



ATTACHMENTS

UNDER SEPARATE COVER

Ordinary Council Meeting

26 April 2022

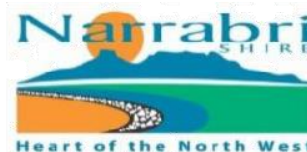


NARRABRI SHIRE
DISCOVER THE POTENTIAL

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**Narrabri Shire Council
Floodplain Risk Management
Advisory Committee
Terms of Reference**



(Adopted:)

1. Objective

The main objective of the Floodplain Risk Management Advisory Committee (“the Committee”) is to assist Council in the development and implementation of Floodplain Risk Management plans for Narrabri Shire Council’s Local Government Area.

2. Governing Body

The Committee is an Advisory Committee to Council and is required to make recommendations to the Council. The Committee does not have the delegated authority to commit the Council or management to the implementation of its recommendations.

3. Delegated Authority

The Council authorises the Committee, within the scope of its objective and responsibilities, through the General Manager or their delegate appointed to the Committee, to:

- Obtain any information it needs from Council or external party (subject to their legal obligations to protect information).
- Request the attendance of any Council Official at meetings of the Committee.

4. Committee Responsibility

- 4.1. Formulating objectives, strategies and outcomes sought from the process.
- 4.2. Advising Council regarding matters involving flooding that can be included within the briefs for flood management plans.
- 4.3. Advise Council on the content and outcomes of draft flood management plans prepared.
- 4.4. Provide a forum for, the discussion of technical, social, economic and ecological issues and for the distillation of possibly differing viewpoints on these issues.
- 4.5. Supervising the collection of necessary information and monitoring the progress and findings of studies being undertaken in the various stages of the management plan.
- 4.6. Providing input into known flood behaviour as part of the flood study.
- 4.7. Identifying management options and providing input into their consideration as part of the management study.

4.8. Acting to increase the awareness in the community regarding flooding.

The general responsibility of the Committee is to oversee the preparation of Floodplain Management Studies and Plans. The Committee is established in accordance with the NSW Government's 'Flood Prone Land Policy' and the 'Floodplain Development Manual (2005)' prepared to guide councils in achieving sound Floodplain Risk Management outcomes by formulating and implementing management plans through the Floodplain Risk Management process. The Committee acts as both a focus and forum for the discussion of technical, social, economic, environmental matters and for the distillation of possibly differing viewpoints on these matters into a management plan. The Committee is tasked with seeking solutions to the existing, future and continuing flood risk issues, not solely on addressing the past.

5. Composition and Tenure

Members shall be appointed by the Council.

5.1. Members (voting)

- Director of Development and Economic Growth or their nominee (Chairperson).
- Four (4) Councillors.
- Four (4) Community members.
- Representative from the NSW State Emergency Services (SES).

5.2. Invitees (non-voting) for specific Agenda items

- Guests invited to speak on a particular agenda item under discussion.
- Representative from NSW Department of Planning.
- Representative from NSW Office of Environment and Heritage.
- Representative from State Water.
- Representative from The Bureau of Meteorology.
- Representative from NSW Department of Family and Community Services.
- Representative from Roads and Maritime Services (RMS).
- Council Officers may attend meetings of the Committee.

The role of Council staff is to mainly coordination and provide local specialist advice. The recommended final management plan requires significant input from staff before submission to Council.

Council's elected representatives to the Committee and representatives of the community shall be reviewed following each Ordinary Election of Council or upon a vacancy occurring on the Committee.

5.3. Chairperson

- The Chairperson of the Committee will be Council's Director of Development and Economic Growth.
- The Chairperson's role is to provide leadership and develop a cohesive team ensuring that key strategic issues are discussed whilst operating in compliance with statutory requirements and Council policy.

6. Committee Member Responsibilities

Members of the Committee are expected to:

- Demonstrate an enthusiastic approach to working collaboratively with Council to achieve the objective of the Committee on behalf of the whole community.
- Understand the relevant legislative and regulatory requirements appropriate to Council.
- Contribute the time needed to study and understand the papers provided.
- Apply good analytical skills, objectivity and good judgment.
- Express opinions frankly, ask questions that go to the fundamental core of issues, and pursue independent lines of enquiry.

7. Operating Procedures**7.1. Quorum**

- a. A quorum of the Committee shall be constituted by the majority of members of the Committee being present at the meeting and shall include at least one (1) Councillor and one (1) Council Officer.
- b. Ex-officio members are not including for the purposes of calculating a quorum.

7.2. Meetings and Agendas

- a. The Committee will meet on an “as required” basis as determined by the Chairperson.
- b. No meeting of the Committee shall be held unless ten (10) days’ notice has been given to all members.
- c. As far as practical, the Committee shall keep formalities to a minimum.
- d. Except as otherwise provided for herein the rules governing meetings and the procedures of the Committee shall, so far as they apply, be those covered by the Council.
- e. Where practicable, the agenda together with reports, documents and a list of invitees will be prepared and distributed to all members at least ten (10) working days prior to the meeting.
- f. No items will be dealt with, without notice therefore agendas will not include an item for general business.

7.3. Minutes

- a. Accurate minutes including attendance records will be kept of each meeting of the Committee. The minutes of a meeting shall be submitted to Committee members for ratification at the next subsequent meeting of the Committee.

- b. Council will provide a Minute Secretary for the purpose of recording the Minutes of the Committee meetings and for the distribution of Minutes following meetings of the Committee.
- c. Formal minutes of the meeting are to be kept in accordance with Council Policy and made available to all Councillors.
- d. Minutes of Meetings are to be distributed within ten (10) days of the meeting.
- e. The Minute Secretary shall forward a copy of the Minutes including recommendations of each Committee meeting to all Committee members, as well as to Council.
- f. Any recommendations of the Committee shall not be considered as resolutions of Council, unless specifically adopted by Council.

4.4. Reports

- a. The Director will be responsible for specialist reports and all correspondence associated with the Committee.
- b. Recommendations of the Committee shall be reached by simply majority vote, putting a matter in the form of a Motion, which must be seconded and then voted upon.
- c. Any recommendations of the Committee that require a Council resolution will be reported to Council for consideration.

4.5. Media

In accordance with Council's media policy the spokesperson for the Committee is the General Manager of the Narrabri Shire Council.

Individual Committee members may not issue a media release on behalf of the Committee.

The following protocol details how members of the Committee can deal with media:

- a. If the media approaches a member of the committee for comment, the member should refer them to Council's Communications Coordinator.
- b. If a member wants to express an opinion publicly, the member should not identify themselves as a member of the Committee.
- c. Whenever a member expresses a view, it must be made clear that they are not expressing a view of Narrabri Shire Council.

9. **Code of Conduct**

Councillors, Council staff and members of Council committees must comply with Council's Code of Conduct in carrying out the functions as Council Officials. It is the personal responsibility of Council Officials to comply with the standards in the Code of Conduct and regularly review their personal circumstances with this in mind.

Advisory Committee members must declare any conflict of interests at the start of each meeting or before discussion of a relevant agenda item or topic. Details of any conflicts of interest should be appropriately minuted.

Where members or invitees at Committee meetings are deemed to have a real or perceived conflict of interest, it may be appropriate they be excused from Committee deliberations on the issue where the conflict of interest may exist. The final arbiter of such a decision is the Chair of the Committee.

10. Review of Terms of Reference

These Terms of Reference will be reviewed biennially. Council shall adopt any changes to the Terms of Reference.



Narrabri Shire Council Floodplain Risk Management Advisory Committee - Terms of Reference

Objective

The main objective of the Floodplain Risk Management Advisory Committee ("the Committee") is to assist Council in the development and implementation of Floodplain Risk Management plans for Narrabri Shire Council's Local Government Area.

1. Governing Body

The Committee is an Advisory Committee to Council and is required to make recommendations to the Council. The Committee does not have the delegated authority to commit the Council or management to the implementation of its recommendations.

2. Delegated Authority

The Council authorises the Committee, within the scope of its objective and responsibilities, through the General Manager or their delegate appointed to the Committee, to:

- Obtain any information it needs from Council or external party (subject to their legal obligations to protect information).
- Request the attendance of any Council Official at meetings of the Committee.

3. Committee Responsibility

The Committee has the following responsibilities:

- 3.1 Advise Council regarding matters involving flooding that can be included within the briefs for flood management plans.
- 3.2 Advise Council on the content and outcomes of draft flood management plans prepared.
- 3.3 Provide a forum for the discussion of technical, social, economic, and ecological issues and for the distillation of possibly differing viewpoints on these issues.
- 3.4 Monitor the progress and findings of studies being undertaken in the various stages of the management plan.
- 3.5 Provide input into known flood behaviour as part of the flood study.
- 3.6 Identify management options and providing input into their consideration as part of the management study.



3.7 Act to increase the awareness in the community regarding flooding.

The general responsibility of the Committee is to provide input to the preparation of Floodplain Management Studies and Plans. The Committee is established in accordance with the NSW Government's 'Flood Prone Land Policy' and the 'Floodplain Development Manual (2005)' prepared to guide councils in achieving sound Floodplain Risk Management outcomes by formulating and implementing management plans through the Floodplain Risk Management process. The Committee acts as both a focus and forum for the discussion of technical, social, economic, environmental matters and for the distillation of possibly differing viewpoints on these matters into a management plan. The Committee is tasked with seeking solutions to the existing, future and continuing flood risk issues, not solely on addressing the past.

4. Composition and Tenure

Members shall be appointed by the Council.

4.1. Members (voting)

- Director of Planning, Strategy and People (or their equivalent) or their nominee (the Chairperson).
- Three (3) Councillors.
- Three (3) Community members.
- Representative from the NSW State Emergency Services (SES).

4.2. Invitees (non-voting) for specific Agenda items

- Guests invited to speak on a particular agenda item under discussion.
- Representative from NSW Department of Planning.
- Representative from NSW Office of Environment and Heritage.
- Representative from State Water.
- Representative from The Bureau of Meteorology.
- Representative from NSW Department of Family and Community Services.
- Representative from Transport for NSW (TfNSW)
- Council Officers may attend meetings of the Committee.

The role of Council staff is to mainly coordinate and provide local specialist advice. The recommended final management plan requires significant input from staff before submission to Council.

Council's elected representatives to the Committee and representatives of the community shall be reviewed following each Ordinary Election of Council or upon a vacancy occurring on the Committee.

4.3. Chairperson

- The Chairperson of the Committee will be Council's Director of Planning, Strategy and People (or their equivalent).



- The Chairperson's role is to provide leadership and develop a cohesive team ensuring that key strategic issues are discussed whilst operating in compliance with statutory requirements and Council policy.

5. Committee Member Responsibilities

Members of the Committee are expected to:

- Demonstrate an enthusiastic approach to working collaboratively with Council to achieve the objective of the Committee on behalf of the whole community.
- Understand the relevant legislative and regulatory requirements appropriate to Council.
- Contribute the time needed to study and understand the papers provided.
- Apply good analytical skills, objectivity, and good judgment.
- Express opinions frankly, ask questions that go to the fundamental core of issues, and pursue independent lines of enquiry.

6. Operating Procedures

6.1. Quorum

- a. A quorum of the Committee shall be constituted by the majority of members of the Committee being present at the meeting and shall include at least one (1) Councillor and one (1) Council Officer.
- b. Ex-officio members are not including for the purposes of calculating a quorum.

6.2. Meetings and Agendas

- a. The Committee will meet on an "as required" basis as determined by the Chairperson.
- b. No meeting of the Committee shall be held unless ten (10) days' notice has been given to all members.
- c. As far as practical, the Committee shall keep formalities to a minimum. Committee Members shall not be limited to one comment/speech per item, nor shall they be time-constrained per comment/speech unless otherwise ruled by the chair.
- d. Except as otherwise provided for herein the rules governing meetings and the procedures of the Committee shall, so far as they apply, be those covered by clauses 20.15 to 20.17 and 20.21 to 20.28 the Code of Meeting Practice as though it were a Council Committee, replacing "Councillor" with "voting member".
- e. Where practicable, the agenda together with reports, documents and a list of invitees will be prepared and distributed to all members at least ten (10) working days prior to the meeting.



- f. No items will be dealt with without notice therefore agendas will not include an item for general business.

6.3. Minutes

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- b. If a member wants to express an opinion publicly, the member should not identify themselves as a member of the Committee.
- c. Whenever a member expresses a view, it must be made clear that they are not expressing a view of Narrabri Shire Council.

7. Code of Conduct

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8. Review of Terms of Reference

These Terms of Reference will be reviewed biennially. Council shall adopt any changes to the Terms of Reference.

History

Minute Number	Meeting Date	Description of Change
45/2017	March 21, 2017	Adopted



RISK MANAGEMENT POLICY

Responsible Department:	Corporate and Community Services
Responsible Section:	Governance and Risk
Responsible Officer:	Manager Governance and Risk

Objective

The purpose of this policy is to express council's commitment to implementing organisation-wide risk management principles, systems and processes that ensure the consistent, efficient and effective assessment of risk in all council's planning, decision making and operational processes.

This Risk Management Policy communicates Council's commitment to managing enterprise-wide risks and establish clear responsibilities to ensure that all levels of Council, management and staff are aware of and responsible for the management of risk.

Scope

This policy applies to all Council officials, including elected representatives (Councillors) and / or Administrators, staff, contractors and volunteers across all Council activities and processes.

Introduction

Background

The purpose of risk management is the creation and protection of value. It improves performance, encourages innovation and supports the achievement of objectives.

Narrabri Shire Council understands that large, unmitigated risks can adversely impact its stakeholders and its ability to achieve strategic, operational, financial and regulatory objectives.

Risk management involves coordinated activities to direct and control the organisation with regard to risk. It is a systematic process that involves establishing the context of risk management, identifying risks, analysing risks, addressing risks, monitoring risks and communication and consultation.

Risk management explicitly addresses uncertainty but, whilst it is based on the best available information, does not eliminate all risk. The application of risk management thinking, principles and practices aims to help Council deliver quality services, improve decision-making, set priorities for competing demands/resources, minimise the impact of adversity and loss, ensure regulatory compliance and support the achievement of objectives.



Managing risk is based on the principles, framework and process outlined in AS ISO 31000:2018. Some of these components already exist within Council, however, they need to be adapted and improved so that managing risk is efficient, effective and consistent.

Policy

1. Mandate and Commitment

Narrabri Shire Council is committed to the formal, systematic, structured and proactive management of risks across the organisation.

Council recognises that whilst risk is inherent in all its activities, the management of risk is good business practice, creates value, is integral to sound corporate governance and in some instances, a mandatory legal requirement. In particular, effective risk management can lead to better decision-making and planning as well as better identification of opportunities and threats.

2. Risk Management Framework

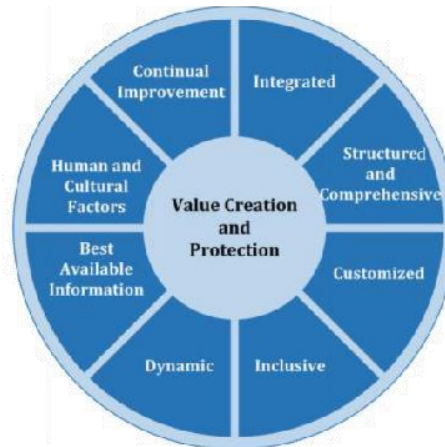
Council provides critical services and infrastructure to the Community and its visitors to Narrabri Shire. Council also has service agreements and contractual obligations with government and non-government agencies and organisations and has its own strategic goals and objectives that it seeks to achieve on behalf of the Narrabri Shire community.

It is therefore incumbent on council to understand the internal and external risks that may impact the delivery of these services, contracts and strategic objectives and have processes in place to identify, mitigate, manage and monitor those risks to ensure the best outcome for council, staff and the community. It is also our responsibility to ensure the efficient, effective and ethical use of resources and services by ratepayers, residents, staff and visitors.

Council has developed a risk management framework consistent with AS ISO 31000:2018 to assist it to identify, treat, monitor and review all risks to its operations and strategic objectives and apply appropriate internal controls.

Council is committed to the principles, framework and process of managing risk as outlined in AS ISO 31000:2018 and commits to fully integrating risk management within the council and applying it to all decision-making, functions, services and activities of the council in accordance with our statutory requirements.

The principles outlined in AS ISO 31000:2018 below, provide guidance on the characteristics of effective and efficient risk management, communicating its value and explaining its intention and purpose. The principles are the foundation for managing risk and were considered when establishing the organisation's risk management framework and processes:



Council's risk management framework is a set of components that provides the foundations and organisational arrangements for designing, implementing, monitoring reviewing, and continually improving risk management throughout the organisation. The framework is based on the components outlined in AS ISO 31000:2018 below, that provided guidance on its characteristics:



Council is committed to maintaining an effective, efficient and tailored risk management framework that consists of:

- this policy;



- a risk management procedure;
- an annual risk management program;
- supporting policies that complement risk management such as fraud prevention, business continuity management, WH&S management systems and code of conduct;
- allocation of risk management responsibilities through relevant position descriptions;
- identifying and monitoring risks within the selected risk management computer system; and
- reporting risk status and effectiveness of controls to the Audit, Risk and Improvement Committee.

The framework will enable:

- a formal, structured approach to risk management that is appropriate to Council's activities and operating environment; and
- a risk management approach consistent with the principles of AS ISO 31000:2018.

3. Risk Appetite

Risk appetite is the amount and type of risk that Council is prepared to tolerate or accept in the pursuit of our objectives. It is expressed in the form of a risk appetite statement which covers a number of critical risk categories.

Council generally has no appetite for risks which are assessed as **Extreme** or **High** risks as defined in the related document **Risk Management Procedures**. In particular Council has no appetite for risks which will:

- i. have a significant negative impact on Council's long term financial sustainability result in major breaches of legislative requirements and/or significant successful litigation against Council;
- ii. compromise the safety and welfare of staff, contractors and/or members of the community;
- iii. cause significant and irreparable damage to the environment;
- iv. result in major disruption to the delivery of key Council services;
- v. result in widespread and sustained damage to Council's reputation; and
- vi. have a significant impact on Council's ability to recruit and retain staff.

Council provides critical services and infrastructure to the residents, ratepayers and visitors to Narrabri Shire. Council also has service agreements and contractual obligations with government and non-government agencies and organisations and has its own strategic goals and objectives that it seeks to achieve on behalf of the Narrabri Shire community. In order to provide these services Council must accept and take some level of risk. Council therefore has a **Medium** appetite for risks which need to be taken in order to:

- i. improve efficiency, reduce costs and/or generate additional sources of income; and
- ii. maintain and, where necessary, improve/deliver improved levels of service to the community.

The level of risk that is acceptable will be assessed and determined on a case-by-case basis. The Risk Appetite table that follows provides an overall expression of Council's risk appetite. Council's risk appetite will be regularly reviewed and updated as required (at least annually).

Council's current risk appetite statement is provided below:



Risk Category	Generally Within Risk Appetite	Generally Outside of Risk Appetite
Environmental Risks	<p>Risk of minor and/or short-term environmental impact necessary in order to achieve Council's key objectives.</p> <p>Council has a medium appetite for managed risks associated with decisions that promote ecologically sustainable development.</p>	<p>Risks which may have significant long term negative environmental consequences.</p> <p>Council has no appetite for risks which will cause significant and irreparable damage to the environment.</p>
Workplace Health and Safety Risks	<p>Whilst Council will attempt to avoid or control all safety hazards as far as reasonably practicable it is acknowledged that minor incidents or injuries may occur in the course of undertaking normal business activities.</p>	<p>Known and avoidable risks that could result in lost time injuries or illness or risks that have a long-term impact on staff health, wellbeing or morale.</p>
Strategic Risks	<p>Risks that may result in the need for minor re-prioritisation of resources to enable objectives to be achieved.</p> <p>Council has a medium appetite in terms of the operational risk associated with the implementation of change and key strategic plans.</p>	<p>Risks that may result in Council's ongoing viability being brought into question or multiple key objectives not being achieved.</p>
Compliance and Regulation	Nil.	<p>The Council recognises the need to place high importance on compliance and regulation and has no appetite for breaches in statute, regulation, professional standards, ethics, bribery or fraud.</p> <p>Council has no appetite for risks of non-compliance with legal, professional and regulatory requirements.</p>
Regulatory Enforcement	<p>Risks that may result in minor statutory or regulatory non-compliance by external parties where there is no risk to humans, animals, property, the environment, that do not impact on Council's development or strategic planning, and where the offender takes steps to rectify.</p> <p>Council has a low appetite in terms of the risk associated with external non-compliance with statutory or regulatory obligations Council is tasked with enforcing.</p>	<p>Risks that may result in statutory or regulatory non-compliance by external parties that risks harming or actually harms humans, animals, property, or the environment, or that significantly impact on Council's development or strategic planning.</p>



Risk Category	Generally Within Risk Appetite	Generally Outside of Risk Appetite
Financial Risks	<p>Calculated financial risks to deliver important infrastructure or improve service delivery that do not place Council's long term financial sustainability at risk.</p>	<p>Council has no appetite for decisions which may have a significant negative impact on Council's long term financial sustainability or are highly speculative.</p> <p>Council has no appetite for risks of internal fraud, collusion, theft and associated losses and reputational damage.</p> <p>Council has no appetite for decisions that would cause council to become unable to pay its debts as and when they fall due.</p>
Human Resources	<p>Minor unforeseeable or unpreventable incidents or issues that arise from dealing with a diverse workforce.</p> <p>Short term pressure on staff due to elevated turnover.</p> <p>Council has a low appetite for risks arising from inadequately trained staff or failed internal processes.</p> <p>Council recognises that its staff are critical to achieving its objectives and therefore the support and development of staff is key to making Council an inspiring and safe place to work.</p> <p>Council has a medium appetite for risks associated with decisions that involve staffing or culture to support transformational change and ensure Council's processes are continually improving.</p>	<p>Reasonably foreseeable serious and preventable issues.</p> <p>Insufficient staff numbers or capabilities to provide critical services</p> <p>Council has no appetite for risks compromising staff safety and welfare.</p> <p>Council has no appetite for risks significantly impairing its ability to recruit and retain quality staff.</p>



Risk Category	Generally Within Risk Appetite	Generally Outside of Risk Appetite
Operational Activities	<p>Risks that may result in minor disruption to critical Council services (less than 2 days) or short-term disruption to less critical services (less than 10 days).</p> <p>Council has a low appetite for operational risks arising from failure to meet customer commitments and/or suitability of advice.</p> <p>Council has a low appetite for third party partner (contractors) failure.</p> <p>Council has medium appetite for managed risks associated with improvements to service delivery.</p> <p>Council has a medium appetite for managed risks associated with improved efficiency of Council operations.</p>	<p>Risks that disrupt critical Council services for beyond 2 days or less critical services beyond 10 days</p>
Reputational	<p>Localised, short term negative publicity as a consequence of making decisions in an environment where there are competing priorities and interests.</p>	<p>Long term sustained negative publicity that damages Council's reputation and takes a long time to repair.</p> <p>Council has no appetite for reputational risks associated with any form of official misconduct or criminal conduct.</p>
Public Safety and Wellbeing	<p>Risks that result in some inconvenience to the community that is necessary in order to achieve Council's key objectives.</p>	<p>Risks that may lead to serious loss, injury or illness to third parties.</p>
Information	<p>Short term outages outside of Council's control.</p>	<p>Council has no appetite for information and data security and/or privacy breaches.</p>



Implementing Risk Management

1. Implementation

Council is committed to ensuring that a strong risk management culture exists where employees are risk aware, understand the consequences of their decisions and are confident to raise issues when necessary. In doing so Council will develop and maintain a risk management plan that:

- aligns risk management processes to Council's existing planning and operational processes;
- allocates sufficient funding and resources to risk management activities;
- provides staff with appropriate training in risk management principles;
- assigns clear responsibilities to staff at all levels for managing risk;
- embeds key controls to manage risks into business processes;
- establishes appropriate mechanisms for measuring and reporting risk management performance;
- communicates risk management policies, plans and issues to staff and other stakeholders;
- takes human and cultural factors into account; and
- is dynamic, iterative and facilitates continual improvement.

2. Procedures

Procedures that support this policy, may be approved by the General Manager from time to time.



Policy implementation

1. Policy responsibilities

Council is ultimately responsible for adopting and committing to this risk management policy, identifying and monitoring emerging risks and fully considering risk management issues contained in Council reports.

The **General Manager** is responsible for leading the development of an enterprise risk management culture across the organisation and ensuring that the Risk Management Policy and Plan are being effectively implemented.

The **Audit Risk & Improvement Committee** is responsible to review and advise Council as to whether management has in place a current and comprehensive risk management framework, and associated procedures for effective identification and management of business and financial risks, including fraud and theft.

The **Director Corporate and Community Services** is the Risk Champion responsible for establishing the process for the management of risk throughout the Council.

The **Manager Governance and Risk** is responsible for the provision of advice and service assistance to all areas on all risk management matters.

The **Risk Coordinator** is responsible for providing independent assurance with respect to the effectiveness of the enterprise risk management framework and internal control.

Directors are responsible for ensuring that the Risk Management Policy and Plan are being effectively implemented within their areas of responsibility.

Managers at all levels, are the risk owners and are required to create an environment where the management of risk is accepted as the personal responsibility of all staff, volunteers and contractors. Managers are accountable for the implementation and maintenance of sound risk management processes and structures within their area of responsibility in conformity with Council's risk management framework.

All staff are required to always act in a manner which does not place at risk the health and safety of themselves or any other person in the workplace. Staff are responsible and accountable to be risk aware and for taking practical steps to minimise Council's exposure to risks including contractual, legal and professional liability in so far as is reasonably practicable within their area of activity and responsibility.

2. Procedures

Procedures that support this policy, may be approved by the General Manager from time to time.

3. Training

Council's aim is to embed the principles of risk management into all training sessions and work with training



providers to develop content that is tailored to the needs of the organisation.

All staff will receive basic risk management awareness training. Managers may extend this training to include key staff where these staff members have a role which includes managing risk. Managers should identify (ideally through the performance management process) those staff responsible for managing risks rated "High" and "Extreme" and ensure they receive training in managing risk appropriate to the severity of the risk being managed. Staff refresher courses will be identified and undertaken as required.

Document Control

1. Review

Council is committed to continually improving its ability to manage risk. Council will review this policy and its risk management framework at least annually to ensure it continues to meet the requirements of the *Local Government Act 1993*, *Local Government (General) Regulation 2021*, and Council's requirements.

The General Manager and Director Corporate and Community Services may approve non-significant and/or minor editorial amendments to this document that do not change the policy substance.

2. Related Documents

- AS ISO 31000:2018 Risk management - Guidelines
- Narrabri Council Risk Management Procedures
- Statement of Business Ethics Policy
- Privacy Management Policy
- Internal Management Reporting – Public Interest Disclosure Policy and Procedures
- Gifts and Benefits Policy
- Fraud and Corruption Policy
- Code of Conduct Policy

History

Minute Number	Meeting Date	Description of Change



RISK MANAGEMENT PROCEDURE

APRIL 2022



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1. Risk Management Framework

1.1 Purpose

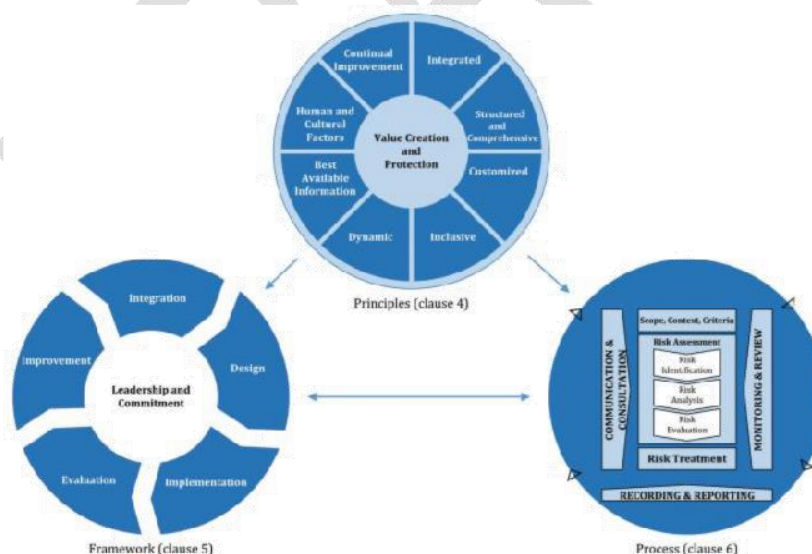
This Risk Management Procedure document is an integral and fundamental component of Governance as it provides an essential contribution towards the achievement of Narrabri Council's strategic and operational objectives and goals and forms an integral part of good management. The Risk Management Procedures aims to provide a comprehensive overview of Council's risk management approach, including systems and processes to assist all staff, stakeholders and Councillors to effectively manage enterprise risk.

The Risk Management Procedure is governed by Narrabri Council's Risk Management Policy, which outlines Council's commitment to risk management.

As there will be few significant activities or initiatives conducted within Council that are risk free, risk management should be a primary competency of all Council staff and stakeholders including elected Councillors. The Procedures set out the management system in which these skills can be developed and applied.

The Risk Management Procedures aims to ensure a consistent, proactive and holistic approach by defining enterprise risk management processes across all sections of Council and eliminating to the greatest extent possible differential risk management practices and approaches within Council.

Managing risk is based on the AS ISO 31000:2018 principles, framework and process outlined in this document, as illustrated below. These components might already exist in full or in part within Council, however, they might need to be adapted or improved so that managing risk is efficient, effective and consistent:





1.2 Risk Management Policy

The **Risk Management Policy** has been approved by Council and sets the tone for Council's risk management approach and establishes the risk management responsibilities of Councillors, Council's Audit, Risk & Improvement Committee (ARIC), management, staff and key service providers.

