park - install shade shelter (carryover 2018/19)	40,000	40,962	40,000	95 %	Council has installed all the equipment and is awaiting final invoices to closeout the project.
700072 - P&OS Capex - Pilliga - Rural Transaction Centre - replace amenities (carryover 2018/19)	61,710	34,876	61,710	95 %	Council has installed the toilet block with last stage of the power to the septic system to be connected in Quarter 3 2022 to complete the project. Due to storms in the area, the technician has not been available to connect the power prior to January 2022.
721031 - P&OS Capex - Pilliga - Sports Precinct Planning (carryover 2020/2021)	22,828	14,555	22,828	85 %	Planning and equipment for the sports area has been completed with minor works required for the sports equipment to be installed.
721035 - P&OS Capex - Narrabri - Collins Park Main Gate Shared Pathway (carryover 2020/2021)	0	0	0	95 %	The pathway has been installed with minor works and signage to be completed. This project was combined with the Narrabri Creek Shared Pathway Stage Four Tender.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
721043 - P&OS Capex - Mt Kaputar - Signage and Shelter (Kaputar Road SR5) (carryover 2020/2021)	24,037	7,532	24,037	70 %	The carpark and rock landscaping has been completed with the installation of the shelter completed the sign and seating and sealing of the parking bay to be installed early in Quarter 3 2022.
722015 - P&OS Capex - Tourism Hub	2,400,000	16,092	2,400,000	25 %	Concept plans completed in November 2021. Finalised detailed plans for Stage 1 were delayed due to the November 2021 Flood Event and are due for completion in Quarter 4 2022.
722016 - P&OS Capex - Renewals Program	60,000	0	60,000	5 %	Council has contacted contractors for quotes due to travel restrictions this has slowed progress. Quotes should be submitted by late December 2021.
721028 - P&OS Capex - Narrabri - Collins Park - Grandstand Renewal (Carryover)	258,700	0	258,700	10 %	Council has received 1 quotation and is waiting on the second from contractors.
722017 - P&OS Capex - Sporting Fields Renewals Program	177,000	14,400	177,000	10 %	Sports field lighting quotes are being sourced. Awaiting the decrease in travel restrictions to assist in finalising the procurement process.
721063 - P&OS Capex - Pilliga - Pilliga Park Improvements (Grant Funded - LRCI)	50,000	32,824	50,000	90 %	Concrete slab and footings have been installed and Electric BBQ purchased the shade shelter frame is installed and roof will be lined in late November due to rain delays. Finalisation of signage and power connection is due Quarter 3 2022 to complete the project. Due to storms in the area, the technician has not been available to connect the power prior to January 2022.

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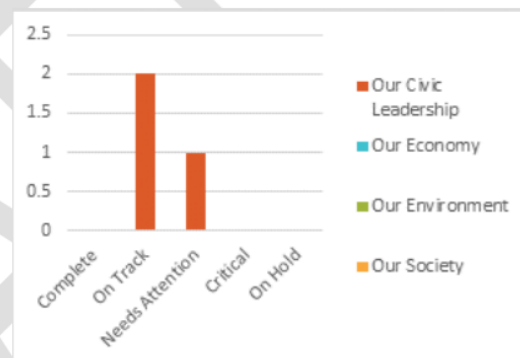
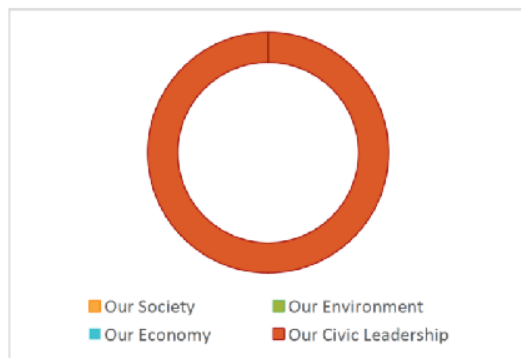


Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
700419 - P&OS Capex - Bellata - Drought Stimulus Multi-Purpose Court (DCP2 Funded) (carryover 2020/2021)	60,376	79,625	60,376	75 %	Concrete foundations laid and connecting pathways completed. Slabs for the seating areas completed. Awaiting installation of synthetic court turf and fencing in Quarter 3 2022.
700058 - P&OS Capex - Bellata - Bellata Oval - Replace Wire Fence (DCP2 Funded) (Carryover 2020/2021)	0	108,101	0	5 %	This project has been included into the carpark caravan turning circle grant funded project.
700421 - P&OS Capex - Narrabri Creek Shared Pathway Stage 4 (DCP2 Funded) (carryover 2020/2021)	0	108,101	120,000	100 %	The pathway has been installed. This project was combined with the Collins Park Main Gate Shared Pathway.
<b>Total:</b>	<b>3,325,961</b>	<b>351,512</b>	<b>3,445,961</b>		

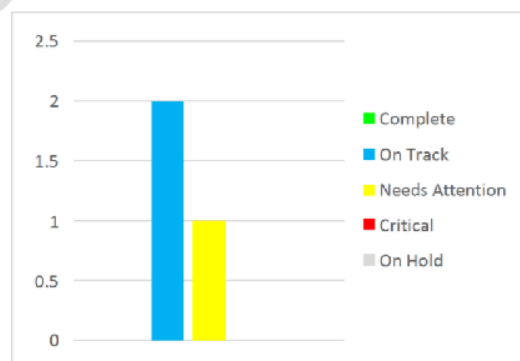
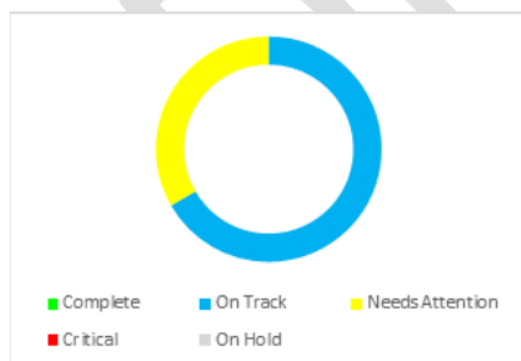
## Projects and Assets - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	0	0	0	0	0
Our Environment	0	0	0	0	0	0
Our Economy	0	0	0	0	0	0
Our Civic Leadership	0	2	1	0	0	3
	0	2	1	0	0	3