Risk Management Procedures support Council's Risk Management Policy by further defining the systems and processes necessary to maintain an effective and efficient risk management framework.

1.3 Benefits of Managing Risk

The benefits of a risk aware culture will be fostered by regular Risk Management reviews at Senior Management level, managing Council-wide risks to provide outcomes including but not limited to:

- the broadest possible enterprise reach for management of risk;
- informed decision-making and planning;
- improved identification of opportunities and threats;
- pro-active rather than re-active risk treatment and management;
- effective allocation and use of resources;
- improved stakeholder confidence and trust;
- improved compliance with key legal and regulatory requirements;
- enhanced corporate governance; and
- enhanced communication and reporting of risk.

This approach will be supplemented with the role of the ARIC to review and advise Council as to whether management has in place a current and comprehensive risk management framework, and associated procedures for effective identification and management of business and financial risks.

1.4 Risk Management Framework

As defined in the Risk Management Policy, Narrabri Council's risk management framework includes all the people, systems, policies and processes that identify, assess, mitigate and monitor all material internal and external sources of risk.

Therefore, Council will maintain a risk management framework appropriate to the size, culture and complexity of its operations and environment.

1.5 Risk Management Function

Risk management is a shared responsibility. The activities necessary for a robust risk management function will be shared amongst the Councillors, ARIC, management, staff, key service providers and other relevant stakeholders.

In accordance with the **Risk Management Policy**, Council's risk management activities will be coordinated within the Governance and Risk Business Unit by the Manager Governance and Risk, utilising internal and external resources where appropriate.

1.6 Risk Management Systems

Council will utilise risk management systems to:

- document risks, their likelihood and their consequences;
- document risk treatments and controls and their level of expected effectiveness in reducing the

- level of risk;
- produce risk profiles at enterprise and segment levels detailing inherent and residual (post treatment) risk levels;
- maintain a functional and accessible risk register; and
- produce risk treatment plans and monitor their progress for each business unit or activity.

2. Procedures and Practice

2.1 Risk Management Approach

Council applies the International Standard for Risk Management (AS ISO 31000:2018) in managing risk. This is a structured, best-practice and proven approach that is to be applied Council-wide to support the management of strategic, operational, financial, regulatory and other risk.

Under this approach, there are five key stages to the risk management process.

1. Communicate and consult - with internal and external stakeholders.
2. Establish context - the boundaries.
3. Risk Assessment - identify, analyse and evaluate risks.
4. Treat Risks – implement and assess controls to address risk.
5. Monitoring and review – risk reviews and audit.

An illustration of the AS ISO 31000:2018 risk management approach is shown below:

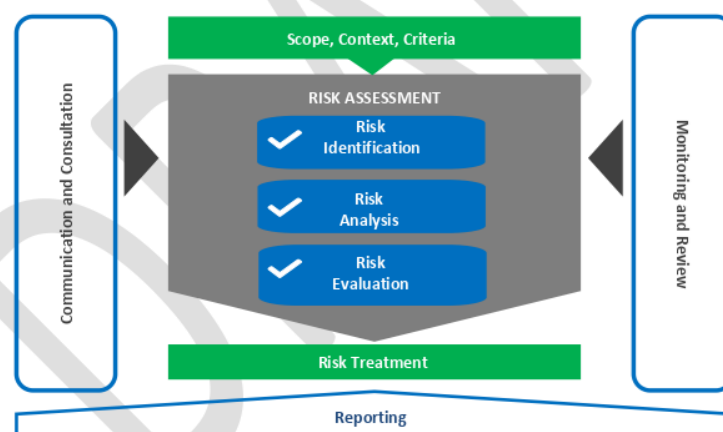


Figure 1: Our risk management approach using AS ISO 31000:2018 Risk Management Standard

2.2 Communication and Consultation

Communication and consultation with appropriate external and internal stakeholders will take place within and throughout all steps of the risk management process.

2.3 Establish Context

Establishing the context of risk management at Narrabri Council is the foundation of a solid risk management program and culture which is vital to the successful implementation of the risk management



process.

Context is typically established by Senior Management and involves establishing boundaries around the depth and breadth of risk management efforts to help Council stay focused and align the risk management framework to relevant matters.

Important considerations when determining context include:

- Council's external environment – social factors, demographics, economic, environmental;
- Council's stakeholders – including, but not limited to, community, regulators, developers, environmentalists, politicians, unions, media, insurers, service providers, staff and volunteers; and
- Council's internal environment – goals, objectives, culture, risk appetite/tolerance, organisational structures, systems, processes, resources, key performance indicators and other drivers.

Considering the nature of council activities, there are minimal undertakings conducted within Council that are risk free.

The context of risk management at Narrabri Council is 'enterprise wide'. Enterprise risk management is the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects in order to improve the achievement of enterprise objectives.

This means Council will consider risks across all strategies, plans, activities and processes including Council's:

- Community Strategic Plan;
- Delivery Program;
- Annual Operational Plan;
- Workforce Plan;
- Financial Plan and Budget (Annual and Long Term);
- Asset Management Plan;
- Project Management Plans
- Social and Environmental Plans;
- Land Use Plans; and
- Standard Operating Procedures.

2.4 Risk identification

Risk identification is the process of identifying risks facing Council. This involves thinking through the sources of risks, their potential hazards, the possible causes and the potential exposure.

The risk identification step focuses on identifying where, when, why and how events could prevent, degrade or delay Council in achieving its vision, strategic and operational objectives. Risks can be identified through the utilisation of brainstorming, examination of past outcomes (both internal and external), SWOT and PESTLE analyses and process risk and control mapping.

Risk identification occurs within the context of the risk management activity, procedure or process. Council focuses on effective management of the following material Risk Categories:

- Strategic risks;
- Operational Service Delivery risks;
- Environmental risks;
- Financial risks;
- Legal and Regulatory Compliance risks;
- Human Resources risks;
- Information Systems risks;
- Reputational risks;
- Project risks; and
- Emerging risks.



Risks can also be identified during day-to-day activities, such as:

- Innovation and projects;
- Business development;
- Changes in legislation;
- Personnel changes;
- Internal Audits;
- External Audits;
- Feedback, Complaints and Grievances;
- Hazard Identification Report and investigation;
- Incident Report and investigation;
- Capital Expenditure and Project Planning;
- Health and Safety Committee;
- Audit, Risk and Improvement Committee; and
- Observations.

It is important to undertake a systematic and comprehensive identification of all risks including those not directly under the control of Council. The key questions when identifying risks are:

- What can happen?
- Where can it happen?
- When can it happen?
- Why can it happen?
- How can it happen?
- What is the impact?
- Who is responsible?

Council may utilise a number of methods to help identify risks that could materially impact the business including:

- brainstorming;
- formal risk workshops and consultation with stakeholders;
- personal experiences;
- expert judgement;
- periodic working committee meetings;
- periodic reviews of the risk register;
- scenario analysis;
- business process reviews and work breakdowns;
- review of actual incidents and issues identified; and
- SWOT and PESTLE analyses

It is also important to consider the potential causes of a risk as it will help to address the risk - the next stage of the risk management process. Some causes of risk could include:

- commercial/legal relationships;
- socio-economic factors;
- political/legal influences;
- personnel/human behaviour;
- financial/market activities;
- management activities and controls;
- technology/technical issues;
- the activity itself/operational issues;
- business interruption;
- natural events; and
- custody of information including the duty to provide and withhold access.



2.5 Risk Analysis

Once risks have been identified, they are then analysed. This involves considering and rating the likelihood of occurrence and potential consequences. At this point, no consideration is given to existing controls.

The **likelihood** of occurrence is the probability of an event occurring. When considering the likelihood of a risk, you need to consider both the probability and frequency of occurrence.

Likelihood ratings.

Probability	Frequency
> 50% chance	multiple times in a year
25% - 50%	once in 1 or 2 years
10% - 25%	at least once in 2 – 10 years
5% - 10%	less than once in 15 years
< 5%	less than once in 20 years

Table 1: Likelihood Ratings

The **consequence** assessment is the effect or impact of the risk event. It is measured both financially (in terms of profit/loss or balance sheet impact) and operationally (human and physical). Council will utilise the following consequence ratings.

		CONSEQUENCE DEFINITIONS				
		Insignificant	Minor	Moderate	Major	Catastrophic
RISK CATEGORIES	Strategic	Insignificant negative event with no impact on Council/Business Unit objectives	Minor negative impact on strategic objectives	Moderate adjustment to resource allocation and service required to achieve strategy	Major impact cannot be managed within existing framework	Significant impact on Council's ability to achieve strategic objectives
	Service Delivery / Operational	Incident or loss with no impact on Council/Business Unit operations	Minor negligible impact on Council operations	Moderate disruption to Council business	Major disruption to Council business	Critical loss of infrastructure or critical objectives cannot be achieved
	Projects	Insignificant impact on project or program, e.g. <5% deviation in scope, completion date, costs, resource requirements	Minor impact on project or program, e.g. < 5-10% deviation in scope, completion date, costs, resource	Measurable impact on project or program, e.g. 10- 25% deviation in scope, completion date, costs, resource	Significant impact on project or program, e.g. 25-100% deviation in scope, completion date, costs, resource	Major impact on project or program, e.g. >100% deviation in scope, completion date, costs, resource
	Financial	<\$25,000 or <1% of project budget	<\$150,000 or 2% of project budget	<\$1,000,000 or 10% of project budget	<\$5,000,000 or 25% of project budget	>\$10,000,000 or 25% of project budget
	Environmental	Insignificant transient environmental release, no environmental harm	Minor transient environmental harm	Moderate short term environmental harm	Significant long term environmental harm	Catastrophic long term environmental harm
	Compliance (Legal, Regulatory, Contractual)	Insignificant regulatory breach no warning, no penalty	Minor regulatory breach and warning issued	Regulatory breach and / moderate fines	Serious breach with fines and public exposure	Significant breach resulting in GM or Council dismissal
	Reputation	Unsubstantiated negative publicity with no impact on Council reputation	Minor negative publicity/ limited media exposure	Local negative publicity/ short term effect	Negative publicity having long term effect on public confidence in Council	Sustained national negative publicity and public confidence in Council lost
	Health & Safety (WHS & Public)	No injuries	First aid required	Medical treatment and (if WHS) lost time	Long term illness or serious injury	Death or permanent disability/illness

Table 2 : Table of Consequences

Inherent risk is the overall raw risk. It is determined by combining the likelihood and consequence ratings. Ultimately, the level of inherent risk will determine how a risk is treated. The following table depicts the inherent risk levels that will be used by Council.

Risk Ratings

		Consequence				
		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood	Almost Certain	15	10	6	3	1
	Likely	19	14	9	5	2
	Possible	22	18	12	8	4
	Unlikely	24	21	17	13	7
	Rare	25	23	20	16	11

Table 3: Risk Level Ratings

2.6 Inherent Risk Evaluation

Risk evaluation involves comparing the level of risk found during the analysis process against Council's known priorities and requirements.

Depending on the level of inherent risk, treatment strategies will vary:

Decision Escalation Protocol	
Risk Rating	Action Required
Extreme 1-3	ACT IMMEDIATELY. Bring to attention of Council and the GM for immediate management and treatment to reduce the risk to an acceptable level.
High 4-12	ATTENTION NEEDED. Bring to attention of Director if the matter affects one Directorate or to MANEX if the matter affects multiple Directorates to manage planning, allocation & implementation of responsibilities, resources & regular monitoring of progress. Regular reporting to Departmental risk committee.
Medium 13-20	MONITOR AND REVIEW. Management responsibility, monitor & review response action as necessary. Oversight & monitoring of treatment by the Section/Team.
Low 21-25	DEAL WITH THROUGH BUSINESS AS USUAL. Manage through existing processes and procedures.

The output of the risk evaluation is a prioritised list of risks for further action. Once each risk has been re-assessed in light of current controls or management strategies, mapping the re-assessed risks onto a matrix will assist in determining whether risks should be prioritised for further action. If the resulting risks

fall into the low or acceptable risk categories they may be accepted with minimal further treatment.

Low and accepted risks should be monitored and periodically reviewed to ensure they remain acceptable. If risks do not fall into the low or acceptable risk category, they should be treated using one or more of the options considered below.

2.7 Addressing Risks

Addressing risks involves identifying and evaluating existing controls and management systems to determine if further action (risk treatment) is required. Existing controls are identified and then assessed as to their level of effectiveness. Council will utilise the following control effectiveness ratings.

Rating	Effectiveness	Description	Quantification
0	Not Effective	The control does not address risk	0%
1	Slightly Effective	The control is not reliable as it is not well designed, documented and/or communicated.	1-20% effective
2	Somewhat Effective	Control may be reliable but not very effective as control design can be improved.	21-40% effective
3	Reasonably Effective	Control is reliable but not efficient as documentation and/or communication could be improved.	41-60% effective
4	Mostly Effective	The control is mostly reliable and efficient. Documentation exists but can be better communicated.	61-80% effective
5	Very Effective	Control is reliable and efficient. Fully documented process and well communicated.	81-100% effective

Table 5: Control Effectiveness Ratings

Residual Risk is the level of risk after considering existing controls. It is determined by applying the effectiveness of existing controls to inherent risk. Determine the risk rating (impact and likelihood) of the risk considering the effectiveness of existing controls. Ultimately, the level of residual risk will determine how a risk is treated.

Where controls exist and are considered effective to manage the risk down to medium/low and or within risk appetite, the residual risk will be low and typically, no further work is required except for periodic monitoring.

For risks rated above the tolerance level as per Council's Risk Appetite, remedial actions through the identification of additional controls will be required to reduce the impact or likelihood of the risk. The cost/benefit of implementing these controls would also need to be considered. Where Council accepts the remaining residual risk and risk treatment is planned, it is good practice to document the reason why.

Risk Treatment involves identifying the range of options for treating unacceptable risks, assessing those options, preparing risk treatment plans and implementing them.

Risk treatment options include:

- Eliminating the risk;
- Avoiding the risk (reduce likelihood or consequence);
- Transferring the risk; and
- Retaining the risk.

A **Risk Treatment Plan** will be developed by Managers for complex and significant (generally 'High' risk rating or above) risk items shown on the Risk Register.

The treatment plans adopted will be documented and their implementation tracked as part of the reporting process.

If the residual risk rating is deemed to be too high and/or unacceptable, specific cost effective control strategies and action plans will be agreed and implemented to appropriately manage the risk to an acceptable level.

A number of items are considered when selecting the most appropriate treatment options:

- The costs of managing the risk balanced against the benefits obtained (cost / benefit analysis). Care must be taken to factor in indirect costs and benefits and it must be understood that costs are not necessarily measured only in financial terms that they may be indirect and quite intangible.
- The extent of the risk reduction gained and the residual risk and whether or not the residual risk is retained or the risk treatment repeated.
- The extent to which an ethical, regulatory or legal duty to implement a risk treatment option may have to override any cost / benefit analysis.
- How sensitive is the risk with regard to Council's image and reputation and how will it be perceived by stakeholders and external parties. What is the most appropriate and effective way to communicate with them?
- If the budget for risk treatment is constrained, the treatment plan should identify the priority order of implementing individual risk treatments.
- Will any new risks arise from the risk treatment?

A range of pre-event measures or post-event responses can be employed, including:

- structured training and supervision of employees;
- regular testing of controls (e.g. fire drills, testing of machinery);
- enhanced rigour of management controls e.g. policy and procedure reviews;
- improved compliance monitoring, audit programs and internal / external reviews;
- greater emphasis placed on accountability of all employees;
- contingency planning such as disaster recovery (DR) plans, business continuity plans (BCP) and crisis management plans (CMP);
- better contractual arrangements, recruitment and selection procedures etc.; and
- generally increased emphasis on preventative and corrective measures.

2.8 Monitoring and Review

Few risks remain static. Risks will be continuously monitored and reviewed; and the effectiveness of the controls in place and of the risk treatment plans will be assessed to ensure changing circumstances do not alter risk priorities. Feedback on the implementation and the effectiveness of the Risk Management Policy and Procedures will be obtained from the risk reporting process, internal audits and other available information.

Factors which affect the likelihood and impacts of a risk may change as could the factors which affect the suitability, effectiveness or cost-benefit of the treatment options. The risk management process therefore, is dynamic in order to remain effective and the risk management cycle must be repeated regularly.

Each team within Council will continuously monitor the effectiveness of their risk management processes and provide regular reports of progress.

Council will focus on documenting every stage of the risk management process and to keeping accurate and up-to-date records.

Continuous monitoring should therefore involve a Post-event Analysis where successes and failures are analysed. The following questions will be answered:

- Did we previously identify and analyse the risks involved?
- Did we identify the actual causes when identifying the risk?
- Did we correctly assign responsibility for treating the risk?
- Did we evaluate the risks correctly?
- Did the controls operate as intended?
- Were the treatment plans effective and where could improvements be made?
- Was the cost-benefit analysis of the treatment accurate?
- How could our risk management process in general be improved?
- Who needs to know about these learnings and how should they be disseminated?
- What do we need to do to ensure that failure events are not repeated but that successes are?

2.9 Risk Escalation and Reporting

Risks are escalated for a number of reasons:

- I. The residual risk (after-treatment risk level) is above Council's risk appetite;
- II. The risk treatment actions are outside the control of Council; or
- III. The Section in which the risk owner is operating has attempted risk treatment actions, however, their efforts have not been successful.

When a risk assessment is first undertaken or when any risk review is conducted, any newly identified risks or increases in existing risk ratings are to be escalated (through normal reporting lines of supervision) consistent with the following table irrespective of the category of risk.

Risk Rating	Report to	Timing for Final Escalation*
Extreme	General Manager	Within 2 months of assessment Director within 1 month Manager within 2 weeks
High	Director	Within 1 month of assessment Manager within 2 weeks
Medium	Manager	Within 2 weeks of assessment
Low	Manager	Within 1 month of assessment

In all instances the Manager Governance and Risk should be notified within the same initial notification period. The Risk Register should be updated. The changes will be reported to Senior management and ARIC in terms of regular reporting framework.

2.10 External Specialists

Specific and technical risk assessments, for example assessments of major structures, complex management systems or the geotechnical assessment of potential landslip sites are liable to require external expertise. Compliance with Council's Procurement Policy when engaging consultants or contractors should apply.

2.11 WHS Risk Assessments

Work Health and Safety risk is not subject to the procedures and policy document.

For risks management processes and guidelines relating to Work Health and Safety, please refer to Council's Safety Management Plan.

3. Roles and Responsibilities

People, specifically managers, who are designated 'risk owners' will play a key role in Council's risk management framework. An overview of key risk management responsibilities is set out below.

3.1 Council

Council is responsible for overseeing Council's risk management framework through the normal course of good governance.

Responsibilities specific to the risk management framework include:

- reviewing and approving the Risk Management Policy and Risk Management Procedures;
- periodic monitoring of risk management systems and processes;
- providing feedback to management on important risk management matters/issues raised by management; and
- supporting management in communicating the importance and benefits of good risk management to stakeholders.

3.2 Audit, Risk and Improvement Committee (ARIC)

ARIC is responsible for reviewing and advising Council as to:

- whether management has in place a current and comprehensive risk management framework, and associated procedures for effective identification and management of business and financial risks, including fraud and theft;
- whether a sound and effective approach has been followed in developing strategic risk management plans for major projects or undertakings;
- the impact of the risk management framework on its control environment and insurance arrangements; and
- whether a sound and effective approach has been followed in establishing business continuity planning arrangements, including whether plans have been tested periodically.

3.3 General Manager

The General Manager is responsible for ensuring risks are managed across all activities and supporting the implementation of the risk management framework by:

- communicating commitment and progress to all staff and relevant stakeholders regularly;
- periodically reviewing risk profiles of Council and ensuring key activities are undertaken in a timely manner;
- reporting known potential risks, emerging risks or major incidents to Council (or a representative committee of Council) in a timely manner;
- ultimately determining if the levels of residual risk are acceptable;
- ensuring that risk management activities are aligned to Council policy, procedures and objectives;
- ensuring sufficient funds are available to support effective and efficient management of risks; and
- overseeing processes that help ensure that the operation of, and activities undertaken by Council

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are compliant with established systems and procedures and regulatory requirements.

3.4 Senior Management

Directors are responsible for the maintenance of sound risk management practices within their area of responsibility to ensure the delivery of effective, efficient and economically sound business and:

- oversee the alignment of Risk Management strategies with Council's corporate objectives;
- promote best practice in Risk Management, risk treatment and internal controls;
- consider risk reports and endorse appropriate Risk Treatment recommendations; and
- monitor business unit implementation of Risk Management strategies.

3.5 Director Corporate and Community Services

The Director Corporate and Community Services will monitor the efficiency, effectiveness and economy of Risk Management practices and risk mitigation strategies and report deficiencies to the General Manager and ARIC.

3.6 Manager Governance and Risk

The Manager Governance and Risk is responsible for establishing and monitoring the process for the management of risk throughout the Council. The Manager Governance and Risk is also responsible for:

- developing and continually improving the Risk Management Framework to ensure it meets applicable International and Australian Standards and Council's requirements;
- facilitating the planning, direction and management of the Risk Management function across the organisation in conjunction with individual managers;
- facilitating risk assessments and risk profiling from a holistic approach;
- supporting individual managers with recording, maintaining and monitoring results of risk assessments;
- ensuring the risk management framework remains relevant and appropriate for Council;
- making recommendations on all aspects of the risk management framework to the General Manager, Directors, Managers, Coordinators and risk owners;
- providing advice and support to councillors, managers and all staff on risk management matters;
- providing or coordinating the delivery of appropriate and relevant training to staff to promote a positive risk, compliance and control culture;
- providing input to the organisation's learning programs which will give managers and staff training to improve risk management skills;
- periodically reviewing key risk management related documents including risk register, risk profiles, policies, plans, procedures and authorities; and
- periodically reporting the status of key risks and risk treatment plans to Senior Management and ARIC.

3.7 Managers

Managers are the risk owners and are required to create an environment where the management of risk is accepted as the personal responsibility of all staff, volunteers and contractors.

Managers, Coordinators and Team Leaders are accountable for the implementation and maintenance of sound risk management processes within their area of responsibility in conformity with Council's risk management framework including:

- identifying, recording and periodically evaluating risks;
- identifying, recording and assessing effectiveness of existing controls;
- implementing and maintaining effective internal controls;

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- developing treatment plans to treat higher level risks in a timely manner; and
- maintaining up to date risk profiles/risk registers through periodic reviews and updates.

Managers, Coordinators and Team Leaders are also responsible for supporting good management practices that complement risk management including:

- complying with and monitoring staff compliance to Council's policies, procedures, guidelines and designated authorities;
- maintaining up-to-date information and documentation for key operational processes; and
- incorporating risk treatment plans into Council's planning and budget.

3.8 Risk Coordinator

The core function of Internal Audit is to provide an independent assurance or opinion to Council via the ARIC on the effectiveness of risk management functions carried out by management.

Internal Audit will liaise with the Manager Governance and Risk to review the Enterprise Risk Register on a quarterly basis and to apply this as a key consideration into the Council's Internal Audit Program prioritised and endorsed by ARIC.

3.9 Staff

All staff are required to act at all times in a manner which does not place at risk the health and safety of themselves or any other person in the workplace.

Staff support risk owners and are responsible and accountable for taking practical steps to minimise Council's exposure to risks including contractual, legal and professional liability in so far as is reasonably practicable within their area of activity and responsibility.

All staff must be aware of operational and business risks. Particularly, staff should:

- provide input into various risk management activities;
- assist in identifying risks and controls;
- report all emerging risks, issues and incidents to their manager or appropriate Council officer; and
- follow Council policies and procedures.

4. Training

All staff will receive basic risk management awareness training. Managers may extend this training to include key staff where these staff members have a role which includes managing risk. Managers should identify (ideally through the competency assessment process) those staff responsible for managing risks rated "High" and "Extreme" and ensure they receive training in managing risk appropriate to the severity of the risk being managed. Staff refresher courses will be identified and undertaken as required.

5. Documentation

Important risk management processes and activities will be documented throughout Council.

Documentation is important for the following reasons:

- it gives integrity to the process and is an important part of good corporate governance;
- it provides an audit trail and evidence of a structured approach to risk identification and

- analysis;
- it provides a record of decisions made which can be used and reviewed in the future; and
- it provides a record of risk profiles for Council to continuously monitor.

5.1 Key documents

Key documents will include:

- **Risk Management Policy** – Establishes commitment and provides a high level overview of risk management framework;
- **Risk Appetite** – Establishes Council's Risk Tolerance;
- **Risk Management Procedures** – Details the risk management framework processes and activities;
- **Risk Register** – Documents the key risks and controls for Council activities and processes; and
- **Risk Treatment/Action Plans** – Document strategies to treat risk levels higher than acceptable risk appetite.

5.2 Maintenance of Key Documents

Risk documentation including risk profiles, risk registers, written/formal risk assessments, risk/control audits, self-assessments will be maintained in the Risk Register system.

These records may be called upon in the management of ongoing treatments, as evidence in incident investigations, in dealing with insurance matters or during other inquiries, and for audit purposes.

Risk management records should be reviewed:

- on handover of responsibilities between managers;
- on assumption of responsibility for a project or program;
- quarterly to match reporting requirements; and
- whenever operating parameters are subject to major change.

Risk management records are required to be saved to Council's ECM module in TechnologyOne.

6. Reporting and Review

6.1 Risk Management Framework

Documentation including policies, procedures, risk registers and systems relating to the risk management framework will be subject to periodic review. This review is the responsibility of the Manager Governance and Risk and should be conducted at least annually.

6.2 Risk Register

It is important that risk owners review their risks regularly. Such reviews must be part of the annual management planning process to ensure that:

- risks are managed in the context of each Unit's objectives for the coming year;
- risk treatment plans are incorporated into Council Plans; and
- where funding is required to implement risk treatment plans that it is incorporated into the Council budget.

6.3 Risk Treatment Plans/Action Plans

Risk owners are responsible for ensuring that actions contained in risk treatment plans (RTPs) are implemented effectively and within agreed timeframes. Action taken is to be recorded in the risk management system. In addition, Risk Owners are responsible for ensuring that actions contained in Risk Treatment Plans are included in their business plans and where appropriate Council's Plans.

6.4 Risk Status Reports

The Manager Governance and Risk is responsible for ensuring that Senior Management and ARIC are kept up to date with the status of key risks and Risk Treatment Plans. This will be achieved via quarterly reports from the risk management system.

6.5 Summary of Actions, Reviews and Reports

Table 5 summarises the key actions, reviews and reports required by Council's Risk Management Procedures. It details who is responsible for each activity and the required timing.

Action	Description	Responsibility	Timing
Review Risk Management Policy and Risk Management Procedures	Review the currency and effectiveness of Council's Risk Management Policy and Risk Management Procedures.	Manager Governance and Risk.	Annually (or as required).
Comprehensive Review of Risk Register	Review Risks and controls contained in Council's risk register and identify new or emerging risks.	Risk Owners (coordinated by Manager Governance and Risk).	Every year in preparation for the next Operational Plan process.
Include Risk Treatment Plans in Management Plan	Ensure that actions required by Risk Treatment Plans (RTP) are incorporated into the Management Plan.	Risk Owners (Manager Governance and Risk to oversee).	Annually.
Implement Risk Treatment Plans	Implement actions contained in risk treatment plans (RTP).	Risk Owners (Managers) Manager Governance and Risk to oversee.	As identified in the RTP.
Conduct specific risk assessments	Conduct risk assessments as required for new or altered activities, processes or events.	Risk Owners (Manager Governance and Risk provides advice and support).	Quarterly reporting to Executive and ARIC.
Risk Status Report	Report current status of key risks and RTPs to Senior Management and ARIC.	Risk Coordinator	Quarterly reporting to Senior Management and ARIC.

Table 5: Summary of Key Activities

7. Document control

7.1 Review

Council is committed to continually improving its ability to manage risk. Council will review these procedures at least annually to ensure it continues to meet the requirements of the *Local Government Act 1993*, *Local Government (General) Regulation 2021*, and Council's requirements.

The General Manager and Director Corporate and Community Services may approve non-significant and/or minor editorial amendments to this document that do not change the policy substance.

7.2 Related documents

- AS ISO 31000:2018 Risk management guidelines
- Narrabri Council Risk Management Policy
- Statement of Business Ethics Policy
- Privacy Management Plan
- Internal Management Reporting – Public Interest Disclosure Policy and Procedures
- Gifts and Benefits Policy
- Fraud and Corruption Policy
- Code of Conduct

7.3 Version History

Version	Release Date	Author	Reason for Change
Initial Draft	April 2022	Risk Coordinator	New Procedure

7.4 Approval History

Version	Release Date	Approved by	Date
Initial Draft	November 2021	Internal Working Group – Corporate Risk	

Appendix A – Risk Management Glossary

Action Plan	a Plan which sets priorities for risk treatment action responsibilities, timeframes, goals defined, proposed treatment measures and follow up action.
Abatement	the process of reducing in amount or intensity any unwarranted Consequence
Consequence	outcome of an event expressed qualitatively or quantitatively (also both negative – a loss, injury, setback, disadvantage and positive – a gain, success, a windfall).
Enterprise risk	the culture, processes and structures that are directed towards management realising potential opportunities whilst managing adverse effects in order to improve the achievement of enterprise objectives.
Event	incident or situation that occurs in a particular place during a particular interval of time.
Exposure	an apparently risk bearing condition, issue or incident that has not been subject to risk appraisal and treatment.
Frequency	measure of the rate of occurrence of an event or outcome expressed as the number of occurrences of the event or outcome in a given time.
Hazard	a specific source of potential harm or a condition with a known potential to cause loss.
Intelligence	information which has been subject to judgment, particularly concerning the consequence or impact of an event or outcome and its likelihood.
Likelihood	a qualitative description of probability or frequency.
Loss	any negative consequence, financial or otherwise.
Monitor	to check, supervise, observe critically, or record the progress of an activity, action or system on a regular basis in order to identify change.
Mitigation	the process and action taken to reduce or Medium an unwanted consequence, to lessen in intensity, force or frequency.
Probability	likelihood of a specific event or outcome occurring within a designated timeframe.
Project	“a temporary endeavour that is created for the purpose of delivering one or more business products according to an agreed Business Case”.
Recovery	the measures and process undertaken to return to normal following loss or disaster.
Remediation	the remedying of a deficiency, especially applied to controlling or minimising hazards.

Residual Risk	remaining level of risk after risk treatment action has been taken.
Risk	chance of something happening that will have an impact upon objectives. It is measured in terms of consequences and likelihood. Risks can have both positive and negative effects on objectives. The concept of risk has two main elements (1) the likelihood of something happening and (2) the consequences if it happens.
Risk Acceptance	informed decision to accept the consequences and likelihood of a particular risk.
Risk Analysis	systematic use of available information to determine how often specified events may occur and the magnitude of their consequence.
Risk Appetite	The amount and type of risk that Council is prepared to pursue, retain or tolerate. It is expressed in the form of a Risk Appetite Statement which covers a number of critical risk categories as described in the Risk Matrix contained in the Risk Management Procedures.
Risk Appraisal	a simplified risk assessment
Risk Assessment	overall process of risk identification, analysis and evaluation leading to treatment.
Risk Aversion	an entrenched dislike of risk bearing situations or circumstances.
Risk Avoidance	informed decision not to become involved in a risk situation.
Risk Control	that part of risk management that involves the implementation of policies, standards, procedures and physical changes to eliminate or minimise adverse risks or consequences.
Risk Element	one operative factor or condition in an exposure or risk bearing activity – vehicle condition is one risk element.
Risk Evaluation	process used to determine risk management priorities by comparing the level of risk against predetermined standards, target risk levels or other criteria.
Risk Identification	process of determining what can happen.
Risk Management	culture, processes and structures directed towards effective management of potential opportunities and adverse consequence;
Process	systematic application of management policies, procedures and practices to the tasks of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risk.
Risk Reduction	selective application of appropriate techniques and management principles to reduce either likelihood of an occurrence or its consequences or both.
Risk Retention	intentionally or unintentionally retaining the responsibility for loss or financial burden of loss within the organisation.

Risk Transfer	shifting responsibilities or burden for loss to another party through legislation, contract, insurance or other means. Risk transfer can also refer to shifting a physical risk or part thereof elsewhere.
Risk Treatment	selection and implementation of appropriate options for dealing with risk to contain or reduce consequences to acceptable levels.

DRAFT

Appendix B: Risk Rating Matrix

Decision Escalation Protocol	
Risk Rating	Action Required
Extreme 1-3	ACT IMMEDIATELY. Bring to attention of Council and the GM for immediate management and treatment to reduce the risk to an acceptable level.
High 4-12	ATTENTION NEEDED. Bring to attention of Director if the matter affects one Directorate or to MANEX if the matter affects multiple Directorates to manage planning, allocation & implementation of responsibilities, resources & regular monitoring of progress. Regular reporting to Departmental risk committee.
Medium 13-20	MONITOR AND REVIEW. Management responsibility, monitor & review response action as necessary. Oversight & monitoring of treatment by the Section/Team.
Low 21-25	DEAL WITH THROUGH BUSINESS AS USUAL. Manage through existing processes and procedures.

Probability	Frequency
> 50% chance	multiple times in a year
25% - 50%	once in 1 or 2 years
10% - 25%	at least once in 2 – 10 years
5% - 10%	less than once in 15 years
< 5%	less than once in 20 years

		CONSEQUENCE DEFINITIONS				
		Insignificant	Minor	Moderate	Major	Catastrophic
RISK CATEGORIES	Strategic	Insignificant negative event with no impact on Council/Business Unit objectives	Minor negative impact on strategic objectives	Moderate adjustment to resource allocation and service required to achieve strategy	Major impact cannot be managed within existing framework	Significant impact on Council's ability to achieve strategic objectives
	Service Delivery / Operational	Incident or loss with no impact on Council/Business Unit operations	Minor negligible impact on Council operations	Moderate disruption to Council business	Major disruption to Council business	Critical loss of infrastructure or critical objectives cannot be achieved
	Projects	Insignificant impact on project or program, e.g. <5% deviation in scope, completion date, costs, resource requirements	Minor impact on project or program, e.g. < 5-10% deviation in scope, completion date, costs, resource	Measurable impact on project or program, e.g. 10- 25% deviation in scope, completion date, costs, resource	Significant impact on project or program, e.g. 25-100% deviation in scope, completion date, costs, resource	Major impact on project or program, e.g. >100% deviation in scope, completion date, costs, resource
	Financial	<\$25,000 or <1% of project budget	<\$150,000 or 2% of project budget	<\$1,000,000 or 10% of project budget	<\$5,000,000 or 25% of project budget	>\$10,000,000 or 25% of project budget
	Environmental	Insignificant transient environmental release, no environmental harm	Minor transient environmental harm	Moderate short term environmental harm	Significant long term environmental harm	Catastrophic long term environmental harm
	Compliance (Legal, Regulatory, Contractual)	Insignificant regulatory breach no warning, no penalty	Minor regulatory breach and warning issued	Regulatory breach and / moderate fines	Serious breach with fines and public exposure	Significant breach resulting in GM or Council dismissal
	Reputation	Unsubstantiated negative publicity with no impact on Council reputation	Minor negative publicity/ limited media exposure	Local negative publicity/ short term effect	Negative publicity having long term effect on public confidence in Council	Sustained national negative publicity and public confidence in Council lost
	Health & Safety (WHS & Public)	No injuries	First aid required	Medical treatment and (if WHS) lost time	Long term illness or serious injury	Death or permanent disability/illness

		Consequence				
		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood	Almost Certain	15	10	6	3	1
	Likely	19	14	9	5	2
	Possible	22	18	12	8	4
	Unlikely	24	21	17	13	7
	Rare	25	23	20	16	11

Appendix C – Risk Register Template (Suggested Example Only)

1.			Consequence	Likelihood	Rating
Risk Description		Inherent Risk: (No Key Controls in Place)			
Risk Category		Residual Risk: (Key Controls in Place)			
Risk Owner		Target Baseline Risk:			
Potential Consequences					
Operational:					
Financial viability:					
People:					
Political/Reputation:					
Compliance:					
Potential Cause(s)	Controls / Actions			Target Date / Action Owner	
1.					
2.					
3.					
4.					

Appendix D – Risk Management Plan (Suggested Example Only)

Risk Ref.	Risk Description	Residual Risk	Action Ref.	Action	Action Owner	Implementation Date
1.			1.1			
2.			2.1			
3.			3.1			
4.			4.1			
5.			5.1			
6.			6.1			
7.			7.1			
8.			8.1			
9.			9.1			

2022/2032

Community Strategic Plan

[Draft for Public Exhibition]



DISCLAIMER

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

DOCUMENT CONTROL

Issue	Revision	Date	Description	Resolution
Draft	1.1	December 2021	Review and Update	
Draft	1.2	March 2022	Review at Council Briefing	
Draft for Exhibition	1.3	April 2022	To be endorsed for 28 days Public Exhibition	

Council's Values and Statements

Values

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

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

Wellbeing	<i>Recognising safety, health, and wellbeing as a priority for all, especially our staff.</i>
Integrity	<i>Ensuring transparency and honesty in all activities.</i>
Leadership	<i>Providing guidance and direction to our community and our people.</i>
Community Focus	<i>Delivering prompt, courteous, collaborative, and helpful service, while empowering and responding to the community's changing needs.</i>
Accountability	<i>Accepting our responsibility for the provision of quality services and information to ensure transparency and honesty in all our activities.</i>
Respect	<i>Treating everyone fairly with courtesy, dignity, empathy.</i>
Excellence	<i>Providing services, programs and information which consistently meet and exceed standards.</i>

Vision

"The Narrabri Shire will continue to be a strong and vibrant regional economic growth centre providing a quality living environment for the entire community."

Acknowledgement Of Country

"Narrabri Shire Council acknowledges Traditional Owners of Country throughout Australia, in particular the Gamilaraay People of the Gamilaroi Nation, and pay respects to their Elders – past, present and emerging."

Narrabri Shire Council acknowledges the various alternative spellings of 'Gamilaroi' as valid and interchangeable as guided by the Shire's Local Aboriginal Land Councils.

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

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

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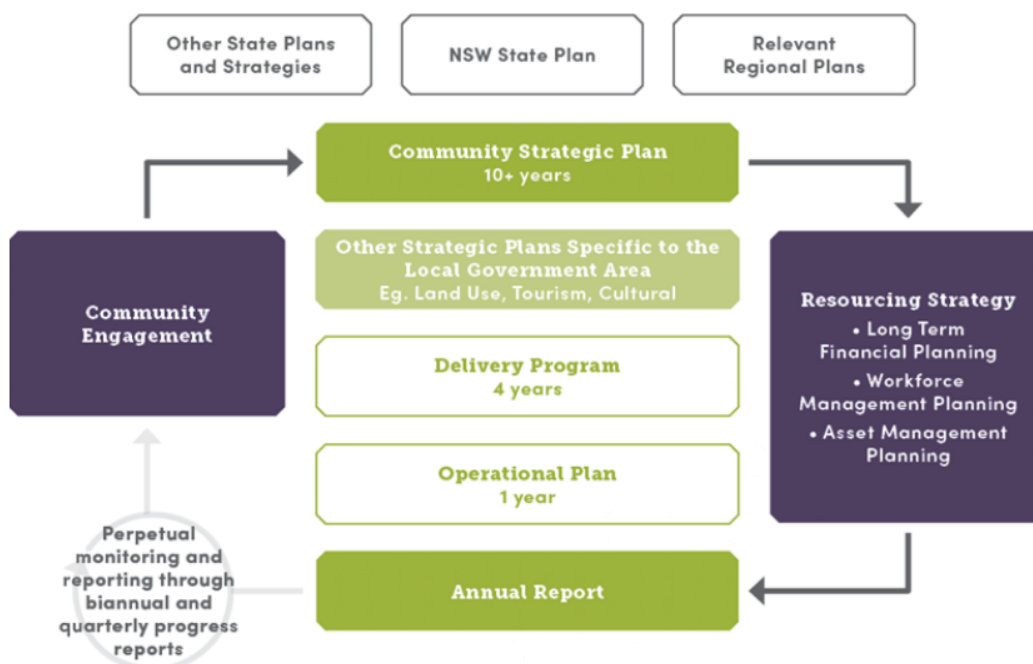
Background

In 2009 the NSW Government introduced a new Integrated Planning and Reporting (IPR) framework for NSW Local Government. This was imbedded into the *Local Government Act 1993*. These reforms replaced the former Management Plan and Social Plan with an integrated framework. It also included a new requirement for a new long-term Community Strategic Plan (CSP) setting out the community's vision over a longer period.

The CSP outlines the community's long-term vision for the future over a period of 10 years. This document is the foundation document that feeds into Council's IPR Framework. Additional documents in this suite include:

- **Delivery Program** - What Council will do over a four-year Council term to work towards the vision set out in the Community Strategic Plan.
- **Annual Operational Plan** - What Council will do in the current financial year including Council's Budget and Revenue Policy.
- **Resourcing Strategy** - What resources are available to Council to implement the Community Strategic Plan. This includes the:
 - Asset Management Strategy and Asset Management Plans.
 - Long-Term Financial Plan
 - Workforce Management Plan
- **Perpetual Monitoring and Review** – How Council is progressing to achieve the community's goals.
 - **Delivery Program Progress Reports** – A biannual report compiling data which depicts the socioeconomic and operational changes which will illustrate if Council's Delivery Program is working to achieve the community's goals established in the CSP.
 - **Operational and Service Plan Progress Reports** – A quarterly report tracking the progress of Council's actions and works established by the Operational Plan and measurables established by the functional areas' Service Plans.
- **Annual Report** - Reports to the community on how Council has met its strategic objectives set out in the Annual Operational Plan.
- **State of the Shire Report** – Summarises the Council's strategic and operational progress made during the Ordinary Council Term.

Integrated Planning and Reporting Framework



Council will ensure that the CSP forms the basis for a robust corporate planning framework that ensures Council's operations directly align with and work towards the achievement of the community's goals. The CSP will also work to inform other strategies and plans which will be translated into specific actions within Council's Delivery Program and Operational Plans. By ensuring the CSP directly impacts the development of these strategies and plans, all decisions made by Council are for the community.

Legislative Requirements

The *Local Government Act 1993* and the *Local Government (General) Regulation 2021* outline the requirements for all NSW councils IPR Framework.

Narrabri Shire Council adopted its IPR Framework in 2011. This included a suite of integrated plans that establish a vision and goals and outlines strategic actions to achieve them. It involved a reporting structure to communicate operational progress to Council and the community as well as a structured timeline for review to ensure the goals and actions remain relevant and achievable. The IPR Framework's primary suite of documents consists of the CSP, the Resourcing Strategy, the Delivery Program and the Operational Plan.

Pursuant to section 402 of the *Local Government Act 1993*, each local government area must have a CSP that has been developed through thorough engagement with the community and endorsed by Council. A CSP is a plan that identifies the main priorities and aspirations for the future of the local government area covering a minimum period of 10 years from when the plan is endorsed.

A CSP establishes strategic objectives together with strategies for achieving those objectives.

Council must ensure that the CSP:

- addresses civic leadership, social, environmental, and economic issues in an integrated manner;
- is based on social justice principles of equity, access, participation, and rights;
- is adequately informed by relevant information relating to civic leadership, social, environmental, and economic issues; and
- is developed having due regard to the State Government's State Plan and other relevant State and Regional Plans.

Council must establish and implement its Community Engagement Strategy, based on social justice principles, for engagement with the local community when developing the CSP.

Following an ordinary election of Councillors, a council must review its CSP before 30 June following the election. A council may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new CSP, as appropriate to ensure that the area has a CSP covering at least the next 10 years.

A draft new CSP or any amendment to an existing CSP must be placed on public exhibition for a period of at least 28 days, and submissions received must be considered by the Council before the plan or amendment is endorsed by the Council.

Legislated Principles

The principles for NSW councils are established in Chapter 3 of the *Local Government Act 1993* and are aimed at enabling councils to carry out their functions in a way that facilitates strong, healthy, and prosperous local communities. These principles guide councils to:

- provide strong and effective representation, leadership, planning and decision-making;
- carry out functions in a way that provides the best possible value for residents and ratepayers;
- strategically plan, using the IPR Framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community;
- apply the IPR Framework in carrying out their functions so as to achieve desired outcomes and continuous improvements;
- work co-operatively with other councils and the State government to achieve desired outcomes for the local community;
- manage lands and other assets so that current and future local community needs can be met in an affordable way;
- work with others to secure appropriate services for local community needs;
- act fairly, ethically and without bias in the interests of the local community; and
- be responsible employers and provide a consultative and supportive working environment for staff.

Additional legislated principles are outlined in Chapter 3 of the *Local Government Act 1993* to ensure councils exercise sound decision making and financial management.

Pursuant to section 8C of the *Local Government Act 1993*, Council's IPR Framework should:

- identify and prioritise key local community needs and aspirations and consider regional priorities;
- identify strategic goals to meet those needs and aspirations;
- develop activities, and prioritise actions, to work towards the strategic goals;
- ensure that the strategic goals and activities to work towards them may be achieved within council resources;
- regularly review and evaluate progress towards achieving strategic goals;
- maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals;
- collaborate with others to maximise achievement of strategic goals;
- manage risks to the local community or area or to the council effectively and proactively; and
- make appropriate evidence-based adaptations to meet changing needs and circumstances.

The IPR cycle coincides with NSW local government's election terms (four years terms)¹, with reviews commencing at the end of a council term. The review process consists of:

- A State of the Shire Report from the outgoing council to the incoming on the implementation and effectiveness of the Delivery Program in achieving the objectives outlined in the CSP;
- A review of the information that informed the original CSP; and
- A Community Engagement Strategy prepared and implemented by Council, identifying relevant stakeholder groups within the community and outline the methods that will be used to engage each group.

¹ In 2020, due to the extenuating circumstances caused by the COVID-19 Pandemic, the NSW Government postponed local government elections by over 12 months to December 2021. This extended the current council term and IPR cycle to five years (2016 to 2021) and shortened the next council term and IPR cycle to three years (2021 to 2024). The standard four-year council term and IPR cycle will resume from 2024.

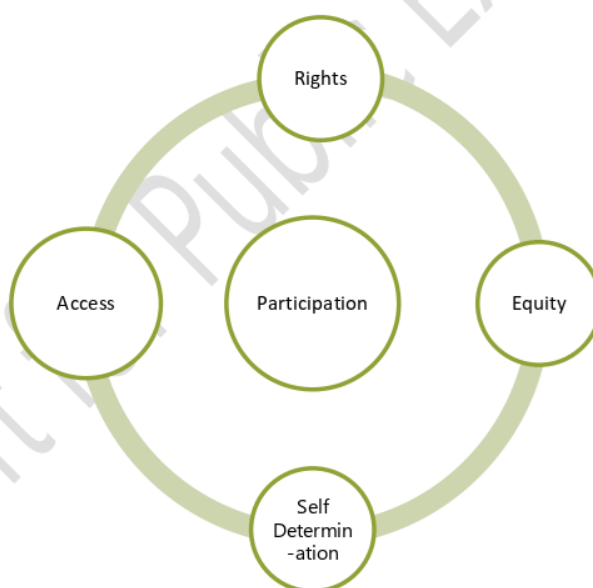
Development of the Community Strategic Plan

This CSP (the 2022/2032 Community Strategic Plan for the Narrabri Shire) was developed through the application of the Narrabri Shire Community Engagement Strategy which applies the International Association for Public Participation (IAP2) principles of engagement to a local setting. The IAP2 defines Community Engagement as:

"Any process that involves the community in problem-solving or decision-making and uses community input to make better decisions."

Narrabri Shire Council recognises the importance and benefits of involving the community in decision-making processes. This is especially important when developing a long-term strategic vision for the community. The success of the CSP and subsequent plans and strategies relies on the community feeling they have ownership and influence over how their Shire is shaped in the future.

Social Justice Framework




Through the community engagement process, Council implemented best practice guidelines developed by IAP2 to ensure engagement was genuine and inclusive.

IAP2's core values for public participation:

- Are based on the belief that those who are affected by a decision have the right to be involved in the decision-making process;
- Include the promise that the public's contribution will influence the decision;
- Seeks out and facilitates the involvement of those potentially affected by or interest in a decision;
- Provides participants with the information they need to participate in a meaningful way; and
- Communicates how their input affected the decision made.

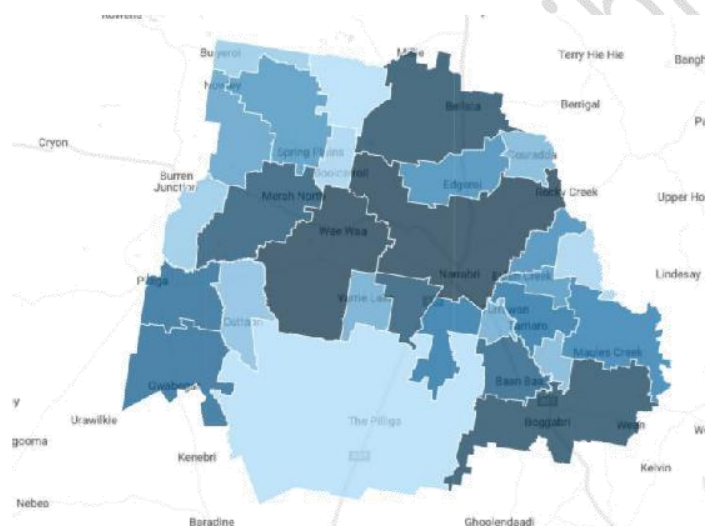
The IAP2 framework is not intended to prescribe exactly how a community should be engaged with. Rather it provides an outline for the community engagement process to assist organisations, such as Council, to plan and conduct effective engagement initiatives. Not all engagement will require application of every stage of the IAP2 Framework (which is displayed in its entirety on the next page).

IAP2 Public Participation Spectrum

INCREASING LEVEL OF PUBLIC IMPACT 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Purpose	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and active solutions	To obtain public feedback on analysis, alternatives and/or decisions	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered	To partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution	To place final decision-making in the hands of the public
Promise to the Public	We will keep you informed	We will keep you informed, listen to and acknowledge concerns, aspirations and provide feedback on how public input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	We will implement what you decide (with regard to legal, financial and ethical considerations)
Role of Community	Listen	Contribute	Participate	Partner	Lead
Example Techniques	<ul style="list-style-type: none"> • Fact sheets • Education programs 	<ul style="list-style-type: none"> • Public comment • Focus groups • Surveys • Public meetings 	<ul style="list-style-type: none"> • Workshops • Deliberative polling 	<ul style="list-style-type: none"> • Advisory Committees • Consensus building 	<ul style="list-style-type: none"> • Community lead initiatives and programs

To communicate effectively Council must understand its community. The Australian Bureau of Statistics estimated the Narrabri Shire population to be 13,084 as of 2016, with a median age of 39.³ 49.9% of the population identified as male and 50.1% identified as female. 12.2% of the population identified as being of Aboriginal or Torres Strait Islander descent.

Narrabri Shire is situated within the Namoi River Valley in North West NSW. The Shire has an area of 13,031 square kilometres and extends from the Nandewar Range in the east, west across the Lower Namoi River floodplain.



The Narrabri Shire can be seen as a community of towns and villages. Each town and village has its unique attributes and offerings, which collectively contribute to the quality of the Narrabri Shire. There are varying demographics in each town and village, which should be considered when planning for the future of the Narrabri Shire. An important part of understanding the needs and aspirations of the individual communities which form the Narrabri Shire, is to have active participation by locals in decision making and planning processes.

4 Narrabri (A) REMPLAN.

Table: Population and Dwellings by Locality⁵

Locality (Suburb – SSC)	Population		Age Distribution		Aboriginal and Torres Strait Islander	Private Dwellings
	No.	% of Shire	0-14 years	65+ years		
Narrabri	7,606	57.55%	20.9%	17.4%	11.8%	3,408
Wee Waa	2,080	15.74%	23.2%	16.9%	16.8%	943
Boggabri	1,130 ⁶	8.55%	18.4%	21.6%	11.3%	584
Bellata	350 ⁷	2.65%	25.1%	16.9%	8.9%	144
Pilliga	217 ⁸	1.64%	24.8%	18.5%	25.4%	126
Merah North	186	1.41%	21.9%	10.4%	9.6%	71
Bohena Creek	167	1.26%	16.2%	20.3%	9.1%	63
Baan Baa	163	1.23%	21.1%	15.7%	6.6%	85
Gwabegar	162	1.23%	18.0%	25.7%	25.8%	76
Jacks Creek	135	1.02%	17.5%	24.8%	3.1%	64
Tarriaro	116	0.88%	24.8%	23.1%	0.0%	49
Maules Creek	113	0.85%	21.6%	14.7%	2.7%	62
Edgeroi	109	0.82%	*	*	*	59
Bullawa Creek	108	0.82%	*	*	*	42
Eulah Creek	76	0.58%	*	*	*	33
Spring Plains	75	0.57%	*	*	*	30
Turrawan	72	0.54%	*	*	*	72
Nowley	70	0.53%	*	*	*	22
Yarrie Lake	65	0.49%	*	*	*	30
Couradda	54	0.41%	*	*	*	21
Harparary	45	0.34%	*	*	*	14
Cuttabri	43	0.33%	*	*	*	26
Wean	25	0.19%	*	*	*	9
Bulyeroi	15	0.11%	*	*	*	3
Drilool	15	0.11%	*	*	*	9
Boolcarrol	14	0.11%	*	*	*	3
Kaputar	6	0.05%	*	*	*	7
Total	13,217 ⁹	100%	21.30%	17.60%	12.20%	6,055

5 Australian Bureau of Statistics Narrabri Shire (A), 2016 Census (asterixis '*' have been used where the data was unavailable).

6 Of which, an estimated 1,115 live within the Narrabri Shire Local Government Area boundary.

7 Of which, an estimated 312 live within the Narrabri Shire Local Government Area boundary.

8 Of which, an estimated 162 live within the Narrabri Shire Local Government Area boundary.

9 Note: Suburb population data does not always precisely correlate with an LGA's data and therefore the total of all suburbs' populations exceeds the LGAs estimated population.

Table: Comparative Demography (How We Compare)¹⁰

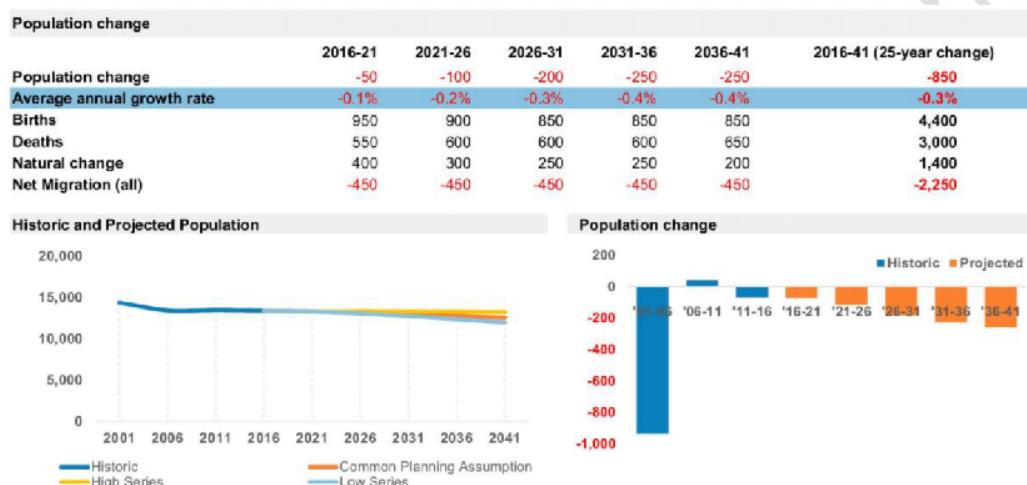
	Narrabri Shire LGA	Regional NSW	NSW	Australia
Median Age	40	43	38	38
Median Weekly Household Income	\$1,242	\$1,166	\$1,481	\$1,431
Couples With Children	42%	25%	32%	30%
Older Couples Without Children	40%	13%	10%	10%
Medium and High-Density Housing	9%	17%	33%	27%
Households with a Mortgage	29%	29%	30%	32%
Median Weekly Rent	\$200	\$278	\$384	\$339
Households Renting	32%	26%	30%	29%
Non-English Speaking Backgrounds	3%	5.8%	21%	17.9%
University Attendance	4%	3%	5%	5%
Bachelor or Higher Degree	10%	14%	23%	22%
Vocational (includes certificates)	18%	24%	18%	19%
Unemployment	6%	6.62%	6.3%	6.9%
SEIFA Index of Disadvantage ¹¹	954	968.6	995.8	1002

¹⁰ Australian Bureau of Statistics Narrabri Shire (A), 2016 Census

¹¹ Socio-Economic Indexes for Areas (SEIFA) is a product developed by the ABS that ranks areas in Australia according to relative socio-economic advantage and disadvantage. The indexes are based on information from the five-yearly Census and reflect the socio-economic wellbeing of a geographic area, rather than that of individuals.

Growth Rate

It has been identified by the NSW Government Department of Planning and Environment (then known as the Department of Planning, Industry and Environment) that the Shire's population will experience a decline, on current trends, with the total population projected to be 12,500 in 2041.¹² This decline is predicted to be caused by residents leaving the area for larger centres, such as Tamworth and Armidale, and due to an already ageing population. However, it is important to note that these projections do not take into consideration future growth and employment opportunities, such as the Inland Rail, the potential Narrabri Special Activation Precinct, and the Northern NSW Inland Port (N2IP) which may significantly change in and out migration rates.

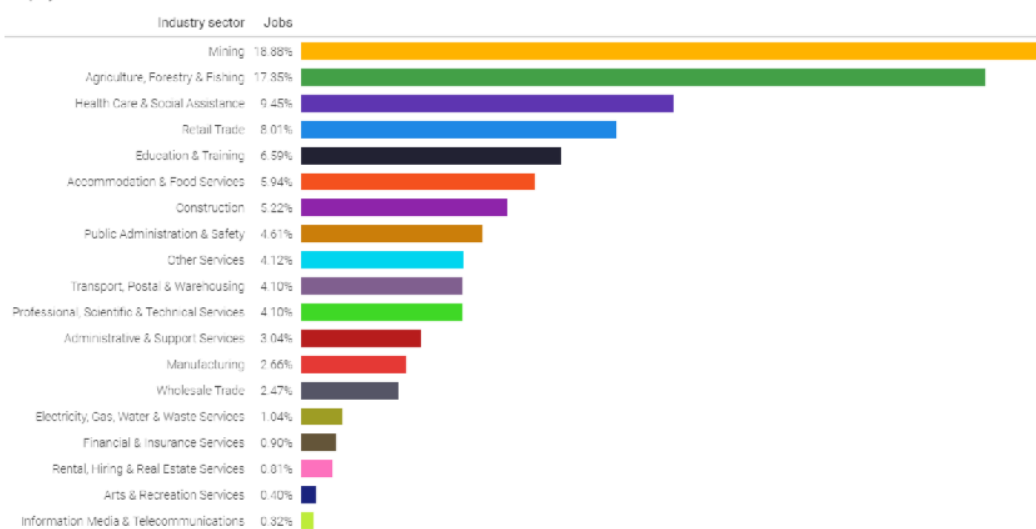


¹² NSW Department of Planning, Industry and Environment, Narrabri Shire Council 2019 NSW Population Projections.