Progress by Action - December 2021



Actions	Target	Status	Progress	%
4.3.3.1 - Review Project Management Strategy and Policy.	30/06/2022	On Track	This project remains on track and is expected to be submitted for Council endorsement in early 2022.	50 %
4.3.3.5 - Explore opportunities with private suppliers/ contractors to partner in civil infrastructure projects and maintenance.	30/06/2022	On Track	This item is complete.	100 %
4.4.2.11 - Review Asset Management Strategy and Policy annually.	30/06/2022	Needs Attention	Council's Asset Management Strategy and Asset Management Policy will be reviewed in 2022.	10 %

## Projects and Assets – Key Performance Measures

<b>Efficiency Measure</b> <b>'Doing things right'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Financial reports for Infrastructure New South Wales, Roads & Maritime Services, Roads to Recovery, etc. projects are forwarded by the due date	100 %	50 %

<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Number of legislative and/or Policy breaches relating to tendering	0	0
Contract Progress Claims are checked and processed within the stipulated time	100 %	50 %

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Number of new construction and plant contracts processed	> 10	1
Number of current annual contracts managed (Unit Rate Panel Type Contracts)	> 9	10
Number of new Assets created for associated Capital Works Projects	> 110	0
Asset inspections work schedules developed for services with maintenance schedules	> 4	10
Number of Capital Works Projects documented as per Project Management Framework	> 85 %	12 %



### Projects and Assets – 2021/2022 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
721049 - Projects Capex - TechOne Quality Management System Implementation	31,912	0	31,912	0 %	Yet to commence.
<b>Total:</b>	<b>31,912</b>	<b>0</b>	<b>31,912</b>		

## Sewerage Services – Key Performance Measures

<b>Efficiency Measure</b> <b>'Doing things right'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Percentage of water treated to water delivered	> 28 %	61 %

<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Reduction in number of main breaks and chokes (blockages)	< 144	17
Meeting compliance requirements	100 %	90 %
Respond/rectify reported chokes within 3 hours	> 90 %	100 %

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Sewerage collection, treatment and disposal	996,000 Kilolitre	270,289 Kilolitre
Average Annual Sewerage collection per connection (kL/connection)	252 Kilolitre	33 Kilolitre
Total number of connections	> 3,960	4,071
Total length of pipes maintained	120 Kilometres	120 Kilometres

### Sewerage Services – 2021/2022 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
722035 - Sewer Capex - CCTV Equipment	20,000	60,556	61,000	100 %	CCTV equipment will enable assessment of sewer mains at a reduced cost to Council. Suitable equipment identified. Equipment purchased, delivered and training received to staff. Equipment operational.
722036 - Sewer Capex - Narrabri STP Options Study	200,000	0	40,000	20 %	The Sewerage Treatment Plant at Narrabri is approaching its treatment capacity and infrastructure at the plant is showing noticeable signs of deterioration. Number of different options available for Narrabri Sewerage Treatment, requiring an options study to identify the most appropriate course of action. Number of reports done by Consultants done within last few years, with current growth rates and future projections remaining before ultimate options study can commence. There are some dependencies upon major strategic projects happening locally, including the development of the IWCM and major precincts. Clarification of timeframes for this data to occur within Quarter 3 2022.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
722037 - Sewer Capex - Narrabri Sewer Mains Replacement	200,000	0	100,000	20 %	There are localised points within the Narrabri sewer scheme that experience higher number of sewer chokes and service interruptions. These have been identified for upgrades. Scope of works to be determined and procurement finalised early Quarter 3 2022. Local Government Procurement schedule of rates contract identified to undertake works. Works to commence Quarter 3 2022.
722038 - Sewer Capex - Narrabri Zimmerman Street Pump Station Upgrade	70,000	0	70,000	10 %	The Zimmerman Street sewer pump station is experiencing pumping issues due to mechanical failures within the pump station. Awaiting quote from second contractor before completing procurement. Quotes and scoping to be completed in early Quarter 3 2022. Works scheduled to commence in Quarter 3 2022.
722039 - Sewer Capex - Wee Waa - Sewer Mains Replacement	150,000	0	109,000	25 %	There are localised points within the Wee Waa sewer scheme that experience higher number of sewer chokes and service interruptions. These have been identified for upgrades. Scope of works to be determined and procurement finalised early Quarter 3 2022. Local Government Procurement schedule of rates contract identified for procurement. Works to commence Quarter 3 2022.



Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
722040 - Sewer Capex - Wee Waa - Installation of Sewer Grinder Pumps	100,000	0	100,000	20 %	Grinder pumps that can self-clear blockages within the pump are to be installed within outlet well of Wee Waa sewer treatment plant. This will help reduce incidences of maintenance as well as reduce health and safety risks of accessing pump well. Quotes obtained. Seeking clarification on quotes from contractors to ensure suitable scope of works. Works to commence within Quarter 3 2022.
700129 - Sewer Capex - Telemetry Upgrades	6,117	0	6,117	15 %	Upgrade is to incorporate new infrastructure into the system, increase useability and better allow for on line monitoring and remote control of sewer plant and instruments. Observed during floods that there are level and calibration issues with current programming causing operational issues in sewer pump stations. Associated flow sequencing, calibration and upgrading of pumping regimes associated with background programming identified as works. These to be commenced in Quarter 3 2022.
700120 - Sewer Capex – Boggabri - Sewerage Treatment Works Augmentation (Carry over 2020/2021)	600,000	49,635	600,000	100 %	Minor rectification works completed during the warranty period to increase longevity of the asset. Closeout completed. Project completed, awaiting final invoices.
700124 - Sewer Capex – Narrabri - Pump Stations Improvement Works (Carry over 2020/2021)	30,000	28,785	30,000	100 %	Safety improvement works completed at the sewer pump stations. Works included the installation of handrails and signage. Project completed.