Employment¹³

The Narrabri Shire economy supports an estimated 6,553 jobs.¹⁴ At the 2016 Census, the main industry of employment in the Shire was Mining, employing 18.88% of the working population. At the 2011 Census, Agriculture, Forestry and Fishing was the main industry of employment in the Shire, employing 21.4% of the working population.

Employment



Of the estimated 6,553 people working in the Shire, 42.39% have obtained employment without the attainment of a tertiary qualification.¹⁵

Education



¹³ Narrabri (A) REMPLAN.

¹⁴ ABS 2016 Census Place of Work Employment (Scaled), ABS 2017/2018 National Input Output Tables, and ABS June 2019 Gross State Product.

¹⁵ Narrabri (A) REMPLAN.

Economic Activities

The Narrabri Shire has a diverse economic base with Gross Regional Product (GRP) estimated at \$1.952 billion with \$583.82 million of output and \$336.7 million of value-add. The two main economic activities are extractive industries and agriculture. Extractive industries account for 60.6% of the Shire's output, 67.5% of value-add and are the Shire's second largest employer (accounting for 28.1% of jobs). Agriculture is the Shire's largest employer (accounting for 45.6% of jobs), and second-largest contributor to output (22.5%) and value-add (17.4%).¹⁶

The Shire's primary agricultural activities are broadacre cropping (both irrigated and non-irrigated), and livestock production. Cotton production is concentrated along the Namoi River floodplain from Boggabri through to Wee Waa with the Shire having seven cotton gins, cotton seed storage facilities and a large cotton seed distributor.¹⁷ Grain and pulse production is concentrated to the north and west of Narrabri. Narrabri Shire has three agricultural research facilities: the Australian Cotton Research Institute; Monsanto Narrabri Research Centre; and the University of Sydney's IA Watson Grains Research Centre. The Shire is also the home of the Paul Wild Observatory, which houses the Australia Telescope Compact Array. The Observatory is operated by the CSIRO Astronomy and Space Science Division.

The Shire sits partly atop the Gunnedah Basin and sections of the Great Artesian Basin, (specifically the Southern Recharge and Surat groundwater sources). Due to this placement, Narrabri Shire is resource rich, with access to extensive irrigation, and coal and gas reserves. There are four coal mines in the Shire with a fifth proposed at Vickery just south of Boggabri. The Pilliga Forest in the South West of the Shire has extensive gas reserves. Santos's proposed Narrabri Gas Project has the potential to supply up to half of NSW's natural gas demand and support the development of 'gas intensive' activities in Narrabri, including a Fertiliser Manufacturing Plant.

The Shire has a strong and growing tourism sector. In 2019, the Shire attracted an estimated 295,000 visitors, of whom 165,000 stayed one or more nights in the Shire and 130,000 were day visitors.¹⁸ Overnight visitors spent 409,000 nights in the Shire. The Shire's main tourist attractions are the Mount Kaputar National Park, the Pilliga Forest, the Pilliga Hot Artesian Baths and CSIRO Australia Telescope Compact Array.

Narrabri is a major transport and logistics hub for both road and rail freight. The Shire has three intermodal terminals (Narrabri North, Narrabri West, and Wee Waa), several major grain receipt and storage sites, multiple trucking and freight forwarding companies and a range of transport and logistical service providers. The Shire draws commodities from a 350 kilometres radius, with its catchment area including the surrounding LGAs and areas of southern Queensland. The transport and logistics sector are poised to grow substantially with the opening of the Inland Rail and the establishment of the Northern NSW Inland Port in Narrabri.

¹⁶ Economic Data taken from RDA Northern Inland Regional Economic Data produced by REMPLAN

¹⁷ Cotton Gins in Narrabri Shire: Boggabri, Merah North and Yarraman (2) operated by Namoi Cotton; Narrabri (2) operated by Australian Food and Fibre; and Wee Waa operated by Queensland Cotton.

¹⁸ Tourism Research Australia Local Government Area Visitor Profiles 2019

Proposed Development

There are currently 12 major development projects proposed for Narrabri Shire:

STATE SIGNIFICANT DEVELOPMENT PROJECTS

PROJECT/DEVELOPMENT	Cost	LGA Investment	Total Const. Jobs	Peak LGA Const. Jobs	Ongoing LGA Jobs
Canadian Solar – Narrabri South Solar Farm	\$100,000,000	\$100,000,000	112	112	5
Engie – Silverleaf Solar Farm	\$140,000,000	\$140,000,000	100	100	0
Santos – Narrabri Gas Project	\$3,600,000,000	\$3,600,000,000	1,300	1,300	200
Perdaman – Narrabri Ammonium Nitrate Plant	\$1,500,000,000	\$1,500,000,000	700	700	100
Whitehaven Coal – Vickery Mine Project	\$500,000,000	\$250,000,000	500	500	115
Inland Rail – Narrabri to Narromine	\$750,000,000	\$300,000,000	1,800	350	10
Inland Rail – Narrabri to North Star	\$700,000,000	\$300,000,000	1,200	250	0
APA Group – Western Slopes Pipeline	\$500,000,000	\$175,000,000	350	200	5
Narrabri Underground Mine – Stage 3 Extension	\$500,000,000	\$500,000,000	0	0	0
Northern NSW Inland Port	\$183,000,000	\$29,800,000*	100	100	565
Wee Waa Sun Farm	\$30,000,000	\$30,000,000	80	80	3
Narrabri Underground Mine – Stage 4 Extension	\$500,000,000	\$500,000,000	0	0	0
	\$9,003,000,000	\$7,395,000,000		3,692	1,003
		*Investment to date			

The construction period for these projects is likely to extend over the next six years. During construction the number of workers will fluctuate with the peak construction workforce being in excess of 2,200 people. Once operational, combined, these projects will have a workforce of around 1,500 people. Approximately a third of the operational workforce reside in Narrabri Shire, with around 80% being existing residents and 20% relocating to the Shire. Most of the people relocating to the Shire are expected to live in Narrabri.

In November 2020, the previous Deputy Premier, Mr John Barilaro committed to a Special Activation Precinct (SAP) in Narrabri. Investigations are being undertaken to determine the breadth of the SAP. The Narrabri SAP is anticipated to be a thriving energy hub that will target industries including: Value-added production; Manufacturing; Freight and logistics. The Narrabri SAP will also leverage key infrastructure such as the Inland Rail to give investors access to global supply chains and markets. The development of the Santos Gas Project, Northern NSW Inland Port in Narrabri and the Inland Railway are key enablers for the SAP.

Sustainability



In September 2015, Australia was one of 193 countries to commit to the United Nation's Sustainable Development Goals. The 17 goals provide a global roadmap for all countries to work toward a better world for current and future generations.

The goals establish set out an agenda to tackle climate change, inequality, sustainable business, and innovation for participating nations.

Three (3) core elements are considered a priority:

- economic growth;
- social inclusion; and
- environmental protection.

Implementation of the goals is not only the responsibility of federal, state and local governments, but also businesses, and the community as a whole. Partnerships and collaborative action will ensure more focused attention on shared outcomes.

It is a local action plan (such as a CSP) that makes a positive contribution to the sustainable development of the Narrabri Shire and community in line with Australia's global commitment. Therefore, the relevant Sustainable Development Goals have been linked to each CSP theme to ensure they are continued to be considered when developing corresponding Strategies and Plans (such as the Delivery Program and Operational Plan).

Vision for the Narrabri Shire in 2032

The CSP has been structured to address four (4) key outcomes that Council and other stakeholders will work with the community to achieve.

The Outcomes are:

1. **Society** - An empowered, inclusive, and connected community
2. **Environment** - A sustainable and compatible natural and built environment
3. **Economy** - A strong, diverse, and sustainable economy
4. **Civic Leadership** - Council as strong leaders for the community

These outcomes will be achieved through the implementation of 12 Objectives and 48 Strategies identified within this CSP. Further details regarding the specific activities and programs of work that Council will implement to accomplish these Strategies are outlined in the 2022/2026 Delivery Program and correlating Operational Plans.

The CSP also identifies the key stakeholders that will be involved in this work and the indicators that Council will measure to help us understand our progress against the Strategies.

The indicators in this plan are divided into two groups: 'Community' indicators detail how the community will be able to measure progress against the Strategies and 'Council' indicators detail how Council will be able to measure progress. All indicators will be measured and used to produce a 'State of the Shire' Report by December 2024 which will be publicly available for the next incoming Council.

Whilst it is important for the whole Narrabri Shire to work together for the collective benefit of all those who live, work, and visit the Local Government Area, it is important to recognise the visions of the individual townships that make the Narrabri Shire so special. During the community engagement process, it was determined that each community had their own visions for their unique townships. The following individual visions have been developed in consultation with the respective communities. These visions link to the overall Narrabri Shire Vision (on page 3) and will work collaboratively to enhance the overall community connection within the Shire.

Specific Vision for Narrabri

"Forked Water"

Narrabri is the strategic centre of the Narrabri Shire Local Government Area, situated 560km northwest of Sydney on the Kamilaroi Highway and 560km southwest of Brisbane on the Newell Highway. Narrabri was settled by European graziers along the banks of the Namoi River in the mid-1800s. In 1860 Narrabri was proclaimed a town. Today, Narrabri is a bustling town offering a wonderful selection of natural attractions, industry, and development.

A strong and regionally recognised economic hub of Northern NSW

Specific Vision for Boggabri

"Place of Many Creeks"

Boggabri was proclaimed a township in 1860 and further developed after the opening of the railway in 1882. Boggabri is located along the Kamilaroi Highway east of Narrabri and is an historic small country town with big community spirit offering a unique country lifestyle. With a rich agricultural and industrial history and several recently opened coal mines the town is set for further expansion.

A vibrant centre that highlights its heritage and connection to industry

Specific Vision for Wee Waa

"Fire for Roasting"

Wee Waa the oldest township of the Narrabri Shire and is situated 576km northwest of Sydney on the Kamilaroi Highway. Wee Waa is the birthplace of Australia's modern cotton industry. Today, the community and the agricultural industries they live by not only sustain, but also strengthen Wee Waa and the wider region.

A strong and innovative agricultural centre that recognises its connection to Country

Specific Vision for Baan Baa

"Swim Away"

Located approximately 30km North West of Boggabri on the Kamilaroi Highway, Baan Baa had early beginnings as a squatting run. Baan Baa is now primarily a grain terminal, feeding in from the rich grain country surrounds.

A revitalised centre that preserves its history and supportive community

Specific Vision for Bellata

"Home of Belar Trees"

The village of Bellata, located 42km north of Narrabri on the Newell Highway, has a long and proud history of agriculture due to the surrounding rich productive black basalt soils.

A beautiful and vibrant agricultural community that emphasises its agricultural connections

Specific Vision for Edgeroi

"A Creek"

Edgeroi lies just 26km north of Narrabri on the Newell Highway and is built on some of Australia's richest agricultural land. Today, Edgeroi is an agricultural village growing wheat, sorghum, dry land summer crops and cotton, and grazing cattle and sheep.

A revitalised community that highlights its rich agricultural heritage

Specific Vision for Gwabegar

"Place of Many Trees"

Gwabegar is located in the middle of the largest naturally forming cypress pine forest in the Southern Hemisphere, being the Pilliga forest and developed alongside the Region's timber industry. Whilst the local forestry industry shut down many years ago, Gwabegar it remains a vibrant and united community.

A strong and resilient community that is empowered to protect its natural and built heritage

Specific Vision for Pilliga

"Swamp Oak"

Situated 105km west of Narrabri and approximately 60km northwest of Gwabegar, the scenic drive from Narrabri is sealed and takes about one hour, while the journey from Gwabegar is unsealed. Pilliga got its start from the early development of the timber industry. Today, many travel from near and far to visit the iconic Pilliga Bore Baths, which is one of the eight Great Artesian Bores Baths in NSW

A connected and supportive community that provides an attractive place to live and visit

1. Society

An empowered, inclusive, and connected community

Achieving the Goal

Objective 1.1:	A safe and healthy community
Strategy 1.1.1:	Support, encourage and enhance health and wellbeing services and programs across the Shire
Strategy 1.1.2:	Implement programs to improve crime prevention and risk management across the Shire
Strategy 1.1.3:	Enhance opportunities for participation in sport and recreation across the Shire
Strategy 1.1.4:	Work to ensure that aged and child care services meet the current and future needs of the Shire
Objective 1.2:	A vibrant and connected community
Strategy 1.2.1:	Improve digital connectivity and access to technology across the Shire
Strategy 1.2.2:	Develop, maintain, and enhance quality community spaces and facilities
Strategy 1.2.3:	Ensure an accessible Shire for all
Strategy 1.2.4:	Enhance access to arts and culture across the Shire
Objective 1.3:	A resilient and strong community
Strategy 1.3.1:	Implement programs to revitalise townships across the Shire
Strategy 1.3.2:	Empower the community's volunteers
Strategy 1.3.3:	Strengthen community resilience through collaboration and capacity building
Strategy 1.3.4:	Increase public amenity across all townships

Relevant Sustainable Development Goals



Key Stakeholders

- Narrabri Shire Council
- Narrabri Shire Community
- Not for Profit Organisations
- Narrabri Shire Sporting Clubs
- NSW Police Force
- NSW Communities and Justice
- Create NSW
- Local Health Care Providers
- Child Care Providers
- Aged Care Providers
- Regional Arts NSW
- NSW Office of Sport
- NSW Health

Achievement Measures and Indicators

Measure	Source
Length of dedicated walking and cycling trails	Council Data and National Parks Data
Perception of lifestyle opportunities	Community Satisfaction Survey
Number of mental health services across the Shire	NSW Health Data
Reported criminal incidents in the Shire	Bureau of Crime Statistics and Research
Incidents of major road incidents and fatalities in the Shire	Australian Road Deaths Database and Transport for NSW Data
Incidents of animal attacks in the Shire	Council Data
Participation in sports and recreational activities	Community Satisfaction Survey
Hectares of Sports fields maintained by Council	Council Data
Pool utilisation rates	Council Data
Number of available child care spaces across the Shire	Provider Data
Number of available aged care spaces across the Shire	Provider Data
Connections to high speed internet	Australian Bureau of Statistics
Number of digital connectivity and Science, Technology, Engineering, Arts and Mathematics (STEAM) programs run by Council	Council Data
Library utilisation rates	Council Data
Number of community bookings at The Crossing Theatre	Council Data
Number of accessible public meeting spaces across the Shire	Council Data
Perception of accessibility	Community Satisfaction Survey
Range of community transport available locally	Council Data
Participation in arts and cultural activities	Community Satisfaction Survey
Quantity of arts and cultural activities across the Shire	Community Satisfaction Survey
Satisfaction with the Shire's CBDs attractiveness	Community Satisfaction Survey
Vacant shops in CBDs	Council Data
Council revitalisation projects	Council Data
Youth (16-24 years) volunteer activity across the Shire	Community Satisfaction Survey
Percentage of Shire who volunteer	Australian Bureau of Statistics
Number of community programs run by Council	Council Data
Funds granted through the community grants program	Council Data
Number of public toilets across the Shire	Council Data
Number of public DDA compliant toilets across the Shire	Council Data
Shire's SEIFA index	Australian Bureau of Statistics

2. Environment

A sustainable and compatible natural and built environment

Achieving the Goal

Objective 2.1:	A protected and enhanced natural environment
Strategy 2.1.1:	Protect Aboriginal and non-Indigenous heritage whilst educating the broader community on its significance
Strategy 2.1.2:	Protect and enhance the Shire's natural bushland, open spaces and national parks
Strategy 2.1.3:	Protect the Shire's natural environment through improved awareness and mitigation of destructive and invasive flora and fauna
Strategy 2.1.4:	Promote and implement where appropriate sustainable practices, energy efficient and renewable technologies
Objective 2.2:	An integrated and strategic built environment
Strategy 2.2.1:	Maintain, enhance and support an integrated, diverse and safe transport network: Pedestrian; Road; Rail; and Air
Strategy 2.2.2:	Support the development of appropriate housing across the Shire
Strategy 2.2.3:	Reduce the impact the built environment has on the natural environment
Strategy 2.2.4:	Support strategic and non-conflicting land use that supports sustainable growth through zoning and advocacy
Objective 2.3:	A resilient and sustainable environment
Strategy 2.3.1:	Mitigate impacts of adverse events through strategic planning and preparedness
Strategy 2.3.2:	Ensure appropriate planning controls are implemented for the benefit of the community
Strategy 2.3.3:	Responsibly manage, conserve and protect water resources
Strategy 2.3.4:	Responsibly manage waste disposal and support the transition to a circular waste economy

Relevant Sustainable Development Goals



Key Stakeholders

- Narrabri Shire Council
- Narrabri Shire Community
- Not for Profit Organisations
- NSW Department of Planning and Environment
- NSW Department of Primary Industries
- Local Emergency Services
- Local Primary Producers
- Local Extractive Industries
- Water NSW
- Resilience NSW
- NSW Office of Environment and Heritage
- NSW Environment Protection Authority
- Community Consultative Committees
- Transport for NSW
- Passenger Transport Providers
- Freight and Logistics Companies
- Energy Providers
- Australian Rail Track Corporation
- Telecommunications Providers

Achievement Measures and Indicators

Measure	Source
Number of Aboriginal heritage listed sites across the Shire	Aboriginal Heritage Information Management System (AHIMS)
Number of Historic (non-Indigenous) heritage listed sites across the Shire	State Heritage Register and Council Data
Number of educational programs implemented (including info sign installations etc)	Council Data
Trees planted by Council across the Shire	Council Data
Hectares of greenspaces maintained by Council	Council Data
Quantity of funds allocated to environmental initiatives	Council Data
Educational programs regarding responsible companion animal ownership	Council Data
Educational programs regarding effective biosecurity management	Council Data
Application of weeds management programs in the Shire	NSW Department of Primary Industries Data and Council Data
Percentage of Council's facilities run through renewable energy	Council Data
Council's fuel usage	Council Data
Percentage of electricity demand in the Shire met by renewable sources	NSW EPA Data
Average length of road closures	Council Data
Number of intermodal facilities in the Shire	Council Data
Regular Passenger Transport rates	Council Data
Number of new residential developments approved in the Shire	Council Data
Hectares of residential zones in the Shire	Council Data
Estimated rate of homelessness in the Shire	Australian Bureau of Statistics
Air quality pollution concentrations do not exceed National Environment Protection Measure Guidelines	NSW DPE Regional Monitoring Data
Quantity of income secured through Voluntary Planning Agreements	Council Data
Hectares of industrial and commercial zones	Council Data
Hectares of environmental zones, national parks, and nature reserves	Council Data
Footprint of extractive industries	Council Data
Number of dwellings damaged by natural disasters	Resilience NSW and Local Emergency

	Services Data
Income generated through the Section 7.12 Contributions Scheme	Council Data
Value of projects funded through the Section 7.12 Contributions Scheme	Council Data
Council's water consumption	Council Data
Volume of ground water extracted	NSW Water
Average water consumption rate per household	Council Data
Percentage of waste diverted from landfill	Council Data
Average volume of household waste	Council Data
Rate of Effluent Reuse	Council Data

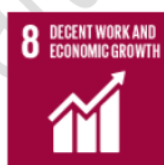
3. Economy

A strong, diverse, and sustainable economy

Achieving the Goal

Objective 3.1:	A diverse economy
Strategy 3.1.1:	Support local employment opportunities
Strategy 3.1.2:	Actively engage with and support capacity building opportunities for local businesses and innovators
Strategy 3.1.3:	Attract and support opportunities for investment and value-add industries within the Shire
Strategy 3.1.4:	Advocate for and support diverse education and personal development opportunities to ensure available skills meet local demand
Objective 3.2:	A regionally renowned economy
Strategy 3.2.1:	Develop a state significant manufacturing, transport, and logistics hub
Strategy 3.2.2:	Promote the Shire as an attractive environment to invest, visit and live
Strategy 3.2.3:	Develop and support a variety of events and tourism opportunities in the Shire
Strategy 3.2.4:	Capitalise on state significant development that occurs in the Shire for the benefit of the community
Objective 3.3:	A resilient and sustainable economy
Strategy 3.3.1:	Support the resilience, growth, and diversity of the local economy
Strategy 3.3.2:	Revenue from grants and funding programs is maximised and responsibly managed
Strategy 3.3.3:	Achieve economic sustainability through supporting local businesses
Strategy 3.3.4:	Advocate for and invest in infrastructure to support and future-proof the local and broader economy.

Relevant Sustainable Development Goals



Key Stakeholders

- Narrabri Shire Council
- Narrabri Shire Community
- Destination NSW
- Visit NSW
- NSW Department of Education and Training
- Local Chambers of Commerce
- NSW Department of Planning and Environment
- NSW Regional Growth and Development Corporation
- Business NSW
- TAFE NSW
- Community College Northern Inland
- Local Businesses
- Regional Development Australia

Achievement Measures and Indicators

Measure	Source
Shire's unemployment rate	Australian Bureau of Statistics
Number of jobs within the Shire	REMPAN
Number of programs targeted at local businesses and innovators	Council Data
Quantity of sales through the Why Leave Town Program	Why Leave Town Data
Number of registered businesses in the Shire	REMPAN
Number of commercial developments completed in the Shire	Council Data
Formal training opportunities available for youth (16-24 years) in the Shire	Australian Bureau of Statistics and Provider Data
Enrolments in vocational education and training	Australian Bureau of Statistics and Provider Data
Percentage of Shire's population with non-school qualifications	Australian Bureau of Statistics
Hectares of land secured for the Northern NSW Inland Port	Council Data
Approved development within the Northern NSW Inland Port zone	Council Data
Social Media engagement	Council Data
Population of the Shire	Council Data
Number of events, conferences and entertainment activities hosted in the Shire	Council Data
Visitation to the Narrabri Shire	Destination NSW Data
Average spend per visitor to the Shire	Destination NSW Data
Number of State Significant Development occurring in the Shire	NSW DPE Data
Shire's Gross Regional Product	REMPAN
Quantity of value added by industries within the Shire	REMPAN
Successful grant applications	Council Data
Grant funding secured	Council Data
Percentage of Council expenditure within the Shire	Council Data
Quantity of Regional Exports	REMPAN

4. Civic Leadership

Council as strong leaders for the Community

Achieving the Goal

Objective 4.1:	A transparent and accountable Council
Strategy 4.1.1:	Ensure all operations are pre-planned and executed in the best interests of the community
Strategy 4.1.2:	Enforce good governance, risk management, and statutory compliance
Strategy 4.1.3:	Increase awareness of Council's role in the community including the services and facilities provided
Strategy 4.1.4:	Ensures transparent and accountable decision making for our community
Objective 4.2:	A strong Council that advocates for the Community
Strategy 4.2.1:	Communicate and engage with the community regarding decision-making
Strategy 4.2.2:	Work cooperatively and appropriately with external parties to advocate for the community's best interests
Strategy 4.2.3:	Deliver clear and effective communication
Strategy 4.2.4:	Deliver high quality and informative customer service
Objective 4.3:	A resilient and sustainable Council
Strategy 4.3.1:	Ensure policies and procedures are effective and implemented in accordance with legislative requirements and best practice principles
Strategy 4.3.2:	Sustainably manage Council's finances, assets, and workforce
Strategy 4.3.3:	Deliver reliable and quality services through innovation and continuous improvement
Strategy 4.3.4:	Provide a safe and healthy working environment

Relevant Sustainable Development Goals



Key Stakeholders

- Narrabri Shire Council
- Narrabri Shire Community
- NSW Office of Local Government
- New England Joint Organisation
- Department of Premier and Cabinet
- Department of Prime Minister and Cabinet
- State and Federal Government

Achievement Measures and Indicators

Measure	Source
Percentage of asset masterplan actions completed	Council Data
Community satisfaction with elected representatives	Community Satisfaction Survey
Number of Number of Code of Conduct breaches	Council Data
Public Interest disclosures received	Council Data
Media content dedicated to raising awareness of Council's role in the community	Council Data
All recordings of open council meetings are publicly available on Council's website	Council Data
Community satisfaction rate of Council's operations	Community Satisfaction Survey
Number of submissions made to external parties on behalf of the community	Council Data
Community satisfaction rate of Council's communications and provision of information	Community Satisfaction Survey
Visitation to Council's website	Council Data
Percentage of incoming calls completed at first contact	Council Data
Percentage of Policies reviewed annually	Council Data
Council meeting Fit for the Future ratios	Council Data
Staff retention rate	Council Data
Asset renewal ratio	Council Data
Number of internal audits conducted	Council Data
Percentage of outstanding internal audit action items	Council Data
Quantity of efficiency savings	Council Data
Health and wellbeing programs for staff	Council Data
Staff satisfaction rate	Staff Satisfaction Survey
Lost time injuries	Council Data

Contact Us

If you have any questions regarding this Plan or the Integrated Planning and Reporting Framework, please visit the Integrated Planning and Reporting page on our website (www.narrabri.nsw.gov.au) or contact us via:



Phone: 02 6799 6866



Fax: 02 6799 6888



Email: council@narrabri.nsw.gov.au



Post: PO Box 261, Narrabri NSW 2390



In Person: 46-48 Maitland Street, Narrabri NSW 2390



2022/2032 COMMUNITY STRATEGIC PLAN

Community Engagement Report

Narrabri Shire Council has completed an extensive community engagement process across the Shire.

Council appreciates the time the community has taken to provide feedback.

Council was particularly interested in long term (10 year) goals for the Shire, focusing on the community's top priorities for the following aspects:

- Social and community;
- Natural environment;
- Built environment (infrastructure and housing);
- Economic Development; and
- What Council as a Civic Leader can do better in the community (such as make reports more readily available and understandable etc).

Council was also interested in receiving feedback on anything that has occurred over the last Council Term (2016 to 2021) that the community perceived was successful and why, to better understand how such success can be replicated in the future for the benefit of the whole Narrabri Shire community.

Disclaimer

All information included in the Appendices is excerpts of direct feedback received from those who participated in Narrabri Shire Council's Community Engagement Process. Narrabri Shire Council has collected and collated this feedback for the purpose of developing the 2022/2032 Community Strategic Plan and the 2022/2026 Delivery Program. Narrabri Shire Council has not formally agreed to undertake any of the suggestions listed within the Appendices – All operational items which the Council will adopt to undertake will be reported through Council's annual Operational Plan.

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



Engagement Goal

Council staff had initially set the ambitious goal to engage with 10% of the Narrabri Shire population, proportionately across all townships and demographics. According to the most recent Australian Bureau of Statistics Census (2016) 10% of the Shire's population is approximately 1300 people.

Engagement Achieved

Engagement	Participants	%
Narrabri	729	66%
Boggabri	103	9%
Wee Waa	150	14%
Baan Baa	16	1%
Bellata	21	2%
Pilliga	26	2%
Gwabegar	17	2%
Edgeroi	8	1%
Other (external stakeholders)	33	3%
TOTAL	1103	100%
GOAL (10% of LGA Population)	1308	84% of goal achieved

Engagement Methods

Broader Engagement:

The following engagement activities were conducted Shire wide:

- Community Satisfaction Survey;
- Business Satisfaction Survey;
- Internal engagement within specific service areas;
- Site specific surveys which closed COB Monday 28 February 2022;
- Ideas and wishes wall at the 2021 Christmas Pop Up Store; and
- Open Spaces Colouring-In Competition to engage the Shire's younger population which closed COB Monday 28 February 2022.

**Drop-in Workshops:**

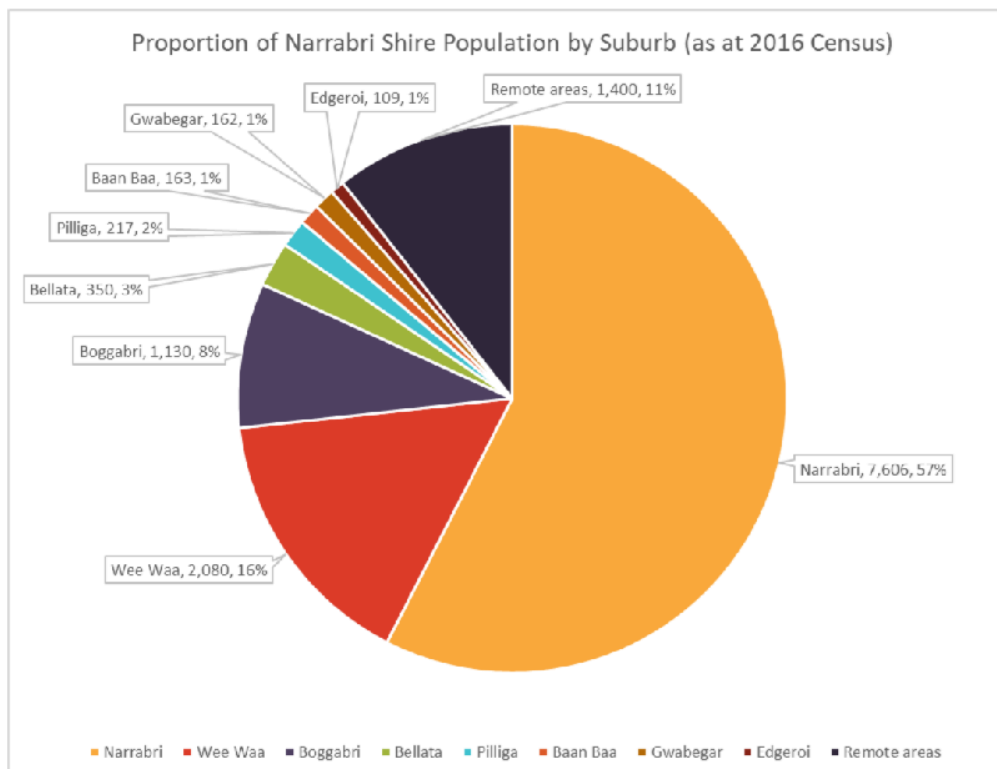
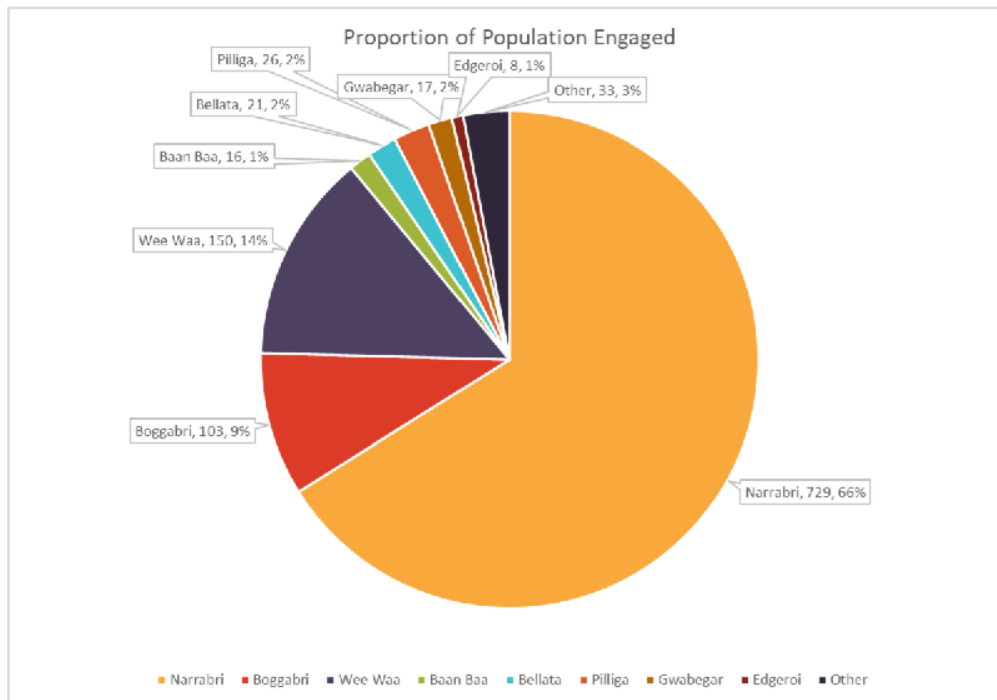
Drop-in workshops were held for anyone to attend at the following locations:

- Narrabri Community Kiosk;
- Narrabri Library;
- Boggabri Library;
- Wee Waa Library;
- Narrabri Markets;
- Pilliga Community Centre;
- Bann Baa Community Hall;
- Bellata War Memorial Hall; and
- Gwabegar Community Hall.

Stakeholder Workshops:

Workshops were held with the following specific stakeholder groups:

- Narrabri and District Chamber of Commerce (included representatives from Santos and Whitehaven Coal);
- Wee Waa Chamber of Commerce;
- Boggabri Chamber of Commerce (included representative from Whitehaven Coal);
- Narrabri Local Aboriginal Land Council;
- Pilliga Local Aboriginal Land Council;
- Local religious organisation;
- NSW Farmers Regional Services Manager – Northern;
- Namoi Water;
- Narrabri Educational Trust (includes Principals of local Schools and Federation Farm management);
- Country Universities Centre North West Board of Directors;
- New England North West Local Jobs and Skills Taskforce;
- Boggabri Local Committee Groups;
- Narrabri Shire Youth Council;
- Arts North West; and
- Local sporting groups.
- Local Tourism and Promotions groups
- Wee Waa Local Aboriginal Land Council
- Access and Inclusion Advisory Committee
- Crime Prevention Advisory Committee





Perception of Progress Against the 2017/2027 Community Strategic Plan

Overall, the majority of feedback received by the community has been positive, especially with regard to Council's progress against the following areas:

- Upgrade of open spaces to facilitate community health and safety (Objective 1.1).
- Beautification of Narrabri, Boggabri and Wee Waa's CBDs to enhance the Shire's vibrant country lifestyle (Objective 1.2).
- The Shire's open spaces, natural environment and heritage are well maintained for future generations through the conservation of Aboriginal Heritage, implementation of appropriate planning controls, minimisation of noxious weeds and the maintenance and improvement of passive recreation spaces (Objective 2.1).
- Value adding and industry innovation has driven employment through the promotion of reliable energy sources and consultation with industry leaders (Objective 3.3).
- Infrastructure and service delivery provides public value for the community through the upgrade of community spaces, water and sewer systems and continuous improvement (Objective 4.3).

However, community engagement has revealed that Council needs to concentrate more on the following areas:

- Investigate opportunities to improve access to care services, allied health services and youth activities across the Shire (Objective 1.1).
- Increased efforts to support Reconciliation with the Aboriginal community and improved access to existing natural environmental assets to further enhance the Shire's vibrant country lifestyle (Objective 1.2).
- Improve access to facilities and services to increase social connectivity and accessibility (Objective 1.3).
- Investigate means to improve access to a diverse range of quality learning options across the Shire (Objective 1.4).
- Improve access to affordable and suitable housing options to meet demand across the Shire (Objective 3.4).
- Proactively engage with the community to achieve strategic goals through increased communications (Objective 4.1).
- Infrastructure delivery regarding the Shire's road network (Objective 4.3).

It was also acknowledged that whilst positive progress has been made on the following areas, the community would like to witness continuous improvement regarding:

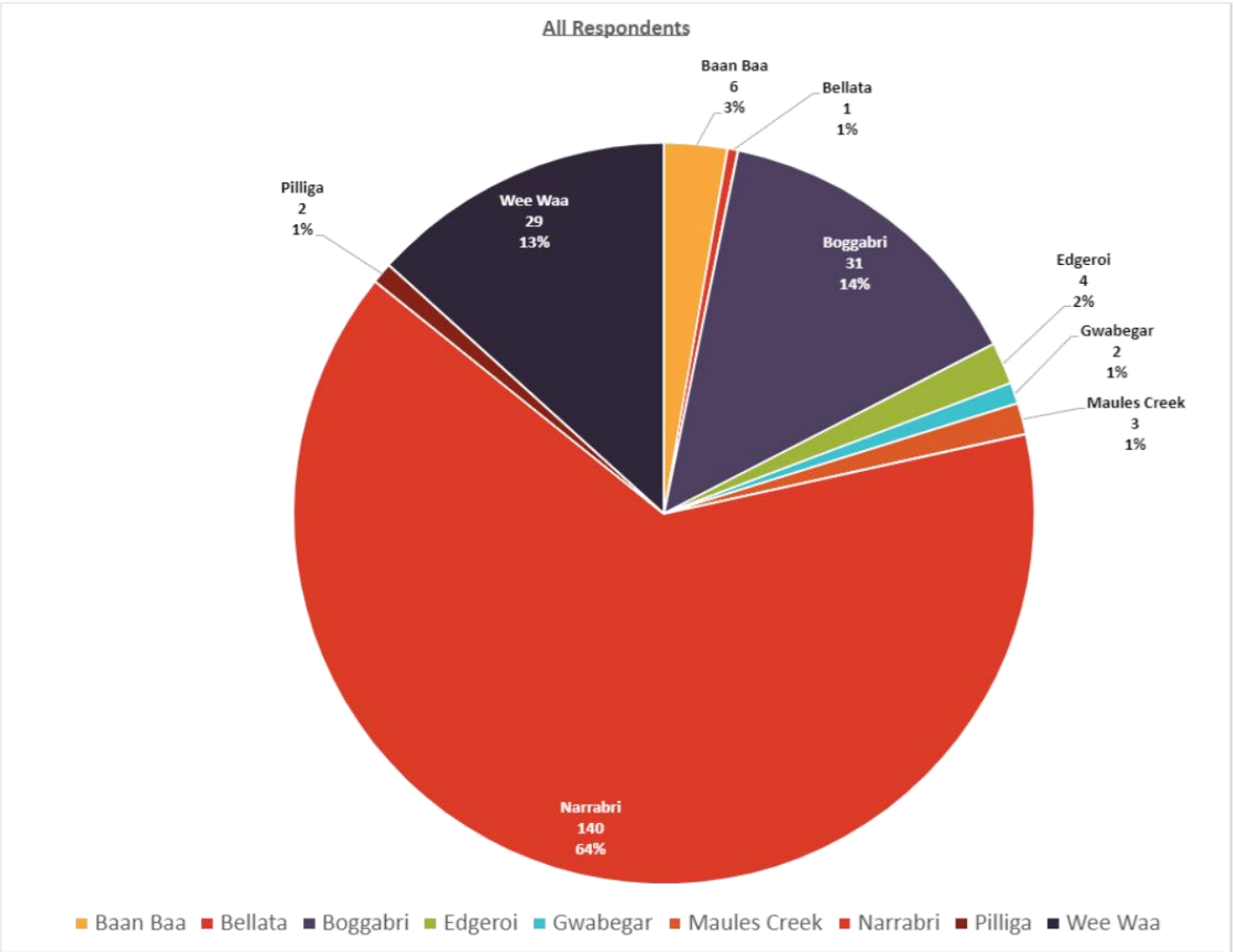
- Minimise impact of feral and domestic animals;
- Installation and upgrade of walking tracks and shared pathways across the Shire;
- Improve access to recycling services;
- The development of a national and state significant manufacturing and logistics hub for the Northern Inland Region; and
- Beautification across the Shire's townships.



Site Specific Survey Results

Between December 2021 and February 2022, Council undertook a site specific survey across the Shire to better understand how the community utilised Council managed public sites. This survey asked what the community liked about these sites and what Council could do to improve them. A full breakdown of the data can be found at **Annexure A**.

Township	Respondents	Respondents who left comments	
Baan Baa	6	2	1%
Bellata	1	1	0%
Boggabri	31	12	6%
Edgeroi	4	3	1%
Gwabegar	2	2	1%
Maules Creek	3	2	1%
Narrabri	140	75	34%
Pilliga	2	2	1%
Wee Waa	29	15	7%
Total	218	114	52%



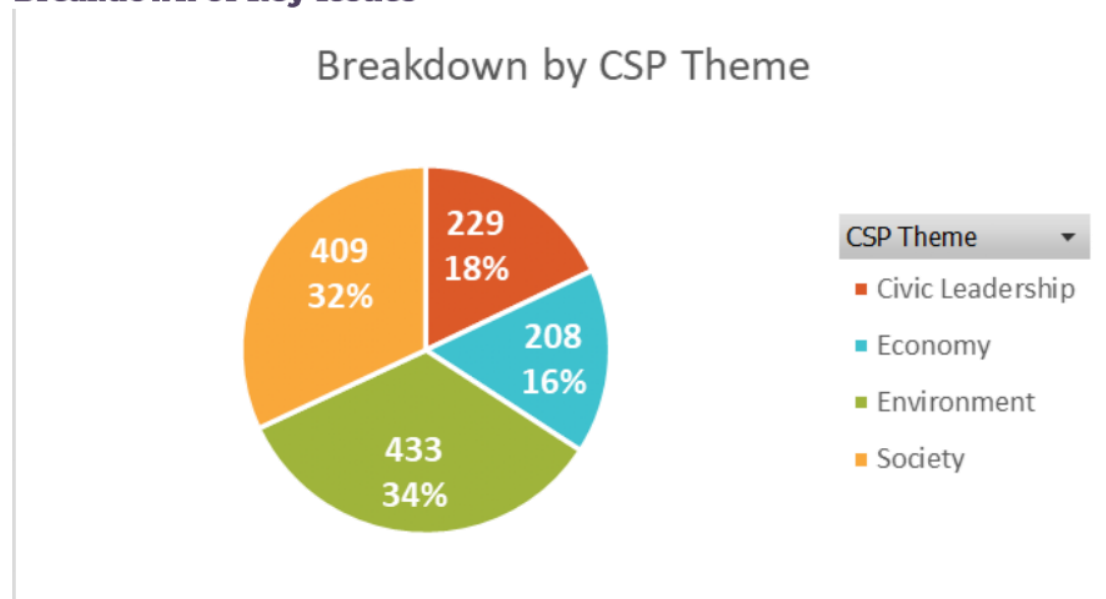


Engagement Sessions

Between December 2021 and March 2022, Council undertook specific stakeholder and general engagement sessions across the Shire. All feedback was welcomed and encouraged by all participants. In total **1,279** key feedback points were provided from **404 people** across the Shire.

A full breakdown of the data can be found at **Annexure B**.

Breakdown of Key Issues





Key Issue		%
Accessibility	70	5%
Animal Control	16	1%
Aquatic Facilities	15	1%
Art and Culture	36	3%
Beautification	30	2%
Business Support	22	2%
Care and Support Services	13	1%
Community Cohesion	12	1%
Community Infrastructure	49	4%
Council's Communications	68	5%
Crime Prevention	22	2%
Development	28	2%
Digital Connectivity	15	1%
Diverse Retail Environment	21	2%
Employment	22	2%
Empower Community	81	6%
Events and Entertainment	26	2%
Health and Wellbeing	59	5%
Heritage	27	2%
Local Leadership	39	3%
Open Spaces	103	8%
Positive Councillor Interactions	19	1%
Public Amenity	38	3%
Reconciliation	6	0%
Regulatory Compliance	2	0%
Resilience	26	2%
Sewer	4	0%
Skills, Training and Education	60	5%
Sport and Recreation	68	5%
Strategic Planning	12	1%
Sustainability	22	2%
Tourism	40	3%
Transport Infrastructure	112	9%
Waste Management	27	2%
Water	45	4%
Youth	24	2%
Grand Total	1279	100%



Row Labels	Civic Leadership	Economy	Environment	Society	Grand Total
Accessibility				70	70
Animal Control			16		16
Aquatic Facilities				15	15
Art and Culture				36	36
Beautification			30		30
Business Support		22			22
Care and Support Services				13	13
Community Cohesion				12	12
Community Infrastructure				49	49
Council's Communications	68				68
Crime Prevention				22	22
Development			28		28
Digital Connectivity		15			15
Diverse Retail Environment		21			21
Employment		22			22
Empower Community	81				81
Events and Entertainment		26			26
Health and Wellbeing				59	59
Heritage			27		27
Local Leadership	39				39
Open Spaces			103		103
Positive Councillor Interactions	19				19
Public Amenity				38	38
Reconciliation	6				6
Regulatory Compliance	2				2
Resilience	2	2	19	3	26
Sewer			4		4
Skills, Training and Education		60			60
Sport and Recreation				68	68
Strategic Planning	12				12
Sustainability			22		22
Tourism		40			40
Transport Infrastructure			112		112
Waste Management			27		27
Water			45		45
Youth				24	24
Grand Total	229	208	433	409	1279



Community Satisfaction Survey

In August 2021, Council commissioned a Shire wide Community Satisfaction Survey. This survey is undertaken on a biennial basis, with the most recent survey being benchmarked against 2019 data. The full report can be found at **Annexure C**.

Key Data

Issue	2021%	2019%	Change
Attracting new and supporting existing businesses is a top priority for the next 4 years	20%	6%	14%
Upgrading and maintaining roads is a top priority for the next 4 years	15%	8%	7%
Ensuring adequate and services and facilities for young people, children and families is a top priority for the next 4 years	4%	3%	1%
Adequate and improved infrastructure is a top priority for the next 4 years	4%	4%	0%
A clean and beautiful Shire is a top priority for the next 4 years	4%	2%	2%
Creating local jobs and employment opportunities is a top priority for the next 4 years	4%	19%	-15%
Improving water supply and quality is a top priority for the next 4 years	3%	72%	-69%
Mining is a top priority for the next 4 years	3%	3%	0%
More healthcare services, facilities and professionals is a top priority for the next 4 years	3%	4%	-1%
Volunteered in the last 12 months	54%	65%	-11%
Participated in local sport/recreational activities in the last 12 months	53%	57%	-4%
Experienced local transport limitations in the last 12 months	38%	37%	1%
Participated in local arts/cultural activities in the last 12 months	31%	37%	-6%

	Aware of this Vision	Supportive (5-3)	Not Supportive (2-1)
Strategic Direction			
Narrabri Shire will be a strong and vibrant regional growth centre providing a quality living environment for the entire Shire community	37%	91%	9%
Performance	2021%	2019%	2017%
How satisfied have you been with the performance of Council in delivering essential services and infrastructure across all areas of responsibility?	80%	84%	82%



Issues of High Importance	2021%
Roads	98%
Town Drinking Water (Quality)	90%
Supporting Local Businesses	89%
Job Creation	88%
Community Safety/Crime Prevention	86%
Adequate Housing Options for Future Needs	86%
Issues of Low Importance	2021%
Aboriginal Reconciliation Activities	53%
Community Transport for Social Needs	63%
Walkway and Cycleway Access	65%
Protection of Aboriginal Heritage	66%
Town Drinking Water (Price)	67%
Areas of Higher Satisfaction	2021%
Libraries	95%
The Crossing Theatre (entertainment and events)	94%
Parks and Open Spaces	90%
Saleyards	90%
Swimming Pools	89%
Areas of Lower Satisfaction	2021%
Town Drinking Water (Quality)	41%
Roads	52%
Town Drinking Water (Price)	53%
Understanding Council's Spending	54%
Council Operation & Responsiveness	60%



Areas of Importance Compared to the Regional Benchmark	NSC%	Variance%
The Crossing Theatre (entertainment and events)	77%	18%
Educational Services	85%	13%
Community Support and Events	82%	11%
Child/Aged Care Supply	72%	11%
Town Planning and Development Approvals	79%	7%
Animal Control	76%	6%
Sporting Facilities	81%	5%
Cemeteries	78%	5%
Roads	98%	5%
Council Operation & Responsiveness	82%	-5%
Recycling & Waste Management	84%	-6%
Understanding Council's Spending	79%	-8%
Environmental Sustainability Issues	74%	-9%
Walkway and Cycleway Access	65%	-11%
Aboriginal Reconciliation Activities	53%	-17%
Footpaths	78%	11%
Walkway and cycleway access	86%	9%
Public area access and appearance	88%	6%
Protection of aboriginal heritage	85%	5%
Weed management	81%	5%
Kerb and gutters	74%	5%
Sporting facilities	84%	-5%
Child/aged care supply	81%	-5%
Council operation & responsiveness	60%	-5%
Sewerage	85%	-6%
Town planning and development approvals	63%	-6%
Roads	52%	-6%
Animal control	72%	-9%
Youth support i.e. program/training provision	66%	-9%
Job Creation	66%	-9%
Airport services	77%	-10%
Community transport to meet social needs	67%	-10%
Community safety/crime prevention	70%	-12%
Educational services	70%	-16%
Understanding Council's spending	54%	-17%



Business Satisfaction Survey

In June 2021, Council undertook a Shire wide Business Satisfaction Survey. This survey was undertaken by Council's Economic Development Team to obtain a better understanding on the needs of the Shire's businesses.

Key Data

Issue	%
Agriculture is very important to the success of the local economy	55%
Mining is very important to the success of the local economy	28%
Customers are based within the LGA	84%
Employment of suitable skilled staff is the most significant barrier for local businesses	53%
Access to freight and logistics is the most significant barrier for local businesses	33%
Cost impacting on profitability is the most significant barrier for local businesses	32%
Local Government Regulations is the most significant barrier for local businesses	29%
Businesses foresee a major expansion in 3-5 years	24%
Businesses foresee a minor expansion in 3-5 years	40%
Local businesses want to access expert advice on Marketing in the next 12 months	33%
Local businesses want to access expert advice on Information Technology Support (website development, eCommerce sales platforms, cybersecurity) in the next 12 months	31%
Local businesses want to access expert advice on Human Resources and Staffing in the next 12 months	23%
Strongly agree with 2017/2027 CSP Objective 3.1	55%
Strongly agree with 2017/2027 CSP Objective 3.2	93%
Strongly agree with 2017/2027 CSP Objective 3.3	55%
Strongly agree with 2017/2027 CSP Objective 3.4	62%
Local businesses feel that Council is not currently meeting these economic objectives	60%
Agriculture (broadacre cropping) is a main advantage for local businesses	77%
Agriculture (livestock production) is a main advantage for local businesses	56%
Extractive Industries (Coal) is a main advantage for local businesses	65%
Extractive Industries (Gas) is a main advantage for local businesses	59%
Tourism (National Parks) is a main advantage for local businesses	51%
Tourism (Bore Baths) is a main advantage for local businesses	41%
Employ 1-19 staff	86%
Employ 20-199 staff	12%
Employ 200+ staff	3%
100% staff are local to the LGA	59%
Local businesses employ visa holders to fill skills shortages	10%
Local businesses utilise word of mouth to find their workforce	79%
Local businesses utilise social media to find their workforce	43%
Prefer inhouse training options to train new staff	63%
Prefer short courses to train new staff	38%



2022/2032 COMMUNITY STRATEGIC PLAN

Appendix A

Site Specific Survey

Site Specific Survey Data			
Township	Site	Existing Positives	Suggested Improvements
Baan Baa	Baan Baa Playground	Great playground. Central location	More frequently maintain the lawn/ garden. Needs some playground equipment more suitable for younger age group (preschoolers)
Baan Baa	Baan Baa Playground	The shade	More accessible
Bellata	Bellata Golfclub Multisport Court	It's access to the whole community	Continue to promote and support events and the community in Bellata
Boggabri	Anzac Park	It's well maintained and respected	
Boggabri	Anzac Park	It's proximity to my house, shops	Complete the fencing around the park, currently my 2 year old likes to run out through the multiple gaps in the fence meaning I am on constant high alert that he can easily reach the road. Water drainage, especially of the water bubbler as it is blocked/clogged alot. More play equipment, would like to see a sand pit for younger children or larger equipment/slides for older children. But mostly 1st priority would be securing the fencing around the park so children can't exit.
Boggabri	Boggabri Caravan Park	Convenient	Nothing
Boggabri	Boggabri Caravan Park	It's close proximity to the shops, RSL and hotel. Beautiful new amenities and camp kitchen. Well maintained grounds.	Nothing just maintain the park as it is today.
Boggabri	Boggabri Cemetery	The history of the cemetery, the view	To maintain the roads in the cemetery and walk ways for people to better access their loved ones and a few places for people to stop and reflect such as shaded seating or some nice trees
Boggabri	Boggabri Memorial Pool	Clean & tidy	Add longer access and gym facilities
Boggabri	Boggabri Memorial Pool	Beautifully maintained	Longer hours
Boggabri	Boggabri Memorial Pool	Great pools and facilities	Open earlier. Pool opens at 12pm which is prime sun danger time. Open early and close in hot part of day if needed.
Boggabri	Boggabri Tennis Courts	Good condition.	Add gym to area.
Boggabri	Boggabri Waste Transfer Station	It exists	Tar the road access
Boggabri	Jubilee Park	It is the only 'safe' place to walk/exercise without traffic or vicious dogs attacking other animals in leads.	Walking track, exercise equipment, push bike track, drinking water. These areas need to be able to be used after the oval has been watered. The grounds are too wet some days to use.
Boggabri	Jubilee Park	Jubilee oval can be easily located in Boggabri from all main roads and is a short distance from the centre of town.	
Boggabri	Vickery Park	Great spot for families.	Could be better maintained (as with all parks and outdoor areas - grass and gardens and often overgrown etc
Boggabri	Vickery Park	Great play area for children	BBQ

Site Specific Survey Data			
Township	Site	Existing Positives	Suggested Improvements
Edgeroi	Edgeroi Waste Transfer Station	Its convenient and always accessible.	Needs a regular tidy up. Not enough bins there, both general waste and recycling, particularly recycling. Better signage and material type designation.
Edgeroi	Edgeroi Waste Transfer Station	Nothing	Clean it
Edgeroi	Edgeroi Waste Transfer Station	Convenient location	Sometimes the bins could be emptied more frequently. We like that it is open all the time now.
Gwabegar	Anzac Park	family friendly	security guard
Gwabegar	Gwabegar Hall	The site	Everything
Maules Creek	Maules Creek Waste Transfer Station	Good access. Attendant was nice	Nil
Maules Creek	Maules Creek Waste Transfer Station	Not much	Open it up more than 2 half days a week, and there's no way for people to empty there recycling bin into the big skip bin without a ramp
Narrabri	Cameron Park	It's nice having a well maintained community area	Add a small walking/wheelchair path under the bridge that connects the paths on either side of the bridge. Also have the storm water drain go all the way to the river.
Narrabri	Cameron Park	Community board. Let tourist who stop here know what's on offer in the area	Keep lawns mowed. Seating for family to gather around
Narrabri	Cameron Park	That's it close to the main street	Upgrade the play equipment
Narrabri	Collins Park (No.1 oval)	Good location.	Upgrade grandstand. It's an embarrassment and drags down the overall aesthetics of the grounds. Yes there is \$250,000 set aside for upgrades. No, no one locally wants the contract. But the grandstand should be a priority, it's always dirty and covered in rubbish. And isn't compliant with safety standards at present.
Narrabri	Collins Park (No.1 oval)	The well kept lawn and gardens plus the wildlife	Continue maintaining the area the same
Narrabri	Collins Park (No.1 oval)		Mow the grass shorter during summer
Narrabri	Collins Park (No.1 oval)	Grandstand and old SCG Sightcreens	Make the field itself level and bring the fences near the sight screen inward 10m each end.
Narrabri	Collins Park (No.1 oval)	it's a beautiful parkland area with plenty of shade, toilet facilities, playground for the kids, walking path, close to the main street	an enclosed off leash dog area would be wonderful utilising the current boundary fence nearest the bridge and tiberreena st, you could erect a fence to join up with the boundary fence near the palm trees to allow off leash play for our pooches. It would be safe, secure, shaded and not interfere with the rest of the facilities.
Narrabri	Community Kiosk		
Narrabri	Community Kiosk	Accessibility for the community and the location	Update facilities within the space and ensure bathrooms are clean
Narrabri	Cooma Oval (League Fields)	Great grounds, very well maintained	The covered, fenced playground area is a great place to take the kids, although: 1. There is currently no safety gate 2. The seating is not under cover
Narrabri	Dangar Park (Rugby Fields)	It potentially could be one of the best sporting precincts in the north west	Combine rugby , tennis, show ground , netball court under one identity, have its own water source through either grants or fund raising so that show ground , rugby and tennis have a reliable water source, at the moment there wouldn't be enough water at the rugby club to fight a fire

Site Specific Survey Data			
Township	Site	Existing Positives	Suggested Improvements
Narrabri	Dangar Park (Rugby Fields)	Clean and tidy, great setting with lake in background	Needs car park touched up and improved fencing
Narrabri	Gately Field (Soccer Fields)	Easy to find, large Area	Better Signage, More seating, more lighting for training purposes
Narrabri	Green Space		
Narrabri	Lawn Cemetery	Good location and easy access from town.	The road into the cemetery has deteriorated over time, potholes are near the gate. Water drainage has been a problem (especially in the children section) for some time. The drain gets cleared out but the tar (again in the children section) hasn't been repaired. I think an upgrade in the gardens would be nice, the shade is perfect but perhaps more seating would be great.
Narrabri	Narrabri Airport Terminal	Nothing really except staff are courteous	Very old school terminal not at all Welcoming to our vibrant town & surrounding areas
Narrabri	Narrabri Aquatic Centre	Swimming exercise in warm water all year round	More swimming lessons for children. Exercise equipment to be used in pool
Narrabri	Narrabri Aquatic Centre	Outdoors.	Better opening hours. Earlier in the morning.
Narrabri	Narrabri Aquatic Centre	Wonderful asset to the shire	The outdoor pool is reaching the end of its useful life, a replacement needs to be considered
Narrabri	Narrabri Basketball Courts	Great outdoor resource	Create an indoor basketball court complex
Narrabri	Narrabri Basketball Courts	Great resource. Well maintained.	Indoor basketball complex
Narrabri	Narrabri Basketball Courts	Excellent resource.	Indoor basketball court.
Narrabri	Narrabri Basketball Courts	Great resource	Indoor basketball stadium. Can be used by not just the basketball club.
Narrabri	Narrabri Creek Shared Pathway	I think it's a great asset to the community. There is always someone utilising it.	I think it's the perfect spot to have public art. Other towns have incorporated public art into their community and I think the walking track is perfectly suited for it. It's close to town and close to the tourist stops and will also allow the wider community to be exposed to art and local culture.
Narrabri	Narrabri Creek Shared Pathway	Exercise, accessibility and tranquility	Walking bridge linking Cameron park (near play park) to The Crossing Theatre and new Tourism Precinct. This will add value and improvement to our current DIAP providing opportunity for greater inclusion and accessibility for people residing and/or visiting the aged care unit and hospital. It would also promote a safe gateway for childcare facility excursions on foot over town. This is the perfect spot for such a proposal and would add interest to our waterway area.
Narrabri	Narrabri Creek Shared Pathway	Beautiful location. Shaded areas. Very family friendly in terms of road safety.	More landscaping. My family and I have recently come back from holidays and it's made me realise how much we are lacking in gardens. Water station with maybe a bubbler on the path for families, runners and animals to have a quick sip. Put in foot bridge connecting the path together, to avoid having to cross the road down near the low level.
Narrabri	Narrabri Creek Shared Pathway	A nice quiet place to go for a walk.	Control the flying fox population
Narrabri	Narrabri Creek Shared Pathway	lovely location, well designed, well maintained	more bins around paths and shelters. there is always so much rubbish left behind

Site Specific Survey Data			
Township	Site	Existing Positives	Suggested Improvements
Narrabri	Narrabri Creek Shared Pathway	Offers a cost free way to safely exercise or the chance to enjoy a relaxing walk with beautiful surroundings.	Just the general mowing etc is all that is needed
Narrabri	Narrabri Library/Neighbourhood Centre	It's very nice and well run	Nothing it's amazing
Narrabri	Narrabri Railway Station Precinct	It's a asset for our town it will draw lots of people n locals back to visiting our great town	Be involved
Narrabri	Narrabri Region Visitor Information Centre	Highway location Surrounding Parklands	Add more facilities for travellers BBQs, more shade shelters, car chargers, Phone Charing points More information boards and photo opportunities
Narrabri	Narrabri Tennis Courts	Central	Refurbish the courts
Narrabri	Narrabri Tennis Courts	Great resource. Great location. Love that you don't need to get keys. Very trusting	Wall Ball/ Bat Ball court on one of the old clay courts. Refer to Bar Beach Mereweather courts.
Narrabri	Narrabri Tennis Courts	I like to play tennis	Improve the surroundings
Narrabri	Narrabri Tennis Courts	Size and potential of the complex	Upgrade the courts and clubhouse and surrounds
Narrabri	Narrabri Tennis Courts	Proximity to other sporting facilities.	Maintain lawns and gardens, new signage for courts, new tennis nets, upgrade to indoor toilet facilities, upgrade to BBQ facilities.
Narrabri	North West Country Universities Centre	I love this space	More space, the library is next to us and doesn't use the rooms they have, we need them for study.
Narrabri	North West Country Universities Centre	The staff are great, it's really convenient to town and the opening hours allow me to study when I want	Add solar panels to the roof
Narrabri	North West Country Universities Centre	Everything and everyone	More funding to improve printing/coping costs
Narrabri	North West Country Universities Centre	A nice quiet place to study!	Keep funding for this location!
Narrabri	North West Country Universities Centre	Close to the Main Street, parking and coffee shops	It needs more room. It gets really busy in there.
Narrabri	North West Country Universities Centre	The staff are friendly and welcoming and it is really close to everything. I love the opening hours too!	It would be great if there was more room for computers and more rooms to do exams in.
Narrabri	North West Country Universities Centre	Great facilities, quiet spaces, internet	Car parking longer than 2 hours out front
Narrabri	North West Country Universities Centre	Its convenient central location	we really need more space. It is a fast growing centre and more space will provide more opportunities
Narrabri	North West Country Universities Centre	What a fabulous facility to have for people who are studying!	Make it bigger, they need more room.