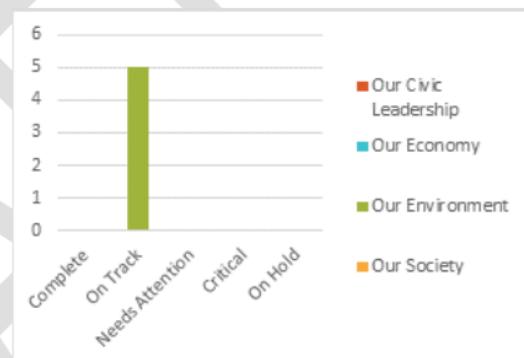
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Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
700126 - Sewer Capex – Wee Waa – Sewerage Treatment Works Augmentation (Carry over 2020/2021)	50,000	15,668	50,000	100 %	Minor rectification works completed during the warranty period to increase longevity of the asset. Closeout completed. Project completed, awaiting final invoices.
<b>Total:</b>	<b>1,426,117</b>	<b>154,643</b>	<b>1,426,117</b>		

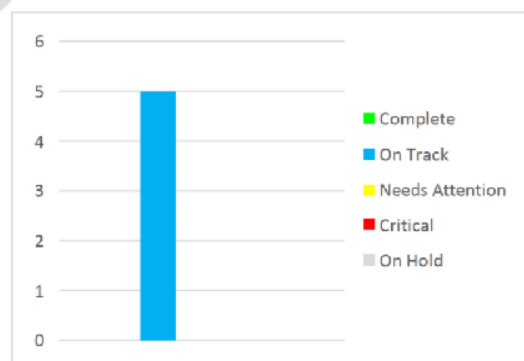
## Solid Waste Management Services - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	0	0	0	0	0
Our Environment	0	5	0	0	0	5
Our Economy	0	0	0	0	0	0
Our Civic Leadership	0	0	0	0	0	0
	0	5	0	0	0	5



Progress by Action - December 2021



Actions	Target	Status	Progress	%
2.3.2.15 - Develop, implement and adopt a Waste Management Strategy for the Shire.	30/06/2022	On Track	Draft document completed. Formulating a questionnaire for further community consultation. New Service trial commenced on 03/01/2022 in line with the draft document.	60 %
2.3.2.16 - Implement a long term strategy for the Narrabri Landfill.	30/06/2022	On Track	Long Term landfill Strategy has been completed and approved by the EPA. Implementation has commenced with the construction of cell 1 to start on 10/01/2022. A report for the purchase of the neighbouring land to go before MANEX in December 2021.	50 %
2.3.2.2 - Seek funding to improve the current waste infrastructure to allow an increase in separation at source and recycling rates for households, business and industry.	30/06/2022	On Track	17 projects identified and included in Draft 20 Year Shire Waste Strategy. \$144,000 application submitted to the Resources For Regions - Round 8 in July 2021. Grants Team and Development Team working with Waste Team for funding opportunities for the remaining projects identified.	50 %
2.3.2.6 - Support local industries on implementing a waste minimisation program that involves the use of more efficient manufacturing processes, better and recycled materials to reduce the production of waste.	30/06/2022	On Track	The Draft 20 Year Shire Waste Strategy Actions includes stakeholder engagement for future waste separation projects.  The Waste Team is currently working with local businesses include Plastics Australia Narrabri, Challenge Recycling Narrabri, Namoi Cotton Wee Waa and Narrabri Bakery.  Council's Manager Solid Waste is part of a Northern Inland Regional Waste Group working panel to implement and plan for material flow following the completion of a Regional material Flow Analysis.	50 %



Actions	Target	Status	Progress	%
2.3.2.8 - Conduct educational programs for community members on the effects on kerb side collection contamination.	30/06/2022	On Track	<p>An ongoing investigation into contamination of comingled kerbside collection is underway to address ongoing issues.</p> <p>The findings of this investigation will be used to educate the community and stakeholders to address the issue.</p> <p>COVID-19 continues to hamper the school education process.</p> <p>Asbestos, Community Recycling Centre, DrumMuster and the house chemical clean-out topics have been updated on the Council page and social media sites.</p> <p>Northern Inland Regional Waste Group in partnership with the NSW EPA have developed a material flow analysis for the region which is waiting on Council signature publication and public viewing.</p> <p>Cleanaway Education Plan current under review by Council.</p>	50 %

## Solid Waste Management Services – Key Performance Measures

<b>Efficiency Measure</b> <b>'Doing things right'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Cost per tonne to operate Council waste disposal facilities	< \$110	\$100
Zero breaches of EPL Licence requirements for Narrabri Landfill site	< 0	0
Percentage of recycling bin contamination	< 20 %	19 %

<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Percentage of waste diverted from Landfill originating from kerbside collection	> 46 %	82 %
Number of written valid complaints per annum of waste services	< 5	0
Tonnes of Waste Recycled	> 950 Tonnes	581 Tonnes

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Number of residential premises presenting for kerbside collections per week	> 4,308	4,308
Number of days Narrabri Landfill open	> 360	183
Delivery of face to face waste minimisation program	> 5	4
Attendance at Northern Inland Regional Waste (NIRW) and Cleanaway contract group meetings	> 7	2
Tonnes of Organic Waste Collected	> 2,400 Tonnes	2,429 Tonnes

### Solid Waste Management Services – 2021/2022 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
700027 - Waste Capex - Narrabri Landfill - Construction of a New Cell (carryover 2020/2021)	1,800,000	1,840	2,365,000	50 %	Tender awarded and management plans received from Synergy Resource Management. Mobilization for plant and material to commence on 10/01/2022. Construction Quality Assurance Engineer engaged by Council. Leachate Management Plan under review by the EPA. Landfill Environmental Management Plan and Soil & Water Management completed and approved by the EPA. Construction to commence on Cell 1 from 10/01/2022.
700343 - Waste Capex - Narrabri Landfill - Improvements (carryover 2020/2021)	50,397	37,600	50,397	50 %	Leachate Management Plan under review by the EPA. Landfill Environmental Management Plan and Soil & Water Management Plan completed. Ground water channel system maintenance commenced at Narrabri Waste Management Facility by Council's Waste Team.
<b>Total:</b>	<b>1,850,397</b>	<b>39,440</b>	<b>2,415,397</b>		

## Swimming Pools – Key Performance Measures

<b>Efficiency Measure</b> <b>'Doing things right'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Percentage of water quality compliance with NSW Health Regulations	> 100 %	100 %
Operational cost per patron at Boggabri is maintained below \$15 per patron	< \$11	\$22
Operational cost per patron at Narrabri is maintained below \$15 per patron	< \$7	\$47
Operational cost per patron at Wee Waa is maintained below \$15 per patron	< \$8	\$22

<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Number of Membership passes increased on previous year	> 5 %	26 %
Number of events held at the Narrabri Aquatic Centre Multi-Function Room increased on previous year	> 5 %	67 %
Number of written complaints relating to health, safety or customer service	< 10	0

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Number of patrons accessing the pools - Boggabri	> 9,000	2,385
Number of patrons accessing the pools - Narrabri	> 47,000	16,203
Number of patrons accessing the pools - Wee Waa	> 11,850	2,147
Number of Learn to Swim classes offered at Boggabri, Narrabri and Wee Waa pools	> 550	55