Site Specific Survey Data			
Township	Site	Existing Positives	Suggested Improvements
Narrabri	Old Narrabri Cemetery	It's a cemetery...dates back many years stupid question	Increase infrastructure to protect historical site If possible Increase drainage or add pumps during inclement weather Increase General maintenance including road infrastructure, trees etc
Narrabri	Old Narrabri Cemetery	Some work has been done to improve roads in there	More maintenance
Narrabri	Old Narrabri Cemetery	Amazing stories of narrabri pioneers on the surviving headstones	so much of narrabris history is being lost with headstones not being maintained other towns have made historical cemeteries tourist attractions together with heritage tours etc
Narrabri	Old Narrabri Cemetery	Not much	Drainage, more protection for the site for families and historical purposes from flooding
Narrabri	Pirate Park	Great Park for kids. Just missing a free splash park	Add a free water park for kids
Narrabri	Pirate Park	Shaded play area	Fence it off so that children cannot run onto the road or into lake . More toddler play equipment
Narrabri	Pirate Park	Great play space and lunch spots.	Better fencing. It's right near the road and a water way which makes it dangerous for children not being fenced very well.
Narrabri	Pirate Park	Love the walk around the lake and park for the kids	Please have a fence around the park!! Much safer and easier to monitor kids playing knowing they can't escape into the water or onto the road
Narrabri	Pirate Park	Excellent for kids but needs a fence with the lake nearby and a busy road with trucks assessing the silos	A Fence! Very dangerous to take young children with a full lake and busy road with trucks assessing the silos nearby
Narrabri	Pirate Park	View and amenities	None
Narrabri	Pirate Park	It's in a quiet location	More undercover tables and chairs scattered around Larger bbq area with extra tables and chairs for kids parties More swings Stop and giveaway signs for bikes and scooters
Narrabri	Pirate Park	Nice outlook to the lagoon. Nice that playground equipment has shade sails and seating provided.	Provision of a water bubbler/ facilities to refill water bottles. Some more varied planting along berm behind playground.
Narrabri	Pirate Park	Awsome bike track	More seating Signs on the poles Water for animals & people
Narrabri	Pirate Park	Shade covers on equipment. BBQ areas. Toilet facilities.	More BBQ areas for families and a large BBQ area for children's birthday parties with more than 1 table.
Narrabri	Pirate Park	Close to our home	Fencing
Narrabri	Pirate Park	Toilets for the kids, shadedcloths for shade, barbecue facilities and great play equipment	Properly fence the park, particularly on the road side
Narrabri	The Crossing Theatre	Next to river, shops. Beautiful scenery	Beautification of main street
Narrabri	The Crossing Theatre	Entainment options	All good. More entertainment options

Site Specific Survey Data			
Township	Site	Existing Positives	Suggested Improvements
Narrabri	Waste Transfer Station	Operating hours.	Looking at improving the sorting process of waste. Everything is cross contaminated. Wagga Wagga waste facility is a perfect example of a well run facility. There's no cross contamination when delivering waste.
Narrabri	West Lake Shared Pathway	Great for riding, scooting running/walking	A water station near the gym set up
Narrabri	West Lake Shared Pathway	Peaceful exercise	Maybe make it more colourful & fun things for kids to do around the walking track?
Narrabri	West Lake Shared Pathway	Good smooth pathway	Trim trees and whipper snip reeds from around path. Have to duck and weave a lot
Narrabri	West Lake Shared Pathway	The lake is a fantastic place for family to enjoy	A toilet between the gym and the jetty for mums with small kids or elderly walks
Narrabri	West Lake Shared Pathway	Walkways are sealed	Camber of walkways not so steep, and more trees for shade
Narrabri	West Lake Shared Pathway	Nice path to walk , seating around lake. Pretty area for families to enjoy	Evenly space the stepping stones. A bridge would be better so the whole lake path is usable after rain. More trees near the path on the lake wall side. A toilet near the gym equipment
Narrabri	West Lake Shared Pathway	It's good for walking/running around	Build a ramp/bridge over concrete coursework near Gately field so after it's rained alot people can still walk/run all the way around the lake
Narrabri	West Lake Shared Pathway	Wide path. Regularly mowed	Off leash dog area near cross country area
Narrabri	West Lake Shared Pathway	Great smooth paths	Put a raised walkway over the stepping stones so the path is always accessible
Narrabri			Stop the gas exploration and extraction in the pilliga
Pilliga	Pilliga Bore Baths	Isolated and relaxed	The grounds need constant maintenance, more trees, more shade, better access, more hard stand parking, WIFI/ internet Improved toilet and showers facilities More bbq's and tables Access to Firewood Lockable gate with swipe access so people can pay via card to gain entry into the camping area Ore tourism signage
Pilliga	Pilliga Waste Transfer Station	It's [redacted] that [redacted]	Everything it's a [redacted] hole
Wee Waa	Cook Oval	It is a great open space	Plant more advanced trees around the oval and along fence lines
Wee Waa	Dangar Park	Central	Exercise equipment
Wee Waa	Dangar Park	Easily accessible	The bubbler is not working. As well as the dog waterer. Fenced all the way around the park.
Wee Waa	Dangar Park	I get to play on the equipment and play on the cricket feikd	Put some baby friendly equipment
Wee Waa	Green Space	This corner is beautiful. There's shaded seating, beautiful greenery and a water feature. The council workers have done a great job with this part of wee waa.	Deter vandals.

Site Specific Survey Data			
Township	Site	Existing Positives	Suggested Improvements
Wee Waa	Ludowici Park	It's well maintained, clean, fenced (safe for children), good shaded facilities, engaging play equipment.	It would be fantastic if a free water play/splash pad area could be constructed, possibly in the space between the park and the pool, or in the shaded end of the park behind the toilets. With Wee Waa's hot climate I'm sure this is something that would be greatly utilised and appreciated by young children and their parents. Additionally, a gate at the rear of the park with a concrete cycle/footpath up on to the levee bank and extending towards the lagoon would also be great, perhaps also down into around the lagoon picnic area.
Wee Waa	Ludowici Park	Fantastic for Children, well maintained, fenced, beautiful gardens & facilities	Some updated equipment would be nice with some proper soft fall areas for small children. We recently visited the park across from Woolworths in Gunnedah & what they have implemented there is amazing. More water bubblers that include the dog water dish - like the new one in Dangar Park. A water play area
Wee Waa	Rotary Park	Nothing, lots of space and nothing to offer.	Beautify, more trees. Skate park that is safe for our children and somewhere to hang out.
Wee Waa	Wee Waa Cemetery	The maintained lawns	I would love to see some of the older uncared for gravesites to be restored
Wee Waa	Wee Waa Cemetery	The levee around it	Put a all weather road, toilet facilities & maintain it regularly.
Wee Waa	Wee Waa Lagoon	Aboriginal cultural heritage	Sign boards advertising of walking pathway
Wee Waa	Wee Waa Library	Good location and good access	Replace front grass and rose bushes that have died place garbage bins back at corners that where taken away when the green space was done
Wee Waa	Wee Waa Memorial Pool	It's a pool	No idea
Wee Waa	Wee Waa Waste Transfer Station		Better recycling bins or more because every time I go there they are full



2022/2032 COMMUNITY STRATEGIC PLAN

Appendix B

Engagement Session Feedback



Location	Suggestions and Priorities	Key Issue	CSP Theme
Wee Waa	Want more walking tracks.	Accessibility	Society
Narrabri	People living with disability want to be able to help themselves.	Accessibility	Society
Narrabri	Improve pedestrian access to the TCT and the VIC.	Accessibility	Society
Narrabri	Install more inclusive playgrounds across the Shire	Accessibility	Society
Narrabri	Upgrade of the West Lake Shared Pathway was good (now more pram and wheelchair friendly).	Accessibility	Society
Wee Waa	Install path from Wee Waa CBD to skate park along the fence line from Dangar Street (extend the George Street pathway).	Accessibility	Society
Wee Waa	George Street pathway is great.	Accessibility	Society
Wee Waa	Install an accessible swing and play equipment at Wee Waa Rotary Park.	Accessibility	Society
Wee Waa	Want a shared pathway around the levy that connects in to the centre of Wee Waa.	Accessibility	Society
Wee Waa	In support of more walking tracks around Wee Waa.	Accessibility	Society
Wee Waa	Shared pathway from Wee Waa CBD to Dangar Park.	Accessibility	Society
Wee Waa	Wee Waa locals like the new shared pathway along George Street (it has been well utilised).	Accessibility	Society
Wee Waa	Install a walking track around the Wee Waa Hospital with shade and park benches along the way, linking the Wee Waa Pool, Ludiwici Park and Uronga Street.	Accessibility	Society
Narrabri	More greenery and shade structures with vines etc across road crossings and footpaths	Accessibility	Society
Narrabri	CBD accessibility is good but residential areas are poor	Accessibility	Society
Narrabri	Increased accessibility for roads and paths	Accessibility	Society
Narrabri	Zebra crossing at the Narrabri Aquatic Centre needs smoothing as it is unstable	Accessibility	Society
Narrabri	On/off ramps are too steep and are pushing disabled access to driveways	Accessibility	Society
Narrabri	Wider footpath along the Violet Street bridge	Accessibility	Society
Narrabri	Kerb and gutter accessibility improvements	Accessibility	Society
Narrabri	Outdoor tables and facilities for wheelchairs	Accessibility	Society
Narrabri	More accessible crossings	Accessibility	Society
Narrabri	Foot traffic etiquette education on how to use footpaths courteously (one ear bud in)	Accessibility	Society
Narrabri	Concrete DDA access path under the bridge to link TCT with Narrabri Creek Shared Pathway	Accessibility	Society
Narrabri	Insufficient paths	Accessibility	Society
Narrabri	Install a zebra cross at TCT	Accessibility	Society
Narrabri	Remove steps in front of the benches on the corners of the main street	Accessibility	Society
Boggabri	More cement footpaths in Boggabri	Accessibility	Society
Boggabri	Greater accessible footpaths (join aged care with CBD)	Accessibility	Society
Boggabri	No footpaths for kids to walk to bus stops (so they walk on the road)	Accessibility	Society
Narrabri	Happy with wide paths down the main street	Accessibility	Society
Narrabri	Better pedestrian crossing at Tibbereena Street Narrabri as very rough	Accessibility	Society
Narrabri	Need wider doorways into retail centres as prohibits those who require mobility aids	Accessibility	Society
Narrabri	Wheelchair friendly path connecting Cameron Park to The Crossing Theatre	Accessibility	Society

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	More wheel chair access around town	Accessibility	Society
Narrabri	Wheelchair access into more shops	Accessibility	Society
Narrabri	Shops such as the pharmacy and sports power have good access	Accessibility	Society
Narrabri	More wheel chair friendly parks and play equipment	Accessibility	Society
Narrabri	The Crossing Theatre needs disabled seats further back (not in the front row - too much strain on the neck)	Accessibility	Society
Wee Waa	Shared pathway around the Lagoon	Accessibility	Society
Wee Waa	Improve disabled access for shops	Accessibility	Society
Pilliga	Shared pathway between Bore Baths to the Pilliga Café	Accessibility	Society
Narrabri	Fix approach to footpath opposite the old Mitre 10 Building	Accessibility	Society
Narrabri	Upgrade Paths along Fitzroy Street (Gumnuts childcare safety issues for walking children into the centre)	Accessibility	Society
Narrabri	Narrabri Creek shared pathway is nice	Accessibility	Society
Narrabri	Shared pathways are good and used.	Accessibility	Society
Bellata	More pathways and walking tracks around Bellata	Accessibility	Society
Bellata	Need safer and more accessible pathways (as people walk on the road because the pathways are so damaged and overgrown)	Accessibility	Society
Bellata	Pathway from Bellata CBD to sport court and playground at Bellata Golfie	Accessibility	Society
Pilliga	Upgrade and install more footpaths in Pilliga	Accessibility	Society
Pilliga	There is no wheelchair access at the café.	Accessibility	Society
Pilliga	Install a footpath to the Pilliga Bore Baths	Accessibility	Society
Pilliga	Walkway from Pilliga to Bore Baths	Accessibility	Society
Pilliga	Want a walkway from Pilliga Café to the Bore Baths for health and wellbeing	Accessibility	Society
Pilliga	Install more safer walkways around Pilliga so that people do not need to walk on the Road	Accessibility	Society
Pilliga	Footpath from bore to Pilliga	Accessibility	Society
Pilliga	Put in walkway from Pilliga to Bore Baths	Accessibility	Society
Narrabri	Extend bike paths	Accessibility	Society
Narrabri	Install safe way to cross the Newell Highway from CBD to TCT	Accessibility	Society
Narrabri	Eulah Creek access to water (walking and swimming)	Accessibility	Society
Narrabri	Install a pathway through the markets area	Accessibility	Society
Gwabegar	Foot path near 24 Bridge St Gwabegar near public toilets needs fixing	Accessibility	Society
Gwabegar	Advocate for DDA access to the Gwabegar Post Office	Accessibility	Society
Gwabegar	Need more footpaths in Gwabegar for the kids to ride their bikes	Accessibility	Society
Gwabegar	Gwabegar's pathways need renewing - they are dangerous	Accessibility	Society
Gwabegar	"A walking track from the edge of [Gwabegar] to travel the small 1.5k to drop off weekly recyclables or weekly kitchen waste (2 trips in the fresh air and good exercise). Also makes it easier to stop off to tend family /friends at the cemetery."	Accessibility	Society
Narrabri	Disability access	Accessibility	Society
Narrabri	Bridge over stepping stones at West Narrabri Lake	Accessibility	Society
Narrabri	More crossings for people up the main street and other key spots	Accessibility	Society
Narrabri	Clean up foot paths cement path on northern side of Balonne Street	Accessibility	Society
Narrabri	Increase education regarding the cleaning up after companion animals.	Animal Control	Environment

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Run education programs to increase animal welfare and support companion animal ownership with an off leash area.	Animal Control	Environment
Wee Waa	Better animal control (especially regarding cats) - Wee Waa currently has a bad problem with feral cats due to conflicting views on animal welfare by residents.	Animal Control	Environment
Wee Waa	Council needs to better educate residents on how to responsibly manage feral animals as a private citizen (i.e. do not feed them or encourage them etc).	Animal Control	Environment
Wee Waa	Investigate opportunities for Council's Rangers and Parks Teams to work together to catch feral cats.	Animal Control	Environment
Wee Waa	Investigate potential to install animal drop of cages at the Depots so that residents who catch feral cats can just put these in a drop off cage for the rangers to deal with.	Animal Control	Environment
Narrabri	More animal control for cats	Animal Control	Environment
Narrabri	Animal control improvements	Animal Control	Environment
Narrabri	Animal wellbeing campaigns (educating owners to exercise their dogs and give them toys to prevent barking)	Animal Control	Environment
Narrabri	Temporary holding dog cage at the Shire Depots	Animal Control	Environment
Narrabri	Free Microchipping Days are great and "so easy"	Animal Control	Environment
Narrabri	Better communication and education regarding the difference between chipping and registering companion animals.	Animal Control	Environment
Narrabri	Animal welfare education is needed in the Shire	Animal Control	Environment
Pilliga	Compliance matter regarding dogs	Animal Control	Environment
Narrabri	Increase education on cat controls (and bells etc) to protect native wildlife	Animal Control	Environment
Narrabri	Cat trap programs	Animal Control	Environment
Wee Waa	Keep Wee Waa pool open longer (bring early morning swims back and extend the season).	Aquatic Facilities	Society
Wee Waa	Install a splash park near the baby pool at the Wee Waa Pool.	Aquatic Facilities	Society
Wee Waa	Convert the BBQ at the Wee Waa Pool to be an electric start.	Aquatic Facilities	Society
Wee Waa	Upgrade amenities at the Wee Waa Pool.	Aquatic Facilities	Society
Narrabri	Free pool or more free pool access for Shire	Aquatic Facilities	Society
Narrabri	Time limits on pool facilities	Aquatic Facilities	Society
Narrabri	Water bubbler at the pools	Aquatic Facilities	Society
Narrabri	Fix showers at the Narrabri Aquatic Centre	Aquatic Facilities	Society
Narrabri	Water Park	Aquatic Facilities	Society
Narrabri	Splash Park	Aquatic Facilities	Society
Narrabri	Splash Pool	Aquatic Facilities	Society
Narrabri	Water Park	Aquatic Facilities	Society
Narrabri	Splash pool	Aquatic Facilities	Society
Narrabri	Water Park	Aquatic Facilities	Society
Narrabri	Turn the Aquatic Centre into a water park	Aquatic Facilities	Society
External Stakeholder	Lack of Emphasis on Art in 2017/2022 CSP	Art and Culture	Society
External Stakeholder	Need to involve the community in more arts and culture	Art and Culture	Society
External Stakeholder	Need more public art around the Shire (like Walcha and Glen Innes have)	Art and Culture	Society
External Stakeholder	Need to maintain Arts and Culture staff within Council	Art and Culture	Society
External Stakeholder	Support a craft groups and cooperative creative spaces	Art and Culture	Society
Narrabri	Public art along West Lake Dam Wall (art could focus on the water birds).	Art and Culture	Society

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Public art installation on water tower near Doyle Street.	Art and Culture	Society
Narrabri	Want Cultural Arts and Education Workshops and youth mentoring programs.	Art and Culture	Society
Wee Waa	Wee Waa Community Arts and Cultural Centre is great.	Art and Culture	Society
Wee Waa	Want Council to employ the Wee Waa Arts and Cultural Centre Facility Coordinator from April 2023 as the funding runs out then.	Art and Culture	Society
Wee Waa	Want more public art around Wee Waa that incorporates traditional Aboriginal cultural art.	Art and Culture	Society
Wee Waa	Want more community art installations around Wee Waa (painted by the community for the community).	Art and Culture	Society
Wee Waa	More Silo art around the Shire.	Art and Culture	Society
Wee Waa	Look at mosaic tiles/pavers for gravesites (to increase cultural connection and healing).	Art and Culture	Society
Wee Waa	Mural dedicated to Healing Country in Wee Waa	Art and Culture	Society
Wee Waa	Install new sculptures with Sand Goannas (as this is the totem for the area)	Art and Culture	Society
Boggabri	Need to develop a public art strategy and install more art across the Shire (can commission local artists to complete the work).	Art and Culture	Society
Boggabri	Support the Boggabri Merton Street Mural Project	Art and Culture	Society
Boggabri	Want murals in Boggabri that capture the: Diversity of Boggabri; Native Flora and Fauna; Local History	Art and Culture	Society
Narrabri	Painted silos	Art and Culture	Society
Bellata	Public Art Strategy with silo art for the Shire	Art and Culture	Society
Bellata	Silo Art in Bellata and Edgeroi	Art and Culture	Society
Bellata	Painted silos and any art in Bellata	Art and Culture	Society
Bellata	Silo art in Bellata and Edgeroi (need to engage with the community as to what the art will be)	Art and Culture	Society
Bellata	Silo art of agricultural product (wheat cotton and cattle) in Bellata	Art and Culture	Society
Narrabri	Art installation of native animals (e.g. Bilbies - murals, wire sculptures and bronze statues)	Art and Culture	Society
Narrabri	Silo art with Bilby	Art and Culture	Society
Narrabri	Continue with 'Back to the Bri' event	Art and Culture	Society
Narrabri	Creative project courses	Art and Culture	Society
Narrabri	Younger people events at Nosh	Art and Culture	Society
Narrabri	Young entertainers (live shows)	Art and Culture	Society
Narrabri	Entertainment in general	Art and Culture	Society
Narrabri	Silo Art in Villages	Art and Culture	Society
Narrabri	A Giant Pink Slug (photo opportunity) for travellers like the Big Banana etc	Art and Culture	Society
Narrabri	More events and festivals in the region	Art and Culture	Society
Narrabri	Public art in all towns/villages	Art and Culture	Society
Narrabri	Narrabri is a clean town.	Beautification	Environment
Narrabri	The street sweeper does a good job.	Beautification	Environment
Wee Waa	Beautify the town entryways (especially in Wee Waa).	Beautification	Environment
Wee Waa	Beatify Wee Waa entryway and upgrade Rotary Park	Beautification	Environment
Narrabri	Ensure that the agreed Steam Cleaning of the Main Street occurs every 6 months	Beautification	Environment
Narrabri	Need to keep CBD clean to encourage shoppers	Beautification	Environment
Boggabri	Want Council to work to beautify the CBD to enable it to be used as a vibrant community hub.	Beautification	Environment

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	New Kiosk Sign	Beautification	Environment
Narrabri	Rejuvenate main street buildings (e.g. COT B&B)	Beautification	Environment
Narrabri	Incentives to revamp old buildings	Beautification	Environment
Narrabri	More cleaning in the CBDs	Beautification	Environment
Narrabri	"We have a lovely town"	Beautification	Environment
Wee Waa	"Narrabri is a beautiful town to drive through"	Beautification	Environment
Wee Waa	Something to enhance the aesthetic of residential areas	Beautification	Environment
Wee Waa	Tidy and attractive town	Beautification	Environment
Wee Waa	New town entryway signs	Beautification	Environment
Wee Waa	Public art and sculptures at entryways	Beautification	Environment
Wee Waa	Aboriginal mural (e.g. at the IGA Wall)	Beautification	Environment
Wee Waa	Silo Art	Beautification	Environment
Wee Waa	Pleasant looking town leads to increased town pride	Beautification	Environment
Wee Waa	Clean the outside of the Wee Waa Library please	Beautification	Environment
Wee Waa	"Since the new CEO has been there more good has been happening"	Beautification	Environment
Wee Waa	Encourage and educate better yard and street scape maintenance by private residence	Beautification	Environment
Narrabri	Mural façade to capture eyes of tourists and travellers	Beautification	Environment
Narrabri	Beautiful entry points into the towns from all directions	Beautification	Environment
Bellata	More beautification - Bellata feels unloved	Beautification	Environment
Bellata	Beautify Bellata as it is the Northern Entrance to the Shire	Beautification	Environment
Bellata	Money is wasted on the street sweeper in Bellata (would rather it spent elsewhere)	Beautification	Environment
Narrabri	Revitalise main street awnings	Beautification	Environment
Narrabri	Beautify entry to Narrabri from Coonabarabran way	Beautification	Environment
Narrabri	2.5 multiplier off farms into the local economy.	Business Support	Economy
Narrabri	Council's small business updates are good.	Business Support	Economy
Narrabri	Council should sponsor the Business Awards	Business Support	Economy
Wee Waa	"Shop Local" program needs a boost for all townships in the Shire.	Business Support	Economy
Wee Waa	Want rural and Narrabri Region Specific shopping programs to keep the money within the Shire.	Business Support	Economy
Boggabri	Mining Industry supports local businesses and projects.	Business Support	Economy
Narrabri	Support for local projects by locals e.g. Bush Wanderlust Podcast	Business Support	Economy
Narrabri	Vouchers to stimulate the local economy - use internal reserves instead of VPA funds	Business Support	Economy
Narrabri	"Christmas Pop Up was good"	Business Support	Economy
Narrabri	There are good beauty services here	Business Support	Economy
Boggabri	Accommodation Vacancies (businesses need to advertise availability better; hard to get accommodation; check in times are not convenient)	Business Support	Economy
Boggabri	Hospitality issues (short opening hours; no accommodation and no where to eat discourages tourism)	Business Support	Economy
Boggabri	Business brochure to empower businesses to be more tourist friendly	Business Support	Economy
Boggabri	More dining and accommodation options	Business Support	Economy
Boggabri	Hospitality target education - motivational speaker	Business Support	Economy
Narrabri	Courses in E commerce Social media	Business Support	Economy
Narrabri	Stop workers from parking in front of shops	Business Support	Economy
Gwabegar	Gwabegar's businesses never get recognised - need better support	Business Support	Economy
Narrabri	Business uncertainty in the Shire	Business Support	Economy
Narrabri	Craft coop store	Business Support	Economy
Narrabri	Year long pop up shop	Business Support	Economy

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Develop the old Woolworths Building - 2 story with underground car park	Business Support	Economy
Narrabri	Support an over 50s independent living and retirement village in Narrabri.	Care and Support Services	Society
Narrabri	LALCs provide support with care and protection matters.	Care and Support Services	Society
Narrabri	Aid and advocacy for gambling.	Care and Support Services	Society
Narrabri	Support for Shared Table that services many in the Aboriginal Community.	Care and Support Services	Society
Narrabri	Seventh Day Adventist Church supports the local Aboriginal Community and Shared Table.	Care and Support Services	Society
Boggabri	Large aged care facility in Boggabri will increase jobs and decrease care waiting list	Care and Support Services	Society
Narrabri	Need better access from aged care home to the doctors surgery and pharmacy in the main street	Care and Support Services	Society
Wee Waa	Rent free child care facility	Care and Support Services	Society
Narrabri	Aged and childcare are a priority	Care and Support Services	Society
Pilliga	Child and youth support	Care and Support Services	Society
Narrabri	Need more childcare	Care and Support Services	Society
Narrabri	Health care for mental health	Care and Support Services	Society
Narrabri	After school events for parents who work late	Care and Support Services	Society
Wee Waa	Everything is too Narrabri Centric.	Community Cohesion	Society
Wee Waa	Social disconnect between Narrabri community and townships.	Community Cohesion	Society
Wee Waa	Foster better sense of community between Narrabri and Wee Waa to combat population decline.	Community Cohesion	Society
Narrabri	Community doesn't embrace change very well	Community Cohesion	Society
Narrabri	Good community	Community Cohesion	Society
Pilliga	Community is very nice	Community Cohesion	Society
Pilliga	Great place to bring up children	Community Cohesion	Society
Pilliga	Nice and supportive	Community Cohesion	Society
Narrabri	"We are a blessed Shire"	Community Cohesion	Society
Narrabri	"Narrabri is friendly"	Community Cohesion	Society
Narrabri	"Narrabri is a good place for jobs and opportunities"	Community Cohesion	Society
Narrabri	Monthly events for the community to bond more	Community Cohesion	Society
Wee Waa	Advocate for a financial institution to be based in Wee Waa (this will service Wee Waa, Pilliga and Gwabegar).	Community Infrastructure	Society
External Stakeholder	Support TCT's band room to become a shared space for community groups if the Band are not fully utilising it (e.g. Tamworth have a cultural precinct with a publicly accessible community creative space)	Community Infrastructure	Society
External Stakeholder	TCT uses gallery space well	Community Infrastructure	Society