## Swimming Pools – 2021/2022 Capital Works Program

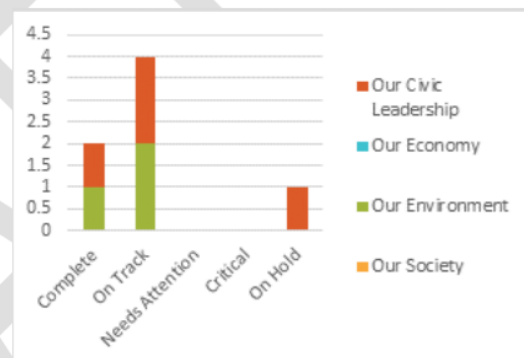
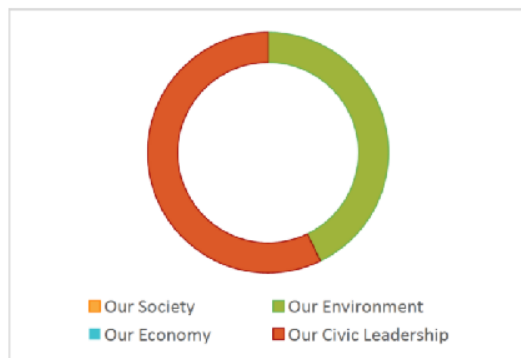
Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
721020 - Pools Capex - Boggabri - Chemical Dosing Upgrades (carryover 2020/2021)	74,172	60,942	74,172	50 %	Dosing shed has been constructed and Acid and chlorine bunted tanks have been installed.
721021 - Pools Capex - Boggabri - Building Improvements & Asbestos Removal (carryover 2020/2021)	21,040	18,978	21,040	95 %	Asbestos removed and wall linings replaced minor works to the office and change room to be completed.
722010 - Pools Capex - Narrabri - 50m Pool - Replace 3x Sand Filters	80,000	0	80,000	5 %	Quotation is being source for installation at the end of the season.
722011 - Pools Capex - Narrabri - Tile Replacement in Pool Shell	18,000	17,885	18,000	100 %	Tiles and expansion joints have been replaced project is completed.
722012 - Pools Capex - Wee Waa - Paint Shell and Surrounds	15,000	13,836	15,000	95 %	The pool shell has been painted and surrounding concrete wet area minor patches will be completed through the season.
722013 - Pools Capex - Boggabri - Paint Shell and Surrounds	15,000	6,891	15,000	0 %	Boggabri pool shell and surrounds are scheduled for painting at the end of the season in early April 2022.
722014 - Pools Capex - Narrabri - Replace Indoor Heat Mats	30,000	0	30,000	50 %	Heat mats have been ordered and will be installed within the next few months due to travel restriction and availability of contractors.
721025 - Pools Capex – Wee Waa – Chemical Dosing (carryover 2020/2021)	7,034	0	7,034	100 %	New chemical dosing units and self-bunded acid unit installed. Project completed in September 2021.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
721026 - Pools Capex – Wee Waa – Replace Asbestos Lining (carryover 2020/2021)	31,710	31,710	31,710	100 %	Removed all asbestos from all public amenities buildings at the Wee Waa Pool. Replaced with Colourbond. Project completed in July 2021.
721019 - Pools Capex - Narrabri – Aquatic Pool Tile Replacement (Carryover 2020/2021)	0	495	0	100 %	Works completed in 2020/2021. Remaining invoices receipted and expedited in Quarter 1 2022.
<b>Total:</b>	<b>291,956</b>	<b>150,735</b>	<b>291,956</b>		

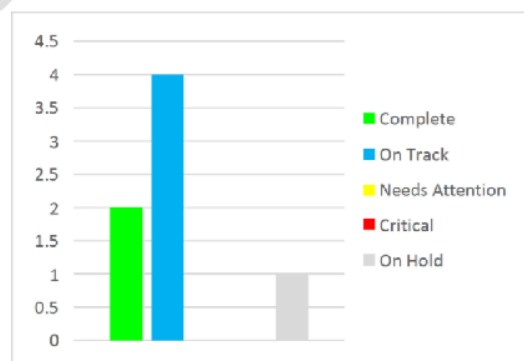
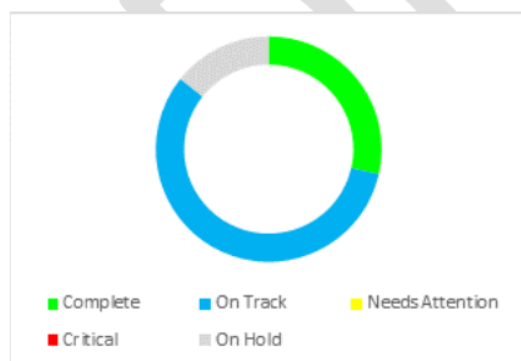
## Transport Services - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	0	0	0	0	0
Our Environment	1	2	0	0	0	3
Our Economy	0	0	0	0	0	0
Our Civic Leadership	1	2	0	0	1	4
	2	4	0	0	1	7



Progress by Action - December 2021



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.	30/06/2022	Complete	Continual inspection and maintenance of footpaths and cycleways are undertaken by Roads staff across the Shire.	50 %
2.2.1.4 - Facilitate and support the Local Emergency Management Committee.	30/06/2022	On Track	Support is offered in the capacity of Deputy LEMO, stepping in for the LEMO when they are unavailable. Quarterly LEMC meeting have been attended as well as fortnightly LEMC COVID-19 meetings. Significant support was also given in recent flood emergency (November-December 2021).	50 %
2.4.4.1 - Council's gravel pits are operated and maintained in an environmentally compliant manner.	30/06/2022	On Track	Council gravel pits are operated and maintained to an environmentally friendly standard. Review of the management system is currently underway, which will also help to address any environmental considerations.	50 %
4.2.1.3 - Continually review the condition of the road network to reassess the amount of backlog and lifecycle costing required.	30/06/2022	On Track	Review of road conditions are undertaken on a regular basis. A whole network condition assessment is due in 2022 that will help identify the overall conditions and aid in developing the strategic asset management plans.	50 %
4.3.3.6 - Maintain a tier 1 qualified/accredited contractor for Road Construction.	30/06/2022	Complete	This item is complete. Accreditation has been obtained and NSC has Transport for NSW R2 prequalification.	100 %
4.4.1.1 - Determine a satisfactory level of service for the transport network that is acceptable by the community within budgetary constraints.	30/06/2022	On Track	Significant work has been completed on reclassification of the road network, which will form the basis for levels of service. A whole network condition assessment is due in 2022 (after flood rectification works) and will aid in developing a strategic asset management plan.	40 %
4.4.1.2 - Develop a Rural Roads Maintenance Strategy.	30/06/2022	On Hold	This will go hand in hand with the level of service documentation and will be completed after the reclassification has been finalised.	0 %