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Install a hearing loop in Council Chambers	Community Infrastructure	Society
Narrabri	When designing the Tourism Hub - look at Narrabri Hospital cultural designs which was a collaboration with the LALC (use ocre colours and local Aboriginal artwork)	Community Infrastructure	Society
Wee Waa	Look at converting the pink building in Wee Waa to be a youth centre with a community garden.	Community Infrastructure	Society
Narrabri	Support new infrastructure at Federation Farm (need 2 seed silos and an auger)	Community Infrastructure	Society
Narrabri	Equipment needs to be carefully installed to ensure farming is not disrupted.	Community Infrastructure	Society
Narrabri	CUCNW need a bigger Narrabri Site (at time there are cues to get into the facilities, especially in the lead up to university exam periods).	Community Infrastructure	Society
Narrabri	CUCNW Narrabri Site – want to relocate the Narrabri Library and expand into the Library space within the same building.	Community Infrastructure	Society
Narrabri	Support Library adopting more technology that means it can downsize space (so long as it still meets the NSW State Library's ratios-no crossover in facility use so there is no harm in moving the Library away from the CUCNW Narrabri Site)	Community Infrastructure	Society
Narrabri	Population boost will impact the CUCNW uptake (need to have enough space to be ready for it).	Community Infrastructure	Society
Narrabri	CUCNW sites are good catchments area for the community.	Community Infrastructure	Society
Narrabri	Want NSC to cover the CUCNW Narrabri Centre's rent (approx. \$20,000 p.a. and could be spent on installing more desks and work stations).	Community Infrastructure	Society
Narrabri	The Crossing Theatre was originally built as a community hall - needs to be more affordable (free) for not-for-profits and community groups to meet at times convenient to them	Community Infrastructure	Society
Narrabri	Council should package room hire at TCT to make it easier for people as often small items may be missed or forgotten on the venue hire form (such as the lectern etc)	Community Infrastructure	Society
Wee Waa	Upgrade facilities at Pilliga Bore.	Community Infrastructure	Society
Boggabri	Renovating the Boggabri Bowling Club is the priority – it is an "eye sore"	Community Infrastructure	Society
Boggabri	Against moving the library to the Boggabri Court House as: Groups currently use the space; It is heritage listed and they are concerned Council's branding would detract from that; It is currently fit for purpose for what the community use it for and do not want that changed; and the community would prefer the Library to be moved to Boggabri Bowling Club.	Community Infrastructure	Society
Boggabri	"Something needs to be done with the Bowling Club"	Community Infrastructure	Society
Boggabri	Would prefer moving the library to the Bowling Club as a long term solution.	Community Infrastructure	Society
Narrabri	The Crossing Theatre is a good community asset	Community Infrastructure	Society
Narrabri	The Crossing Theatre is a good	Community Infrastructure	Society
Narrabri	On demand public transport bus	Community Infrastructure	Society

Location	Suggestions and Priorities	Key Issue	CSP Theme
Wee Waa	Community Kiosk in Wee Waa	Community Infrastructure	Society
Wee Waa	Take the Wee Waa Christmas Tree down before it gets wrecked	Community Infrastructure	Society
Wee Waa	No rent for Nurruby Wee Waa	Community Infrastructure	Society
Pilliga	Good shade at park	Community Infrastructure	Society
Pilliga	Bike training track at Community Centre	Community Infrastructure	Society
Pilliga	Need a caretaker at the Pilliga Bore and Campground	Community Infrastructure	Society
Baan Baa	"Narrabri has a great future ahead of it"	Community Infrastructure	Society
Baan Baa	Baan Baa park fosters social gatherings	Community Infrastructure	Society
Narrabri	Use the Ticket box (Sell hot dogs?)	Community Infrastructure	Society
Bellata	Financial help for community infrastructure (e.g. Halls)	Community Infrastructure	Society
Bellata	Council to take over the Edgeroi Hall and restore it	Community Infrastructure	Society
Pilliga	Make sure the caravaners pay	Community Infrastructure	Society
Pilliga	CTC no one is running it and there is no lease holder.	Community Infrastructure	Society
Pilliga	Support the Pilliga LALC to move into the CTC	Community Infrastructure	Society
Pilliga	Bowling in Pilliga	Community Infrastructure	Society
Narrabri	TCT has good hours for retirees	Community Infrastructure	Society
Narrabri	Reduce community fees to hire TCT	Community Infrastructure	Society
Gwabegar	Get rid of the rules around the hire of the Gwabegar Hall	Community Infrastructure	Society
Gwabegar	Need to get the Gwabegar Hall up and running but the fees are not affordable	Community Infrastructure	Society
Gwabegar	Gwabegar residents "need one little thing"	Community Infrastructure	Society
Gwabegar	A picnic table with shade at the Gwabegar Cemetery and a water tank	Community Infrastructure	Society
Gwabegar	Bay Mary in the Gwabegar Hall's kitchen	Community Infrastructure	Society
Gwabegar	Paint Gwabegar Hall	Community Infrastructure	Society
Gwabegar	Repair air conditioner at the Gwabegar Hall	Community Infrastructure	Society
Gwabegar	Gwabegar Hall's kitchen door - Fix Lock	Community Infrastructure	Society
Wee Waa	Council could look at welcome to town packs that help encourage newbies to join in on the town.	Council's Communications	Civic Leadership
External Stakeholder	Develop an online creative directory to enhance cultural tourism	Council's Communications	Civic Leadership
Narrabri	Support volunteers (some Councils have installed signs advertising Parkrun).	Council's Communications	Civic Leadership
Narrabri	Install a bigger sign advertising the Parkrun and the Course Map.	Council's Communications	Civic Leadership
Narrabri	Want Council to advertise Parkrun through VIC.	Council's Communications	Civic Leadership
Wee Waa	"Council needs to highlight Wee Waa and what's here culturally"	Council's Communications	Civic Leadership

Location	Suggestions and Priorities	Key Issue	CSP Theme
Wee Waa	Include more diverse images (included faces of Aboriginal youth and Elders) on the VIC and TCT signs and advertising (need to add a Cultural Sensitivity Warning).	Council's Communications	Civic Leadership
Wee Waa	Use more diverse images in marketing content.	Council's Communications	Civic Leadership
Wee Waa	Promote NAIDOC Week a week prior and then advertise what happened a week later.	Council's Communications	Civic Leadership
Narrabri	Better advertise Federation Farm's work in your Council or a flyer with water rates?	Council's Communications	Civic Leadership
Narrabri	Add Federation Farm on the VICs and NSC Website	Council's Communications	Civic Leadership
Narrabri	Clearly benchmark positive outcomes e.g. in 19XX this much water produced X amount of crop. Now through GM and innovation in 20XX the same amount of water produces X amount of crop.	Council's Communications	Civic Leadership
Narrabri	Advertise benefits of working in Local Government (socio economic impact, exposed to a variety of tasks and challenges).	Council's Communications	Civic Leadership
Narrabri	Advertise benefits of working in rural NSW (lower cost of living, diversify of job description and duties and more opportunities for advancement).	Council's Communications	Civic Leadership
Narrabri	Update NSC's welcome to the Shire DVD from 2013.	Council's Communications	Civic Leadership
Narrabri	Council should advertise all of the positive outcomes and advocacy ("toot your own horns").	Council's Communications	Civic Leadership
External Stakeholder	Need to ensure local community are engaged with when advertising the Shire's "vibrant country lifestyle"	Council's Communications	Civic Leadership
Boggabri	Keep tourism and marketing language simple and in plain-English.	Council's Communications	Civic Leadership
Boggabri	Better communicate/advertise Narrabri Tourism Precinct Masterplan as community is very interested.	Council's Communications	Civic Leadership
Narrabri	Council should rent and develop a shop front in the CBD for Community Development and Grants Officers so that they are more accessible to the community	Council's Communications	Civic Leadership
Narrabri	Improve engagement and consultation with the community especially for economic development related projects (need to remember to always involve the relevant Chamber of Commerce's)	Council's Communications	Civic Leadership
Narrabri	Narrabri Chamber of Commerce want to enter a Memorandum of Understanding with Council ensuring that they be better engaged with in the future	Council's Communications	Civic Leadership
Narrabri	Need better communication between Council and the Community	Council's Communications	Civic Leadership
Narrabri	Need to run more communication programs to educate the community of Council's operations ("the goings on")	Council's Communications	Civic Leadership
Narrabri	Need to make it easier for the community to locate publicly available information, plans, strategies and reports other than just sifting through Council Reports	Council's Communications	Civic Leadership
Wee Waa	Council needs to improve communications regarding the Wee Waa Levy Bank Feasibility Study and be more transparent as residents feel like they are being "left out of the loop".	Council's Communications	Civic Leadership
Boggabri	Feel out of the loop with Council's communication processes e.g. locals are confused regarding the issues with Dripping Rock as Council has not released a statement.	Council's Communications	Civic Leadership

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Use social media e.g. LinkedIn for more things other than recruitment and road closures	Council's Communications	Civic Leadership
Narrabri	More signage around Council funded projects to let people know what Council is achieving	Council's Communications	Civic Leadership
Narrabri	Regular radio spot to speak generally about what Council is doing	Council's Communications	Civic Leadership
Narrabri	Raise awareness of completed capital works projects	Council's Communications	Civic Leadership
Boggabri	Better communication from Council	Council's Communications	Civic Leadership
Boggabri	More time and better correspondence from Council regarding projects and grants	Council's Communications	Civic Leadership
Narrabri	More responsive to Council's customers	Council's Communications	Civic Leadership
Narrabri	Better communications	Council's Communications	Civic Leadership
Wee Waa	Signage and art to lead people to the main street	Council's Communications	Civic Leadership
Wee Waa	Youth Council is a good idea (need to promote what they do on Facebook)	Council's Communications	Civic Leadership
Pilliga	Need hard copies of draft documents at the Café and Community Centre	Council's Communications	Civic Leadership
Pilliga	No feedback from Council when applying from Jobs	Council's Communications	Civic Leadership
Narrabri	Community board of where to find food and attractions	Council's Communications	Civic Leadership
Narrabri	Improve the publicity of the town	Council's Communications	Civic Leadership
Narrabri	Notice board at the Library of the different groups	Council's Communications	Civic Leadership
Narrabri	Encourage new residents (tree changers).	Council's Communications	Civic Leadership
Narrabri	Advertise Council's Small Business Liaison officer more	Council's Communications	Civic Leadership
Bellata	Council needs to be better at calling people back	Council's Communications	Civic Leadership
Bellata	Council has poor communication	Council's Communications	Civic Leadership
Bellata	No communication when the street sweeper is meant to be coming (so no one moves cars)	Council's Communications	Civic Leadership
Bellata	More follow-up required from Council and Councillors	Council's Communications	Civic Leadership
Pilliga	Community link notice board, nothing is placed on it. Could this be moved to somewhere where people can see it.	Council's Communications	Civic Leadership
Pilliga	Meeting after hours to reach the community.	Council's Communications	Civic Leadership
Pilliga	Meet more with Pilliga community	Council's Communications	Civic Leadership
Pilliga	Listen to local people (and get a cross section of the community)	Council's Communications	Civic Leadership
Pilliga	Pilliga want a community meeting regarding the CTC Building	Council's Communications	Civic Leadership
Pilliga	Let Pilliga know when there are auctions for vacant blocks in town	Council's Communications	Civic Leadership
Pilliga	Better local consultation before services are modified or removed	Council's Communications	Civic Leadership
Pilliga	No consultation with the community regarding the removal of the play equipment	Council's Communications	Civic Leadership
Pilliga	No consultation regarding the playground equipment being removed from Pilliga	Council's Communications	Civic Leadership

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Update community of upgrade of Narrabri CBD Footpath	Council's Communications	Civic Leadership
Narrabri	Advertise Council meetings on the community noticeboard	Council's Communications	Civic Leadership
Gwabegar	Need better advocacy for Gwabegar - monthly newsletter?	Council's Communications	Civic Leadership
Gwabegar	"Take that back to Council and they never get back to us"	Council's Communications	Civic Leadership
Gwabegar	Acknowledge the achievements of Gwabegar	Council's Communications	Civic Leadership
Gwabegar	"A lot of the time things are said but we never hear back from Council"	Council's Communications	Civic Leadership
Gwabegar	Make Rates notices more clear so residents understand what they are paying for - e.g. waste levy	Council's Communications	Civic Leadership
Gwabegar	Better communication from Council	Council's Communications	Civic Leadership
Gwabegar	Gwabegar feel that they are not heard and that no actions are taken	Council's Communications	Civic Leadership
Narrabri	Council engages some what with the community when making plans. Would like to see more.	Council's Communications	Civic Leadership
Narrabri	Feel like Council is not transparent as not everything is made known to the community, especially during important planning.	Council's Communications	Civic Leadership
Wee Waa	Need to reduce anti-social behaviour.	Crime Prevention	Society
Narrabri	Domestic Violence is the biggest issue	Crime Prevention	Society
Narrabri	Complacency not locking up valuables.	Crime Prevention	Society
Narrabri	Targeting the elderly to lock the back door	Crime Prevention	Society
Narrabri	Alcohol is the biggest contributor to crime.	Crime Prevention	Society
Narrabri	Work to combat drug issues	Crime Prevention	Society
Narrabri	Countries that decimalise drug use reduced drug users. Instead of focusing on catching the user divert resourcing to drug education programs.	Crime Prevention	Society
Narrabri	Stopping intergenerational issues.	Crime Prevention	Society
Narrabri	Crime Prevention Programs	Crime Prevention	Society
Wee Waa	Issue with crime in Wee Waa.	Crime Prevention	Society
Wee Waa	Need more urban lighting and surveillance in the CBD.	Crime Prevention	Society
Wee Waa	Need more programs to keep people occupied and off the streets at night.	Crime Prevention	Society
Wee Waa	Barriers to prevent motor bikes on the levy	Crime Prevention	Society
Wee Waa	More security at the Greenspace (needs more lighting)	Crime Prevention	Society
Wee Waa	More CCTV around the Greenspace	Crime Prevention	Society
Baan Baa	Youth crime issues	Crime Prevention	Society
Pilliga	Elderly and young feel safe	Crime Prevention	Society
Pilliga	Pilliga has low crime rates	Crime Prevention	Society
Pilliga	More street lights in Pilliga	Crime Prevention	Society
Pilliga	Install speed humps near Pilliga entry to make people slow down	Crime Prevention	Society
Pilliga	Need to make trucks reduce their speed and stick to the speed limit coming into Pilliga - it is not safe	Crime Prevention	Society
Gwabegar	CCTV @ Gwabegar Tip	Crime Prevention	Society
Wee Waa	Housing shortage in Wee Waa make it hard for people to live there and move out to Wee Waa.	Development	Environment

Location	Suggestions and Priorities	Key Issue	CSP Theme
Wee Waa	Hard to find rentals.	Development	Environment
Wee Waa	Want Council to unlock some more vacant land if possible.	Development	Environment
Wee Waa	Want Council to run urban migration and tree change programs to attract people from the cities. Need the housing stock and services to support this.	Development	Environment
Wee Waa	Support Community Housing	Development	Environment
Narrabri	Housing options for young people, transitional accommodation	Development	Environment
Narrabri	If we had a house where the youth can get a reference to get their own house.	Development	Environment
Narrabri	Invest in economic study to calculate ROI on sport for every \$ spent in sport \$X is spent in town – Figure will be useful when both Council and Clubs are applying for grants.	Development	Environment
Narrabri	LALC Housing has no income limit so it helps motivate people to obtain work and well paying jobs.	Development	Environment
External Stakeholder	Need to also focus on increasing housing and community services to attract more people to the Narrabri Shire.	Development	Environment
Narrabri	Housing is the second priority for private enterprise.	Development	Environment
Narrabri	Need more commercial flood free vacant blocks.	Development	Environment
Narrabri	Council need to get DAs through in a timely manner (perception is that Council is too slow and it is preventing development)	Development	Environment
Narrabri	Council needs to better assist the community when lodging planning applications (e.g. pre-assessment meetings)	Development	Environment
Narrabri	Council should encourage development to remain within the CBD to keep the "heart of the town alive"	Development	Environment
Narrabri	Attract more residents	Development	Environment
Boggabri	Designated industrial area in Boggabri (other side of Railway Line)	Development	Environment
Boggabri	Investigate potential to utilise block behind the Boggabri Cemetery and SR171	Development	Environment
Boggabri	Enable subdivision of residential blocks in Boggabri as they are too big and wasted spaces	Development	Environment
Boggabri	Investment attraction for Boggabri	Development	Environment
Baan Baa	"So many positives from the Gas"	Development	Environment
Baan Baa	Facilitate residential development in Baan Baa	Development	Environment
Bellata	Encourage residential development in smaller townships and villages	Development	Environment
Bellata	Sell Council owned blocks off behind Temi Street	Development	Environment
Bellata	McGregor Goulay has been good for the Bellata - good corporate citizens	Development	Environment
Bellata	Support hotel in Bellata (would compliment silo art if it came)	Development	Environment
Narrabri	Support housing developments outside of Narrabri	Development	Environment
Narrabri	Housing issues	Development	Environment
Narrabri	Digital connectivity needs upgrading across the Shire to better support AgTech (number 1 priority) – currently huge issues with lack of connectivity especially around Harvest seasons.	Digital Connectivity	Economy
Narrabri	LORA WAN may help but would need to be installed on a very tall tower.	Digital Connectivity	Economy
Narrabri	Next to no signal around harvest and planting time.	Digital Connectivity	Economy
Narrabri	Advocate and support endeavours for faster internet and more reliable phone service (as outages negatively impact trade)	Digital Connectivity	Economy

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Install infrastructure to support a more reliable internet service down the main street to support the local businesses in the CBD	Digital Connectivity	Economy
Pilliga	Tech savvy seniors course out at all towns and villages	Digital Connectivity	Economy
Pilliga	Only satellite NBN is available at Pilliga	Digital Connectivity	Economy
Pilliga	Need community computers for Pilliga	Digital Connectivity	Economy
Pilliga	With online bookings at the Pilliga Bore Baths and Campground, many cannot access them.	Digital Connectivity	Economy
Bellata	Better digital connectivity	Digital Connectivity	Economy
Bellata	Better phone signal and service in Bellata	Digital Connectivity	Economy
Bellata	Need better internet and connectivity in Bellata	Digital Connectivity	Economy
Pilliga	Digital connectivity assists 5 people in Pilliga with significant health issues	Digital Connectivity	Economy
Pilliga	Internet supports working from home.	Digital Connectivity	Economy
Narrabri	Better digital connectivity	Digital Connectivity	Economy
Narrabri	Shoe shops	Diverse Retail Environment	Economy
Narrabri	More shopping	Diverse Retail Environment	Economy
Narrabri	More clothes shops	Diverse Retail Environment	Economy
Narrabri	Chemist warehouse	Diverse Retail Environment	Economy
Narrabri	More variety for shops	Diverse Retail Environment	Economy
Narrabri	Lobby for a department store where Target was	Diverse Retail Environment	Economy
Narrabri	Advocate for more accessible retail options	Diverse Retail Environment	Economy
Narrabri	Kmart where Target was	Diverse Retail Environment	Economy
Pilliga	Closest charity store is in Wee Waa	Diverse Retail Environment	Economy
Narrabri	Shop for basics	Diverse Retail Environment	Economy
Narrabri	CBD is beautiful but empty shops	Diverse Retail Environment	Economy
Narrabri	Christmas pop up was good but wasn't as busy as hoped	Diverse Retail Environment	Economy
Narrabri	Need a shoe shop and more affordable children's clothing	Diverse Retail Environment	Economy
Narrabri	Lobby for initiative to bring more businesses to town	Diverse Retail Environment	Economy
Narrabri	Kmart and a Target	Diverse Retail Environment	Economy
Bellata	Support a corner store in Bellata	Diverse Retail Environment	Economy
Narrabri	Fill the shops	Diverse Retail Environment	Economy
Narrabri	Fill empty shops down the main street of Narrabri	Diverse Retail Environment	Economy
Narrabri	Kmart or a Big W	Diverse Retail Environment	Economy
Narrabri	Big "Little" W	Diverse Retail Environment	Economy
Narrabri	Shops to fill Main Street	Diverse Retail Environment	Economy
External Stakeholder	Run an advertising campaign to attract Aboriginal and Torres Strait Islanders, Women and those with vocational skills into Local Government.	Employment	Economy

Location	Suggestions and Priorities	Key Issue	CSP Theme
External Stakeholder	Good that all councils are utilising Careers @ Council – helpful that all job adverts are in the one place.	Employment	Economy
External Stakeholder	Need to make sure businesses (including Council) implement multiple pipelines of opportunities for skills and job retention (short/medium/long plans).	Employment	Economy
External Stakeholder	Local businesses should utilise those available to work through Skills Migration (491 Visas).	Employment	Economy
Narrabri	Implement Careers Expo and invite Local Government representatives from all skills areas.	Employment	Economy
Narrabri	Need to include salary in Grad/Trainee PDs when advertising.	Employment	Economy
Narrabri	Council needs to be a stakeholder in the development and growth of the CUCNW as an local employer – provide feedback to the CUCNW on current skills shortages at Council and develop graduate pathways to fill those shortages.	Employment	Economy
Narrabri	Want Council's support for the CUC's bid at the Government's 2022/2023 Budget Submission.	Employment	Economy
Narrabri	CUC want to grow and encompass Vocational Education and Training skills within the scope of qualifications that the CUC supports.	Employment	Economy
Narrabri	Advocate for the government to fund a position at the CUCNW to provide mature age career advice (especially now with all of the skill shortages).	Employment	Economy
Narrabri	CUCNW are looking at forming a local events committee for the Careers Expo (will include Council and the Careers Network and other industry leaders and training and education facilities).	Employment	Economy
Narrabri	Council should support mining in the Shire at it provides community support through sponsorships and employment opportunities	Employment	Economy
Pilliga	Need more local jobs	Employment	Economy
Pilliga	Can't access mine work as Pilliga is more than 100km out of town	Employment	Economy
Pilliga	More road skilled workers (local for local)	Employment	Economy
Pilliga	No jobs here.	Employment	Economy
Pilliga	Work for the youth and locals especially during harvest.	Employment	Economy
Pilliga	Youth Council trying to organise a bus to support work during harvest.	Employment	Economy
Pilliga	Council meetings include employment connection to come out.	Employment	Economy
Pilliga	Employer incentives to help support locals to obtain employment.	Employment	Economy
Pilliga	HR are trying to engage local employment through expos and supporting remote working.	Employment	Economy
Pilliga	Farmers don't like hiring community members because they prefer to pay less for back packers.	Employment	Economy
Wee Waa	Want to enhance the multiculturalism of the Shire and encourage immigrants to move out to rural towns such as Wee Waa.	Empower Community	Civic Leadership
Wee Waa	Council to increase support for cultural diversity.	Empower Community	Civic Leadership
Wee Waa	Want to work to mitigate the population decline.	Empower Community	Civic Leadership
Wee Waa	Have seen a decrease in volunteers post-COVID.	Empower Community	Civic Leadership
Wee Waa	Volunteers are ageing out and most families must work full time to afford to live.	Empower Community	Civic Leadership
Wee Waa	Growing prosperity gap since COVID.	Empower Community	Civic Leadership

Location	Suggestions and Priorities	Key Issue	CSP Theme
Wee Waa	Want to reconnect and rebuild community partnerships.	Empower Community	Civic Leadership
Wee Waa	Community grieves for the Wee Waa that once was.	Empower Community	Civic Leadership
Wee Waa	Strong sense of community in Wee Waa.	Empower Community	Civic Leadership
Wee Waa	Sense of closeness in the Wee Waa community.	Empower Community	Civic Leadership
Wee Waa	Wee Waa community looks after each other.	Empower Community	Civic Leadership
External Stakeholder	The Wee Waa Cultural Centre is good and needs to be enhanced to build and develop links to the smaller communities (e.g. Pilliga)	Empower Community	Civic Leadership
External Stakeholder	"Build community through art" - capacity build communities post-disasters through the Creative Recovery Network	Empower Community	Civic Leadership
External Stakeholder	Support Arts North West's endeavours to fund an artist in Wee Waa (based in the Cultural Centre)	Empower Community	Civic Leadership
External Stakeholder	Support decentralised art projects and installation in smaller townships	Empower Community	Civic Leadership
Narrabri	Maintain for the residents in the area	Empower Community	Civic Leadership
Narrabri	Mentoring program to break the generational gap	Empower Community	Civic Leadership
Narrabri	Advocate for shops to be more accessible.	Empower Community	Civic Leadership
Narrabri	Change the culture of mobility access (get shops and venues to want to be more accessible).	Empower Community	Civic Leadership
Narrabri	Run wheelchair days for the community to raise awareness.	Empower Community	Civic Leadership
Narrabri	"Empathy doesn't breed understanding"	Empower Community	Civic Leadership
Narrabri	Educate venues that whilst their entry ways may be accessible, their footprints are not.	Empower Community	Civic Leadership
Narrabri	A lot of shops are not only inaccessible for the disable community, but they also cannot be accessed by those with prams.	Empower Community	Civic Leadership
Narrabri	Empower the community and grant choice and control to all.	Empower Community	Civic Leadership
Narrabri	Support volunteers	Empower Community	Civic Leadership
Narrabri	Need help applying for grants.	Empower Community	Civic Leadership
Narrabri	Good working relationship with the Chambers.	Empower Community	Civic Leadership
Narrabri	Disconnect with some families and the LALC because of the LALC's partnership with industry.	Empower Community	Civic Leadership
Narrabri	Want Council to capacity build community groups to run their own programs.	Empower Community	Civic Leadership
Narrabri	Continued support for initiatives such as Federation Farm	Empower Community	Civic Leadership
Boggabri	Capacity build to avoid volunteer fatigue (volunteers run a lot of community events and many overlap with other events).	Empower Community	Civic Leadership
Boggabri	Capacity build local community groups to operate in the tourism space.	Empower Community	Civic Leadership

Location	Suggestions and Priorities	Key Issue	CSP Theme
Boggabri	Need to identify and target local communities to drive tourism and enhance the visitor experience.	Empower Community	Civic Leadership
Narrabri	Council need to better support community run events and make it easier for the volunteers (such as the Christmas Carnival)	Empower Community	Civic Leadership
Narrabri	Have Council's Community Development Team help community groups to complete all paperwork required to hold a community event	Empower Community	Civic Leadership
Narrabri	Grants Officer should provide more support to community groups when applying for funding	Empower Community	Civic Leadership
Wee Waa	Assist community groups to obtain 'not-for-profit' status through the ACNC so that they can access more support and more affordable services (such as banking).	Empower Community	Civic Leadership
Wee Waa	Want to run a funded Business Breakfast that includes a guest speaker quarterly that is free for all businesses to attend.	Empower Community	Civic Leadership
Boggabri	Need money and Council's support for local initiatives.	Empower Community	Civic Leadership
Boggabri	Want the whole town to get behind events e.g. all businesses dress up for local events such as the races.	Empower Community	Civic Leadership
Boggabri	Capacity build community groups	Empower Community	Civic Leadership
Boggabri	Community to have shovel ready projects for popular grant monetary brackets (\$5K/\$10K/\$20K)	Empower Community	Civic Leadership
Narrabri	Encourage more community cohesion	Empower Community	Civic Leadership
Narrabri	Supportive community	Empower Community	Civic Leadership
Narrabri	Revive the Ministers' Fraternal to unite churches for the town	Empower Community	Civic Leadership
Narrabri	Capacity build volunteer organisations and committees	Empower Community	Civic Leadership
Pilliga	Oz Harvest service helps Pilliga	Empower Community	Civic Leadership
Pilliga	Church visited a few years ago (brought a charity store, food, prizes for activities). Was very successful.	Empower Community	Civic Leadership
Pilliga	Pilliga has a connected and supportive community	Empower Community	Civic Leadership
Baan Baa	Good support for local community events	Empower Community	Civic Leadership
Baan Baa	Itinerant work reduces community cohesion and connectiveness	Empower Community	Civic Leadership
Baan Baa	Need to keep fostering young memberships of volunteer groups and committees	Empower Community	Civic Leadership
Narrabri	A weekend where dress the town up – October long weekend	Empower Community	Civic Leadership
Narrabri	Like the markets	Empower Community	Civic Leadership
Bellata	Council has been very supportive of the Bellata Hall (has helped with previous grants)	Empower Community	Civic Leadership
Bellata	Encourage local business to support and use community halls for larger functions	Empower Community	Civic Leadership
Bellata	Keep small rural community culture alive	Empower Community	Civic Leadership
Bellata	Council to facilitate more connections between Community Halls and Pubs (so that pubs can host functions for more people than their primary location can support)	Empower Community	Civic Leadership

Location	Suggestions and Priorities	Key Issue	CSP Theme
Bellata	Capacity building for volunteer groups to be self funded	Empower Community	Civic Leadership
Bellata	Need more community events (such as balls and dances)	Empower Community	Civic Leadership
Bellata	Need a craft group and place for social support for women in Bellata	Empower Community	Civic Leadership
Bellata	Bellata is a safe and family orientated community	Empower Community	Civic Leadership
Bellata	Good to see Bellata community come together for Paint the Town Pink	Empower Community	Civic Leadership
Pilliga	Support and educate community about existing resources in Pilliga and Gwabegar	Empower Community	Civic Leadership
Pilliga	Cricket club volunteers are good	Empower Community	Civic Leadership
Narrabri	Support the Women's Shed (need a venue)	Empower Community	Civic Leadership
Narrabri	Support workshops to help women develop practical skills	Empower Community	Civic Leadership
Narrabri	Install speakers to have the community radio play down the main street of Narrabri	Empower Community	Civic Leadership
Narrabri	Install a notice board down the main street	Empower Community	Civic Leadership
Gwabegar	Empower the community to increase resilience	Empower Community	Civic Leadership
Gwabegar	Too many rules with the Gwabegar Hall - need to lighten them to make it more accessible	Empower Community	Civic Leadership
Gwabegar	"Nothing gets done out here"	Empower Community	Civic Leadership
Gwabegar	Need a service directory for all townships	Empower Community	Civic Leadership
Gwabegar	"We don't know what's available to us"	Empower Community	Civic Leadership
Gwabegar	Need sand bags and a sand filling station at Gwabegar - help the community help themselves	Empower Community	Civic Leadership
Gwabegar	Better support for our volunteers - Gwabegar's SES and RFS	Empower Community	Civic Leadership
Gwabegar	Community want to run a café out of the Gwabegar Hall with profits going back into the Community	Empower Community	Civic Leadership
Gwabegar	Gwabegar is a peaceful and quiet - "couldn't find a better community"	Empower Community	Civic Leadership
Gwabegar	Community dinners at the Gwabegar Hall to reunite the community	Empower Community	Civic Leadership
Gwabegar	More support for community grants	Empower Community	Civic Leadership
Narrabri	More fundraisers (e.g. for cancer or the disabled)	Empower Community	Civic Leadership
Narrabri	Support and create community events in all of the townships (such as Christmas events and community BBQs).	Events and Entertainment	Economy
Narrabri	Just for Laugh Comedy Tour was great.	Events and Entertainment	Economy
External Stakeholder	Develop a theatre going audience (will need to be subsidised by Council as these rarely make a profit)	Events and Entertainment	Economy
External Stakeholder	CREATE Festival has been run well as it was a slow build	Events and Entertainment	Economy
Narrabri	Can upgrade facilities that we can target people to use these fields for alternative purposes (e.g. Music Festivals)	Events and Entertainment	Economy
Narrabri	Rugby Club tender the Bar and Canteen out – this is successful.	Events and Entertainment	Economy
Narrabri	Dangar is a better location as Collins Park is an Alcohol-Free Zone.	Events and Entertainment	Economy