## Transport Services – Key Performance Measures

<i>Efficiency Measure</i> <i>'Doing things right'</i>	<b>2021/2022 Estimated</b>	<b>YTD</b>
Cost per kilometre of grading roads	< \$500	\$1,000

<i>Effectiveness Measure</i> <i>'Doing the right things'</i>	<b>2021/2022 Estimated</b>	<b>YTD</b>
Completing road inspection following public complaint and lodgement of CRM within 48 hours.	> 80 %	70 %

<i>Workload Measure</i>	<b>2021/2022 Estimated</b>	<b>YTD</b>
Transport for NSW State Highways Maintained	165 Kilometres	165 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 – 2021/2022 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
700102 - Roads Capex - Bullawa Creek Bridge SR6 Eulah Creek Road - Concept, Geotechnical (carryover 2020/2021)	27,520	0	27,520	10 %	A contractor has been engaged to undertake the Geotechnical investigation and was scheduled for 2021, however was delayed due to the weather and rising creek levels. Grant funding for the replacement bridge was successful.
700314 - Stormwater Capex - Stormwater Renewals (carryover 2020/2021)	150,000	5,944	150,000	10 %	Works were scheduled to commence at Trevena Lane Floodway, many during Quarter 3 2021 and Quarter 4 2021. Continual wet weather and the flowing creek delayed commencement. The project is now scheduled to commence in Quarter 3 2022 after the harvest period to avoid disruption to grain traffic in the area.
700306 - Roads Capex - Shire Road Reseals	641,758	202,563	641,758	100 %	Works are completed.
700096 - Roads Capex - Culgoora Road (SR30) Upgrade (Carryover 2020/2021)	439,038	14,518	439,038	0 %	Awaiting land acquisition and public road gazettal to be finalised. Project is now deferred to Quarter 3 2022.
700307 - Roads Capex - Town Streets Rehabilitation	50,000	0	50,000	0 %	Works scheduled to commence in January 2022.
700309 - Roads Capex - Town Streets Reseal	334,498	2,117	334,498	5 %	Contractor has been engaged and works are scheduled as part of the overall sealing program. Works have already commenced on Shire Roads. Town Street reseals to commence by February 2022.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
700405 - Roads capex - Flood Damage Restoration (Flood Event 8-2-2020)	3,700,000	142,351	3,700,000	30 %	Works are progressing well on the IRW works and the REPA claim has been finalised and works can now be completed. An extension has been granted for the completion of these works, due to the additional flood events in the Shire.
721037 - Roads Capex - Spring Creek Bridge Replacement (carryover 2020/2021)	78,931	356,969	500,000	100 %	Construction has been completed and opened to traffic.
721038 - Roads Capex - Narrabri - Collins, Hogan, Lietch Ovals Access Roads (carryover 2020/2021)	50,000	0	50,000	0 %	Works have been deferred until 2022/2023, following significant damage from the November 2021 flood event.
721040 - Stormwater Capex - Narrabri Aquatic Centre - Replace Discharge System (carryover 2020/2021)	25,580	0	25,580	25 %	Investigation works have been completed and are awaiting follow up works to commence in 2022.
700198 - Roads Capex - Pilliga Road (MR127) Rehab (REPAIR/Block) (carryover 2020/2021)	112,032	177,091	112,032	100 %	Project completed after facing numerous delays due to significant adverse weather.
721041 - Roads Capex - Killarney Gap Road (MR133) - Rehabilitation (next stage)	800,000	5,394	800,000	0 %	Project scheduled to commence in Quarter 3 2022.
722018 - Roads Capex - Pilliga Road (MR127) Upgrade	2,000,000	0	2,000,000	0 %	Works are scheduled to commence in Quarter 3 2022. Funding was approved in January 2022.

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Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
722019 - Roads Capex - Regional Roads Reseals	141,000	924	141,000	100 %	Works completed. Awaiting final invoices to close out the project.
722020 - Roads Capex - Millie Road (SR1) (6.5km)	3,605,340	2,375	3,605,340	0 %	Construction works are set to commence in Quarter 3 2022
722021 - Roads Capex - Seal Harparary Road (SR11) to Browns Lane Intersection	1,000,000	124,735	1,000,000	10 %	Survey equipment procurement and survey component of the project was completed in Quarter 2 2022. Road construction component has been deferred to 2022/2023, following the November 2021 flood event.
722022 - Roads Capex - Culgoora Road (SR30) Rehabilitation	1,300,000	416,639	1,300,000	50 %	Project consists of 3 stages. Stage 1 has been completed and stage 2 has commenced and scheduled to be completed by March 2022.
721059 - Roads Capex - Wave Hill Road (SR18) Upgrade (VPA)	652,000	504,719	652,000	100 %	Construction works have been completed. Whole 1.5 km of road upgraded from gravel to sealed in Quarter 1 2022.
722023 - Roads Capex - Shire Roads Resheets	737,588	169,777	737,588	20 %	Some works have been completed on SR108 Logans Lane and SR230 Glencoe Road. Remaining resheeting program to be undertaken following the IRW Flood damage works.
722024 - Roads Capex - Shire Roads Rehabilitations	237,588	0	237,588	0 %	Project has been deferred to 2022/2023 due to November 2021 flood event.
722025 - Roads Capex - Doreen Lane Rehabilitation	1,824,382	0	1,824,382	0 %	Project has been deferred until 2022/2023, following the November 2021 flood event.
721057 - Roads Capex - Replace Boston Street Bridge	3,200,000	49,486	3,200,000	10 %	Contract has been awarded to Saunders Civilbuild and work has commenced on the design.



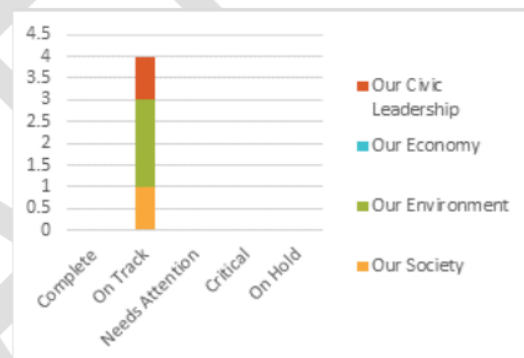
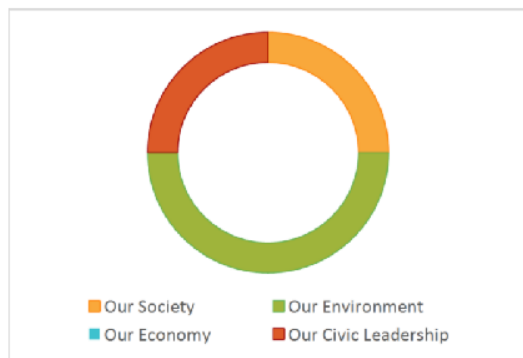
Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
721045 - Roads Capex - West Precinct	3,000,000	110,771	3,000,000	50 %	Works on the rehabilitation of Old Newell Highway have been completed. Council are still awaiting approval for the level crossing to be reopened from John Holland Rail.
722026 - Roads Capex - Footpath (Selina & Guest Streets)	200,000	0	200,000	0 %	Works not yet commenced. Works scheduled to commence in February 2022 pending contractor availability.
722027 - Roads Capex - Tullamullen Bridge and Green Hills Quarry Design and Investigation	200,000	0	200,000	10 %	Investigation work has commenced and involved parties have been approached. Council are currently working through the required approvals.
700310 - Footpaths Capex - Renewals	210,603	326,597	210,603	50 %	George Street, Wee Waa shared path completed December 2022. Works on Dangar Street, Narrabri are yet to commence and are scheduled for February 2022 pending contractor availability
700410 - Roads Capex - Carinya Road (SR143) Upgrade	266,720	64,930	266,720	100 %	Project complete.
700101 - Roads Capex - Boston Street Bridge - Concept & Geotechnical	26,935	26,935	0	100 %	Concept design and geotechnical analysis completed. Contract has been awarded.
700372 - Roads Capex - Narrabri Maitland Street Road Surface Replacement (Carryover 2020/2021)	0	48,765	0	100 %	Works completed in 2020/2021. Remaining invoices receipted and expedited in 2021/2022.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
700391 - Roads Capex - Horse Arm Creek Bridge Replacement (Carryover 2020/2021)	0	24,905	24,905	100 %	Works completed in 2020/2021. Remaining invoices receipted and expedited in 2021/2022.
721058 - Roads Capex - Flood Damage (March 2021)	0	1,582,281	0	25 %	Repairs being conducted as time and staff resources permits. An extension has been granted for the completion of these works, due to the additional flood events in the Shire.
722048 - Roads Capex - Flood Damage (November 2021)	0	416,046	0	10 %	Repairs being conducted as time and staff resources permits. Claims lodged as encountered. Damage assessments to be finalised in January 2022.
721065 – Footpath Capex – Wee Waa – George Street Shared Pathway (Grant Funded Transport for NSW)	0	0	345,591	0 %	Funding secured. Works to commence in Quarter 3 2022 weather permitting.
<b>Total:</b>	<b>24,984,578</b>	<b>4,776,831</b>	<b>25,776,143</b>		

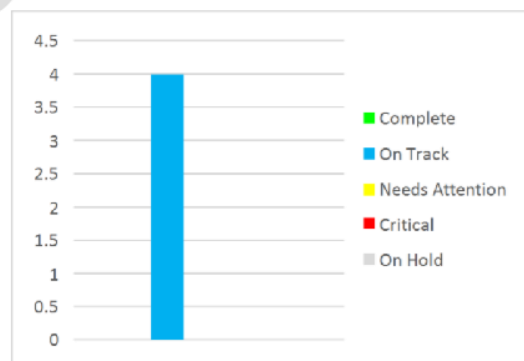
## Water Services - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	1	0	0	0	1
Our Environment	0	2	0	0	0	2
Our Economy	0	0	0	0	0	0
Our Civic Leadership	0	1	0	0	0	1
	0	4	0	0	0	4



Progress by Action - December 2021



Actions	Target	Status	Progress	%
1.4.1.2 - Facilitate and support the continued operation of the Federation Farm share farming agreement.	30/06/2022	On Track	Dams at capacity due to wet weather, as a result maintaining pumping to Narrabri Creek. Irrigation conducted during December 2021 restored some capacity within storage dams. Irrigation scheduled for 2022, which projects a return to regular pumping of effluent to Federation Farm. Environmental management plan to be reviewed and amended to reflect monitoring for salient parameters including groundwater impacts and impacts upon soil sodicity as identified within Pollution Impact Study.	50 %
2.3.3.7 - Engage with the Community on the subject of a treated water supply.	30/06/2022	On Track	Narrabri water customers have given feedback to Council regarding potential improvements to aesthetic quality of water provided within Narrabri's reticulated water scheme. To gauge the community's appetite for construction of a new water treatment plant to address these issues, Council will obtain feedback from the community via engagement conducted for the review of the Community Strategic Plan to inform next steps if any. Concept options will be investigated for a water treatment plant to address aesthetic issues for Narrabri water to inform an engagement and communication plan for the consultation to build a water treatment plant for Narrabri water customers. Concept scoping for a water plant will begin in Quarter 3 2022.	10 %



Actions	Target	Status	Progress	%
2.4.3.1 - Monitor and record water quality performance and identify trends to ensure Safe Drinking Water Guidelines are met. Develop and Maintain record and reporting for the data.	30/06/2022	On Track	Council has an obligation to produce safe drinking water in line with the Drinking Water Management System, with water complying with the Australian Drinking Water Guidelines. This is regularly conducted within all the drinking water schemes within Council to check for disinfection levels and to ensure compliance with guidelines. Have been working with NSW Health and consultants Bligh Tanner to produce the 2020/2021 Drinking Water Management System report with the draft report completed. This is due to be submitted by the end of Quarter 3 2022. Bligh Tanner has also been engaged to conduct a risk assessment workshop of the DWMS. This was due to be conducted at the beginning of December 2021 and has been postponed as a result of flooding and COVID-19. Risk workshop to be rescheduled for Quarter 3 2022. No exceptions to report for December 2021 from Council's Critical Control Points as part of the DWMS.	50 %
4.3.1.3 - Ensure accuracy of linear water and waste water assets in the asset information system.	30/06/2022	On Track	Council requires up to date asset records and locations for linear water and sewer mains in order to more effectively and efficiently provide water and sewer services to customers. With the appointment of a new assets engineer in Council there is an increased ability to capture this information and record it appropriately within the Asset Management System. Water Section is working with Assets Engineer to undertake this as part of updating Asset Management System in Tech1 and undertaking Fair Value assessment in 2022. During the closeout of defects for the Narrabri Water Augmentation project locations of some water mains constructed have been clarified and asset details to be included within asset system as part of this project. Procedures for asset registering for new projects to be reviewed and updated to ensure accuracy of asset records for linear water and sewer infrastructure.	15 %

## Water Services – Key Performance Measures

<b>Efficiency Measure</b> <b>'Doing things right'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Unaccounted for Water (losses/leaks/flushing)	< 20 %	21 %

<b>Effectiveness Measure</b> <b>'Doing the right things'</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Reduction in Customer Service Requests (CSRs) - Water quality related to Iron and Manganese	< 80	9
Reduction in Customer Service Requests (CSRs) - Water pressure	< 60	6
Reduction in water mains breaks	< 165	14

<b>Workload Measure</b>	<b>2021/2022</b> <b>Estimated</b>	<b>YTD</b>
Volume of water abstracted and distributed (kL)	3,545 Kilolitres	565,994 Kilolitres
Average volume of water supplied to each customer (kL/connection)	420 Kilolitres	47 Kilolitres
Total number of connections	> 4,470	4,732
Total length of pipes maintained	168 Kilometres	168 Kilometres

## Water Services – 2021/2022 Capital Works Program

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
722030 - Water Capex - Boggabri - Water Mains Renewals	200,000	129,550	198,122	20 %	Grantham Street completed. Remaining scope of works to be determined and procurement finalised early Quarter 3 2022. Schedule of rates contract expired and exploring procurement options via Local Government Procurement. Works likely to commence Quarter 3 2022.
722031 - Water Capex - Narrabri - Water Mains Renewals	350,000	0	350,000	10 %	One line identified in Fitzroy Street for priority upgrade for water pressure and water quality. Scope of works to be determined and procurement finalised early Quarter 3 2022. Schedule of rates contract expired and exploring procurement options via Local Government Procurement. Works likely to commence Quarter 3 2022.
722032 - Water Capex - Wee Waa - Water Mains Renewals	150,000	0	150,000	10 %	One line identified in Boolcarrol Street for priority upgrade for water pressure, Scope of works to be determined and procurement finalised early Quarter 3. Schedule of rates contract expired and exploring procurement options via Local Government Procurement. Works likely to commence Quarter 3 2022.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
722028 - Water Capex - Operational Upgrades at Existing Facilities	250,000	0	250,000	45 %	Operational upgrades are being undertaken at the outlying water schemes to assist in bore productivity, Compound security, dosing, reservoir conditions and reliability of the water network. These works have been scoped with contractor engaged and works scheduled to commence Quarter 3 2022.
722029 - Water Capex - Chlorine Monitoring On-line	100,000	0	100,000	15 %	Council is undertaking works to automate the chlorine sampling and monitoring system as part of maintaining disinfection within the reticulated water network. This is to include automated sampling units, and online instrumentation included in the automatic samplers, as well as integration into telemetry system. This has a reliance upon the review of the Drinking Water Management System (DWMS) and associated Critical Control Points (CCPs) for disinfection levels and monitoring points. Review of DWMS and CCPs is being rescheduled due to floods expected during December meeting. DWMS review expected by January 2022, allowing scoping of locations and procurement to then be undertaken within Quarter 3 2022, with installation and commissioning completed by 30 June 2022.



Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
722033 - Water Capex - Wee Waa - Bore Pump Upgrade	60,000	0	60,000	15 %	Upgrading the bore pump for Wee Waa will maintain the asset life of the bore to help maintain the security of the Wee Waa water supply. Quotes are being obtained with a successful contractor to be appointed by Quarter 3 2022 and the works to be completed by the end of Quarter 4 2022.
722034 - Water Capex - Wee Waa Stop Valve Replacement	30,000	0	30,000	40 %	Maintaining stop valves in the Wee Waa water reticulation scheme helps Council maintain a reliability of service and response times for emergency repairs to water mains. This program will work to build upon the replacement program undertaken in previous years. This year's round will be scoped by Quarter 3 2022 and works completed by the end of Quarter 4 2022.
700193 - Water Capex - Wee Waa - Reservoir Roof & Access Steps	6,262	0	6,262	30 %	Roof work and access steps required for top of Alma Street Wee Waa reservoir to increase safety in access and security of water supply and water quality. Quotes have been obtained for the work with successful contractor engaged. Works to commence Quarter 4 2022.
700114 - Water Capex – Narrabri – Water Augmentation (Carry over 2020/2021)	50,000	51,878	51,878	100 %	Defects liability period completed and bank guarantees returned to contractor. Project completed.

Capital Work Description	Budget Adopted	YTD	Projected	% Completed	Progress
700188 - Water Capex – Gwabegar Bore Replacement (Carry over 2020/2021)	50,000	43,050	50,000	85 %	Bore replacement finalised in July 2021, awaiting relocation of chlorine dosing unit. New gas chlorine location determined and contractor engaged. Contractor to attend site to relocate gas chlorine unit once Pilliga bore site chlorine dosing unit has been commissioned. Planned to occur Quarter 3 2022.
700379 - Water Capex – Narrabri – Maitland Street Water Mains Replacement (Carry over 2020/2021)	0	2,015	0	100 %	Defect repaired in June 2021 and expenditure rolled to 2021/2022.
<b>Total:</b>	<b>1,246,262</b>	<b>226,493</b>	<b>1,246,262</b>		

# Strategic Management

## DIRECTORATE

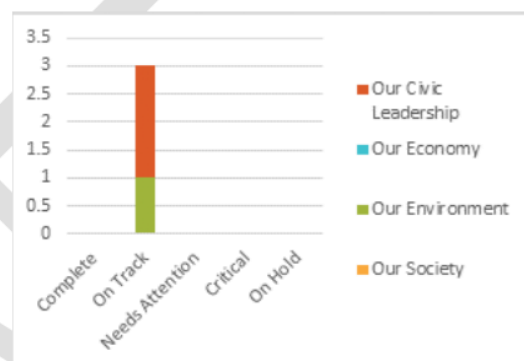
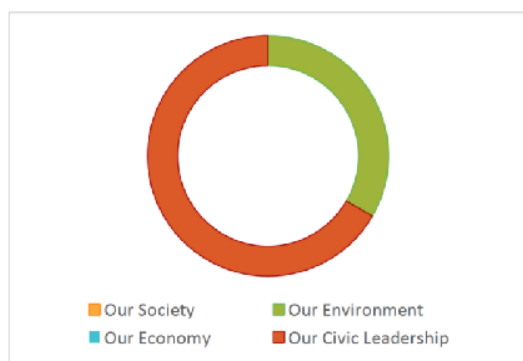


Service Plan Quarterly Report December 2021

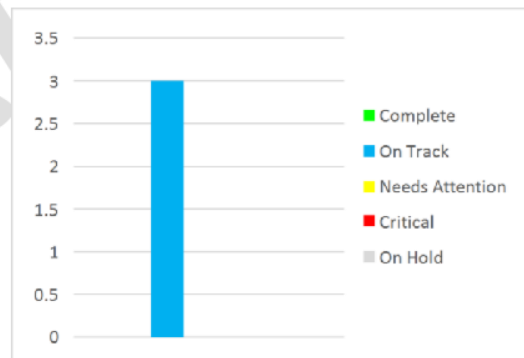
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## Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
<b>Our Society</b>	0	0	0	0	0	0
<b>Our Environment</b>	0	1	0	0	0	1
<b>Our Economy</b>	0	0	0	0	0	0
<b>Our Civic Leadership</b>	0	2	0	0	0	2
	0	3	0	0	0	3



## Progress by Action - December 2021

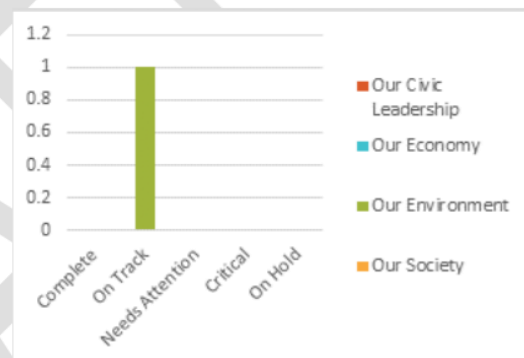




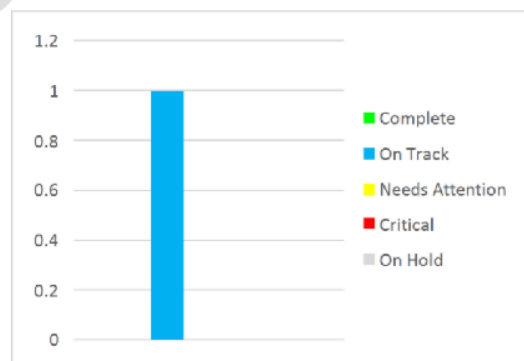
## Emergency Support - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	0	0	0	0	0
Our Environment	0	1	0	0	0	1
Our Economy	0	0	0	0	0	0
Our Civic Leadership	0	0	0	0	0	0
	0	1	0	0	0	1



Progress by Action - December 2021

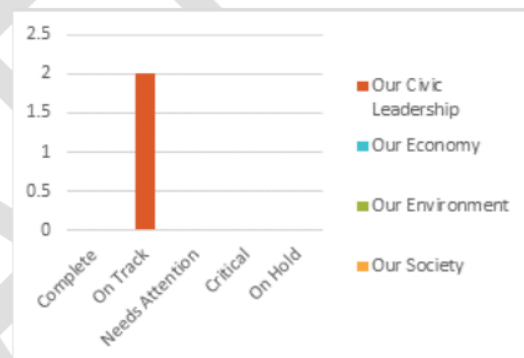
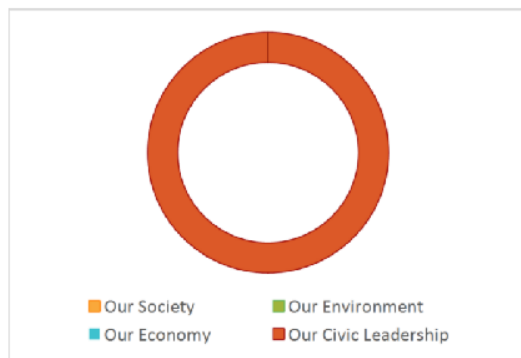


Actions	Target	Status	Progress	%
2.2.1.3 - Ensure Narrabri Shire has identified and adequately resources Disaster Recovery site(s).	30/06/2022	On Track	Discussion at most recent LEMC Meeting, Council has nominated Disaster Recovery sites. Improvements being considered include obtaining a generator for the crossing theatre (planning complete, waiting on grant funding) and the North West Local Land Services are investigating short term options for livestock. Property Service team working in conjunction with Fleet and Assets to investigate Generator for The Crossing Theatre, being the emergency evacuation centre.	35 %

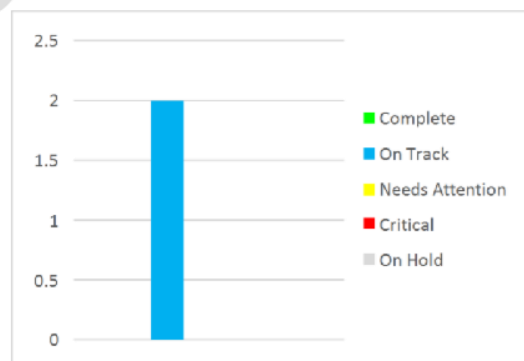
## Strategic Management and Governance - Actions

Progress by Theme – December 2021

Theme	Complete	On Track	Needs Attention	Critical	On Hold	Total
Our Society	0	0	0	0	0	0
Our Environment	0	0	0	0	0	0
Our Economy	0	0	0	0	0	0
Our Civic Leadership	0	2	0	0	0	2
	0	2	0	0	0	2



Progress by Action - December 2021



Actions	Target	Status	Progress	%
4.4.2.20 - Review all of Council's policies post Local Government Elections in September 2021.	30/06/2022	On Track	To commence in February 2022 due to delay in Local Government elections to 4 December 2021.	5 %
4.4.2.22 - Review all of Council's committees post Local Government Elections in September 2021.	30/06/2022	On Track	Council Election was delayed to 4 December 2021. Committees to be decided by newly elected Council.	5 %



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](mailto:council@narrabri.nsw.gov.au)