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Family fun day out the back of the TCT – but risk assessments made it too hard.	Events and Entertainment	Economy
Boggabri	Insurance premiums kill a lot of local events (e.g. was helpful when NOSH was a s 355 Committee it's insurance was covered by Council's insurance)	Events and Entertainment	Economy
Boggabri	Need a Council 'Events' Team.	Events and Entertainment	Economy
Narrabri	Keep The Crossing Theatre Café open for longer (breakfast and weekend brunch and lunch)	Events and Entertainment	Economy
Narrabri	Offer more evening movie times during the week	Events and Entertainment	Economy
Narrabri	Local theatre group and school productions	Events and Entertainment	Economy
Narrabri	More dining options and restaurants	Events and Entertainment	Economy
Narrabri	Art show with a quilting display	Events and Entertainment	Economy
Narrabri	Get local businesses involved with CREATE	Events and Entertainment	Economy
Narrabri	Christmas events the kids love it	Events and Entertainment	Economy
Bellata	Need a cultural hub or pub in Bellata to dine out at	Events and Entertainment	Economy
Bellata	Bellata Golfie needs to use the Bellata Hall more to host larger events	Events and Entertainment	Economy
Bellata	Encourage small rural festivals in villages	Events and Entertainment	Economy
Pilliga	Community events at the hall	Events and Entertainment	Economy
Pilliga	Disco for the kids or PCYC youth night.	Events and Entertainment	Economy
Pilliga	More events at the pub would benefit the town.	Events and Entertainment	Economy
Pilliga	Hold events in Pilliga (showcase the good things)	Events and Entertainment	Economy
Narrabri	Need more activities in Wee Waa	Events and Entertainment	Economy
Narrabri	Community events are good and most people are friendly	Events and Entertainment	Economy
Wee Waa	Need a doctor full time in Wee Waa (Monday to Thursday is not good enough).	Health and Wellbeing	Society
Wee Waa	Attract more community-oriented service providers (such as doctors).	Health and Wellbeing	Society
Narrabri	Need more rural chaplains as the demand has increased over the past two years with COVID but the funding has remained the same.	Health and Wellbeing	Society
Narrabri	Changing mental health	Health and Wellbeing	Society
Narrabri	Changing health habits	Health and Wellbeing	Society
Narrabri	Drug and alcohol counselling	Health and Wellbeing	Society
Narrabri	Rehab in the hospital	Health and Wellbeing	Society
Narrabri	Local hospital won't accept a mental health patient under the influence.	Health and Wellbeing	Society
Narrabri	No men refuge in the shire	Health and Wellbeing	Society
Narrabri	Parkrun has improved the health and wellbeing of many (encourages healthy competition).	Health and Wellbeing	Society
Narrabri	Better drug and alcohol programs.	Health and Wellbeing	Society

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Need Council to advocate for more allied health services (especially Occupational therapists, Paediatricians (2 year waiting list), Speech therapists)	Health and Wellbeing	Society
Narrabri	Advocate for more easily accessible health services.	Health and Wellbeing	Society
Narrabri	Mental health services (High suicide rate for youth in the Shire and Youth mental health has declined since COVID)	Health and Wellbeing	Society
Narrabri	Have had FIFO Paediatricians go to surrounding towns (but these all have 2 year waiting lists)	Health and Wellbeing	Society
Narrabri	Headspace for 12 years and over – but the younger age groups need support too.	Health and Wellbeing	Society
Narrabri	Centacare comes up and works well in the schools but they need more support.	Health and Wellbeing	Society
Narrabri	Want paediatricians to come to the schools to assess kids.	Health and Wellbeing	Society
Narrabri	Need more advocacy for rural and remote paediatric services.	Health and Wellbeing	Society
Narrabri	Advocate for more mental health services in the Shire	Health and Wellbeing	Society
Narrabri	Need more doctors in the Shire as current ones are fatiguing	Health and Wellbeing	Society
Narrabri	Council needs to encourage the LHD to bring more doctors to the Shire	Health and Wellbeing	Society
Narrabri	Health facilities - lobby for better	Health and Wellbeing	Society
Narrabri	Lobby for more health providers	Health and Wellbeing	Society
Narrabri	"People are nice and friendly here"	Health and Wellbeing	Society
Wee Waa	Attract more allied health services and doctors	Health and Wellbeing	Society
Wee Waa	Wee Waa hospital needs a more permanent doctor (only Monday to Thursday)	Health and Wellbeing	Society
Wee Waa	Encourage fit and happy lifestyles	Health and Wellbeing	Society
Narrabri	Men's transitional house	Health and Wellbeing	Society
Pilliga	Need telehealth at Pilliga	Health and Wellbeing	Society
Pilliga	Nearest health services is Wee Waa (Mon-Thur) and Baradine (Mon-Fri)	Health and Wellbeing	Society
Pilliga	District Nurse and Allied Services come out to Pilliga from Walgett AMS	Health and Wellbeing	Society
Pilliga	RFDS Helped vaccinate everyone (probably would not have happened without them)	Health and Wellbeing	Society
Pilliga	Contact WAMS regarding Pilliga Remote Health Sessions	Health and Wellbeing	Society
Pilliga	More health services to visit Pilliga	Health and Wellbeing	Society
Pilliga	Need more health and wellbeing services in Pilliga	Health and Wellbeing	Society
Narrabri	Improve access to medical services	Health and Wellbeing	Society
Narrabri	Advocate for more funding for medical services for the community	Health and Wellbeing	Society
Narrabri	Look at sterilising medical instruments in Narrabri again rather than shipping them to Tamworth (causes issues when the road is cut)	Health and Wellbeing	Society
Narrabri	Advocate for more medical services	Health and Wellbeing	Society

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Need more mental health services	Health and Wellbeing	Society
Narrabri	Shire needs more health services	Health and Wellbeing	Society
Narrabri	More mental health services and social support	Health and Wellbeing	Society
Narrabri	Advocate for better case by case mental health reform	Health and Wellbeing	Society
Narrabri	Could do more for the war veterans (look at support from a whole family approach)	Health and Wellbeing	Society
Narrabri	Advocate for more health services to reduce staff: patients ratios	Health and Wellbeing	Society
Gwabegar	Support a community nurse at Gwabegar	Health and Wellbeing	Society
Gwabegar	Gwabegar has an ageing community - need services to support this	Health and Wellbeing	Society
Gwabegar	Better advocacy for Emergency Services' routes - need ambulances to come automatically from Coonamble rather than Wee Waa as the road is not good and it is too far	Health and Wellbeing	Society
Gwabegar	Wee Waa's doctors are good	Health and Wellbeing	Society
Narrabri	Most health and safety services meet the needs of my family, but the loss of headspace has taken away another mental health outlet	Health and Wellbeing	Society
Narrabri	NDCAS Youth Centre	Health and Wellbeing	Society
Narrabri	Headspace awareness	Health and Wellbeing	Society
Narrabri	More awareness upon mental/ physical/ social health - programs	Health and Wellbeing	Society
Narrabri	Mental health - easier access	Health and Wellbeing	Society
Narrabri	Safety courses - driving, substance abuse etc	Health and Wellbeing	Society
Narrabri	Drug awareness and safety campaign	Health and Wellbeing	Society
Narrabri	More Allied Health professionals	Health and Wellbeing	Society
Narrabri	Wish for family catchups and doo health and safety	Health and Wellbeing	Society
Wee Waa	Wee Waa has strong generational farming ties to the area.	Heritage	Environment
Wee Waa	Want signage that educates community about Aboriginal Cultural Heritage Stories	Heritage	Environment
Wee Waa	Look at relocating the Scar trees around Wee Waa to the LALC Office.	Heritage	Environment
Wee Waa	Include "Welcome to Gamilaroi Country" on all town signs.	Heritage	Environment
Wee Waa	Install respectful acknowledgements of burial sites (such as a small plaque on a stone) across the Shire including National Parks.	Heritage	Environment
Wee Waa	Install educational signage and a memorial site at the rest area near the Waterloo Creek Massacre Site.	Heritage	Environment
External Stakeholder	Need to prioritise Aboriginal cultural tourism (e.g. awareness training, opportunities for cultural tours and outdoor experiences).	Heritage	Environment
External Stakeholder	Empower local Aboriginal Community to capitalise on cultural tourism (Council should facilitate partnerships with National Parks and the LALCs and Elders groups).	Heritage	Environment

Location	Suggestions and Priorities	Key Issue	CSP Theme
Boggabri	Investigate opportunity for Aboriginal Astronomy tours out at the CSIRO Telescope (including public art that captures Aboriginal interpretation of the night sky and night tours with a BBQ etc).	Heritage	Environment
Narrabri	Need to protect and acknowledge historical sites wherever possible	Heritage	Environment
Narrabri	Support Narrabri Chamber of Commerce's upgrade of the Collin's Park Ticket Box	Heritage	Environment
Wee Waa	Want to install storyboards around Wee Waa and the Lagoon that advise of the local cultural and agricultural history of the area.	Heritage	Environment
Wee Waa	Display information on the native flora and fauna of the area (e.g. a sign down by the Lagoon advising of the native fish and plant species of the lagoon etc).	Heritage	Environment
Boggabri	Want Council to install a series of signs around Boggabri with local historical stories and facts.	Heritage	Environment
Boggabri	Want greater recognition of the history of the individual areas that now make up the Narrabri Shire Council – a mini local government history placard.	Heritage	Environment
Boggabri	Want a heritage walk that goes through Boggabri in the 1820s to 1920s to now (Include stories of the Runaway Barber Clark in Middle Park)	Heritage	Environment
Narrabri	Preserve historical sites	Heritage	Environment
Narrabri	Promote rejuvenation of old development over new	Heritage	Environment
Boggabri	Heritage Walk (previous history of Boggabri Council; escaped convict George Barber Clark; Process of Coal; need \$)	Heritage	Environment
Boggabri	Historical campaign that shows evolution of the area and the past Councils that now make up Narrabri Shire Council	Heritage	Environment
Narrabri	Highlight heritage sites across the Shire	Heritage	Environment
Wee Waa	Trail walk with local history	Heritage	Environment
Wee Waa	Shared pathway with historical points of interest	Heritage	Environment
Narrabri	Aboriginal heritage tours (walk and discover) to raise awareness	Heritage	Environment
Narrabri	Showcase the history of Narrabri with walking path sculptures	Heritage	Environment
Narrabri	Boards of previous mayors and alderman's on display	Heritage	Environment
Narrabri	Boards of previous mayors and alderman's on display where are they	Heritage	Environment
Narrabri	"The previous Council did as good of job as any Council could have done given the global and national issues".	Local Leadership	Civic Leadership
Narrabri	Need to continue to progress rather than regress.	Local Leadership	Civic Leadership
Narrabri	"Narrabri Council is doing their level best"	Local Leadership	Civic Leadership
Narrabri	Continue to advocate for the needs of the country residents over the opinions of city bureaucrats.	Local Leadership	Civic Leadership
Narrabri	Hard to balance services and rates.	Local Leadership	Civic Leadership
Narrabri	Many farmers are frustrated as they pay a lot of rates but do not receive a lot of services.	Local Leadership	Civic Leadership
Narrabri	No issues with rates etc. More issues with policing and social policy.	Local Leadership	Civic Leadership
Narrabri	NAIDOC Week works better in September	Local Leadership	Civic Leadership
Wee Waa	Community feels neglected by Council as they feel development always happens in Narrabri first.	Local Leadership	Civic Leadership
Narrabri	"Council and Community initiatives have worked well"	Local Leadership	Civic Leadership

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Generally Council works well with Federation Farm	Local Leadership	Civic Leadership
Narrabri	Engagement with Federation Farm has improved over the last 4-5 years and has been good.	Local Leadership	Civic Leadership
Narrabri	Want Council to support regulated (licenses and metered) flood plain harvesting.	Local Leadership	Civic Leadership
Narrabri	Council is a paying member of Namoi Water and therefore should attend Ground water status updates.	Local Leadership	Civic Leadership
Narrabri	Namoi Water want a united front with Council, Mines, Gas and farmers to work together to holistically reduce water.	Local Leadership	Civic Leadership
Narrabri	Issue with policy changes around the metering of Stock and Domestic bores:	Local Leadership	Civic Leadership
Narrabri	Better advocacy for raising awareness that majority of irrigators are doing the right thing.	Local Leadership	Civic Leadership
External Stakeholder	Issues arising from lack of trades being offered at local TAFE's (many young people are deterred as it is expensive for them to travel to and stay in larger centres to learn most trade skills).	Local Leadership	Civic Leadership
Wee Waa	Issues with the lack of correspondence back from the NSW Government to those making submissions on State Significant and State Administrated Development (e.g. New Wee Waa High School).	Local Leadership	Civic Leadership
Wee Waa	The proposed New Wee Waa High School needs a bigger set back.	Local Leadership	Civic Leadership
Wee Waa	Council needs to advocate for better communication from the State Government.	Local Leadership	Civic Leadership
Wee Waa	Currently an issue in Wee Waa as there are no operating banks in the town (closest financial institutions are in Narrabri). This has flow on effects to Pilliga and Gwabegar Communities	Local Leadership	Civic Leadership
Wee Waa	Council needs to advocate for the banking sector to still service Wee Waa.	Local Leadership	Civic Leadership
Narrabri	"It is hard to say the Council does a lot of good"	Local Leadership	Civic Leadership
Narrabri	Reduce staff turnover	Local Leadership	Civic Leadership
Narrabri	"Got no complaints"	Local Leadership	Civic Leadership
Wee Waa	Parks Coordinator needs to be out and about more in the community	Local Leadership	Civic Leadership
Wee Waa	Dallas & Rosco (Council Staff) are held in high regards by the local community	Local Leadership	Civic Leadership
Narrabri	Low cost of living	Local Leadership	Civic Leadership
Narrabri	Council is doing more for the community than coastal councils are	Local Leadership	Civic Leadership
Narrabri	"Council seems like they're doing really well and are trying to make improvements"	Local Leadership	Civic Leadership
Bellata	Change Berrigal's post code from 2390 back to 2397	Local Leadership	Civic Leadership
Pilliga	There was no communication about why or how long to fix.	Local Leadership	Civic Leadership
Pilliga	"We want our fare share!"	Local Leadership	Civic Leadership
Narrabri	Believe Council responsibly manages finances	Local Leadership	Civic Leadership
Gwabegar	Roads team are always sitting in the truck doing nothing out at Gwabegar	Local Leadership	Civic Leadership
Gwabegar	Bring back Gwabegar's polling booth - need to be able to vote	Local Leadership	Civic Leadership
Gwabegar	Want "council to meet needs of smaller communities within its area instead of just looking after the main towns"	Local Leadership	Civic Leadership
Narrabri	Set up a goal for money going towards specific group every year	Local Leadership	Civic Leadership
Wee Waa	Dangar Park and Ludowici Park are great for Wee Waa (great to host community days)	Open Spaces	Environment

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Community Garden for young people.	Open Spaces	Environment
Narrabri	Request parents to help look after parks if worried about damage.	Open Spaces	Environment
Narrabri	Equipment was unsafe and taken away and not replaced	Open Spaces	Environment
Narrabri	At the back of Wynanali there is space	Open Spaces	Environment
Narrabri	Need reeds and branches trimmed along the path to encourage more use.	Open Spaces	Environment
Narrabri	Raise steppingstones or install a pedestrian bridge at West Lake.	Open Spaces	Environment
Narrabri	Paint Parkrun markets along West Lake (at each kilometre and turnaround points for both the A and B route.	Open Spaces	Environment
Narrabri	Support the local birdwatching community that visit West Lake (could install information signs)	Open Spaces	Environment
Narrabri	Really good feedback from all sports (hockey, NSW, league).	Open Spaces	Environment
Narrabri	NRL will not come to Collins Park because of three cricket pitch in the centre of the field.	Open Spaces	Environment
Narrabri	NRL will come to Dangar Park	Open Spaces	Environment
Narrabri	Fence around Dangar Park behind to stop kids from running down to West Lake. Really need the fence at Dangar Park to improve safety.	Open Spaces	Environment
Narrabri	Keen for the yarning circle with sand and a dance area.	Open Spaces	Environment
Wee Waa	Install more parks for younger children (need a little park near James Hibbons Avenue)	Open Spaces	Environment
Wee Waa	"Our projects are nice in Wee Waa"	Open Spaces	Environment
Wee Waa	Install an amenities block at Wee Waa Rotary Park	Open Spaces	Environment
Wee Waa	Plant more trees at the Wee Waa Cemetery.	Open Spaces	Environment
Narrabri	More green and trees	Open Spaces	Environment
Narrabri	Tidier grassed areas	Open Spaces	Environment
Boggabri	Plant more trees (of the right variety)	Open Spaces	Environment
Narrabri	Floating pontoon at Cameron Park Narrabri	Open Spaces	Environment
Wee Waa	"Dangar Park is such an achievement the toilets are always clean"	Open Spaces	Environment
Wee Waa	Similar things to Gunnedah's Pensioners' Hill - seats, gardens and sculptures	Open Spaces	Environment
Wee Waa	Big cotton ball in Wee Waa with information inside	Open Spaces	Environment
Wee Waa	"Nice having the Greenspace"	Open Spaces	Environment
Wee Waa	Giant cotton bulb at Rotary Park Wee Waa	Open Spaces	Environment
Wee Waa	Look at a community garden in Wee Waa	Open Spaces	Environment
Wee Waa	Fenced dog park at Rotary Park	Open Spaces	Environment
Wee Waa	Whipper snip right up to the riverbed on the Lagoon	Open Spaces	Environment
Wee Waa	Enhance the lagoon - new furniture and gardens	Open Spaces	Environment
Wee Waa	Plant more trees (skinny trunk plain trees, nothing with invasive roots like a Ficus hilia)	Open Spaces	Environment
Wee Waa	Tree planting (more street trees in residential areas)	Open Spaces	Environment
Wee Waa	Rotary Park - make more appealing and add toilets	Open Spaces	Environment
Wee Waa	Have Rotary Park as a Caravan Stop	Open Spaces	Environment
Wee Waa	"Greenspace is beautiful"	Open Spaces	Environment
Wee Waa	Dog and people bubblers at parks	Open Spaces	Environment
Wee Waa	"Dangar Park is beautiful and has good amenity"	Open Spaces	Environment
Wee Waa	Lagoon is used as a lunch/picnic space - please enhance it	Open Spaces	Environment
Wee Waa	Great to have multipurpose court at Dangar Park and Cricket Nets	Open Spaces	Environment

Location	Suggestions and Priorities	Key Issue	CSP Theme
Wee Waa	Walking trail where you can stop and read things	Open Spaces	Environment
Wee Waa	Wee Waa Cemetery needs a mow	Open Spaces	Environment
Wee Waa	Mini botanic gardens with local bush tucker and local Aboriginal Art and Sculptures	Open Spaces	Environment
Wee Waa	Replace trees along the levy	Open Spaces	Environment
Wee Waa	Wee Waa needs work to reduce Urban Heat effect.	Open Spaces	Environment
Wee Waa	"Wee Waa is looking the best it has in ages"	Open Spaces	Environment
Narrabri	Weir out the back of The Crossing Theatre	Open Spaces	Environment
Pilliga	Skate park out the back of the Community Centre	Open Spaces	Environment
Baan Baa	Good to move old park from over the railway line. New location is much better	Open Spaces	Environment
Baan Baa	Around 10-15 kids in Baan Baa (all use the park)	Open Spaces	Environment
Narrabri	Cahey weed needs spraying at the park	Open Spaces	Environment
Narrabri	Trim trees so people can see when turning corners (especially near Delaney Avenue right hand side)	Open Spaces	Environment
Narrabri	Fenced dog park near new Tourist Hub to promote travellers to stop including a BBQ facility (promotes socialising)	Open Spaces	Environment
Narrabri	Community garden (promotes socialising)	Open Spaces	Environment
Narrabri	More social infrastructure along the Narrabri Creek near the markets	Open Spaces	Environment
Narrabri	"Our parks are nice and walking tracks"	Open Spaces	Environment
Narrabri	More garbage bins at Cameron Park	Open Spaces	Environment
Narrabri	Upgrade to Yarrie Lake (Use it more in the past; Foreshores to use it more; Water sports)	Open Spaces	Environment
Narrabri	Plant more trees near the markets to provide shade and windbreaks	Open Spaces	Environment
Narrabri	Community Garden	Open Spaces	Environment
Narrabri	Upgrade skate park	Open Spaces	Environment
Bellata	Council needs to mow Sugar Park	Open Spaces	Environment
Bellata	Council only mows half the town - need to mow the other side	Open Spaces	Environment
Bellata	Residents water and maintain Sugar Park but residents want Council to do it (Council is not the Crown Land Manager of this Park)	Open Spaces	Environment
Bellata	Mow Bellata more frequently	Open Spaces	Environment
Bellata	Install BBQ and upgrade playground across from Sugar Park, Bellata	Open Spaces	Environment
Pilliga	Swings gone from the park	Open Spaces	Environment
Pilliga	The grass is rough and ANZAC day will be a risk.	Open Spaces	Environment
Pilliga	New park is not in a safe location.	Open Spaces	Environment
Pilliga	Park was pulled and no one was asked where to put the new park.	Open Spaces	Environment
Pilliga	A local caretaker for bore and the community	Open Spaces	Environment
Pilliga	Litter down at the cemetery	Open Spaces	Environment
Pilliga	Skate or water park.	Open Spaces	Environment
Pilliga	Community support the skate park.	Open Spaces	Environment
Pilliga	Age-appropriate skate facility near the new park	Open Spaces	Environment
Pilliga	Rage cage at the CTC building.	Open Spaces	Environment
Pilliga	Mow streets more	Open Spaces	Environment
Pilliga	Install shade over the tennis courts	Open Spaces	Environment
Pilliga	A skate park and Pilliga people be involved in the design and construction	Open Spaces	Environment
Pilliga	Need a caretaker at the Pilliga Bore and Campground	Open Spaces	Environment
Pilliga	Mow Queen Street Pilliga	Open Spaces	Environment
Pilliga	Skate Park in Pilliga	Open Spaces	Environment
Pilliga	Water Park in Pilliga	Open Spaces	Environment
Pilliga	Water Park in Pilliga	Open Spaces	Environment
Pilliga	Exercise equipment in Pilliga like in Wee Waa Dangar Park	Open Spaces	Environment
Narrabri	More parks for youth to hang out in in Wee Waa	Open Spaces	Environment
Narrabri	Spread parks out in Wee Waa	Open Spaces	Environment

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	More playgrounds and parks for older kids (like in Tamworth)	Open Spaces	Environment
Narrabri	Clean around the lake (rubbish and mow along the Western side of West Lake near Pirate Park)	Open Spaces	Environment
Narrabri	Wee Waa parks are always busy, need another one	Open Spaces	Environment
Narrabri	Like Narrabri's parks	Open Spaces	Environment
Gwabegar	Start spraying noxious weeds around Gwabegar	Open Spaces	Environment
Gwabegar	Skate park (low, med, high levels of difficulty) - kids wrote a letter requesting it and heard nothing back	Open Spaces	Environment
Gwabegar	Need a more secure fence around Anzac Park to keep kids safe	Open Spaces	Environment
Gwabegar	"The two wonderful people James and Jennifer who mow [Gwabegar]. They do a magnificent job of the town and cemetery. Thank you, it is immensely appreciated."	Open Spaces	Environment
Gwabegar	"The path on the north end of [Gwabegar]... could be graded or moved it would provide a walking place for oldies or more importantly it would give the young ones a safe place to ride the motor bikes"	Open Spaces	Environment
Narrabri	Public open spaces are well maintained, kept fairly clean and looked after. Could be checked more often in general for maintenance.	Open Spaces	Environment
Narrabri	Upgrading of older parks	Open Spaces	Environment
Narrabri	More seating and tables at the market site	Open Spaces	Environment
Narrabri	Improvements to Pirate Park	Open Spaces	Environment
Narrabri	Bridge over stepping stones	Open Spaces	Environment
Narrabri	More shade for markets	Open Spaces	Environment
Narrabri	More flowers	Open Spaces	Environment
Wee Waa	Want to see more Councillors and staff members coming to LALC meetings.	Positive Councillor Interactions	Civic Leadership
Narrabri	All NSC Councillors are welcome to attend all Fed Farm meetings.	Positive Councillor Interactions	Civic Leadership
Narrabri	Want Councillors to come out for a tour of Federation Farm in April 2022 when cotton is ready to pick	Positive Councillor Interactions	Civic Leadership
External Stakeholder	Need more support from Council to participate in community events and support the visitor economy.	Positive Councillor Interactions	Civic Leadership
Boggabri	Need Councillors to drive tourism as champions of the Narrabri Shire.	Positive Councillor Interactions	Civic Leadership
Narrabri	Community having the confidence to bring issues to Councillors and issues resolved to close the loop	Positive Councillor Interactions	Civic Leadership
Narrabri	Councillors to go out and liaise with the public	Positive Councillor Interactions	Civic Leadership
Narrabri	Councillor engagement and visibility (give Councillors uniforms/shirts)	Positive Councillor Interactions	Civic Leadership
Narrabri	Regular Councillor days at the Community Kiosk or similar so Councillors are seen and take information from rate payers	Positive Councillor Interactions	Civic Leadership
Narrabri	"Wonderful Council and Mayor"	Positive Councillor Interactions	Civic Leadership
Narrabri	Councillors to more approachable	Positive Councillor Interactions	Civic Leadership
Baan Baa	Want Councillors and MANEX to visit and conduct meet and greets with all townships and villages more	Positive Councillor Interactions	Civic Leadership
Bellata	Want Councillors to come out and do a meet and greet.	Positive Councillor Interactions	Civic Leadership
Bellata	Meet the Councillors events across the Shire	Positive Councillor Interactions	Civic Leadership
Pilliga	Councillors should educate themselves about existing resources at Pilliga and Gwabegar	Positive Councillor Interactions	Civic Leadership
Gwabegar	Never a Councillor from NSC to Gwabegar's Anzac Day Ceremonies	Positive Councillor Interactions	Civic Leadership

Location	Suggestions and Priorities	Key Issue	CSP Theme
Gwabegar	Gwabegar s 355 Committee needs a Councillor representative (Cr Clements stated he will attend)	Positive Councillor Interactions	Civic Leadership
Gwabegar	"Getting out to meet the smaller towns, regularly. If you are too busy to come to us then organise a bus to bring us to you"	Positive Councillor Interactions	Civic Leadership
Narrabri	Council delivers on services fairly well across the board.	Positive Councillor Interactions	Civic Leadership
Narrabri	Need DDA Compliant toilets in all townships CBDs.	Public Amenity	Society
Narrabri	Install a DDA Compliant toilet in the Barwon Street Car Park with proper signage.	Public Amenity	Society
Narrabri	Install DDA compliant change tables across the Shire to handle 70-100kg capacity)	Public Amenity	Society
Narrabri	Bottle refill and bubbler station at turn around point between path bollards and basketball court, gym equipment and rotunda at West Lake.	Public Amenity	Society
Narrabri	Add dog and people bubblers along path at West Lake.	Public Amenity	Society
Narrabri	Install an accessible and unisex amenity block near the gym equipment along West Lake Shared Pathway.	Public Amenity	Society
Wee Waa	Install toilets and shaded picnic table at the Wee Waa Cemetery.	Public Amenity	Society
Narrabri	Upgrade the public bathrooms in the main street and install more user friendly hardware (taps are difficult to use)	Public Amenity	Society
Narrabri	Clean public bathrooms in the main street more frequently and ensure that there is always soap	Public Amenity	Society
Wee Waa	Better signage around town (street signs etc) public toilets	Public Amenity	Society
Wee Waa	More public toilets in the Main Street at Wee Waa	Public Amenity	Society
Narrabri	Shaded seating and lunch tables down the main street	Public Amenity	Society
Narrabri	More shade down the main street	Public Amenity	Society
Baan Baa	No public facilities in Baan Baa - need at least a public toilet	Public Amenity	Society
Baan Baa	Need a toilet block (disabled and baby change table) at the Baan Baa Hall	Public Amenity	Society
Narrabri	CBD toilets	Public Amenity	Society
Bellata	Need public toilets in Bellata	Public Amenity	Society
Pilliga	Update amenities at Pilliga Bore Baths	Public Amenity	Society
Pilliga	Install a toilet at the Pilliga Cemetery	Public Amenity	Society
Gwabegar	Gwabegar basketball courts are used but they can't access the toilets	Public Amenity	Society
Gwabegar	Need a toilet in Gwabegar Anzac Park (is getting used a lot - especially since COVID)	Public Amenity	Society
Gwabegar	Caravaners stop in Gwabegar for the public bathroom - need hot water for them.	Public Amenity	Society
Gwabegar	Most people respect public assets in Gwabegar	Public Amenity	Society
Gwabegar	Need outside access to showers at Gwabegar Hall	Public Amenity	Society
Gwabegar	Need hot water at the Gwabegar Hall for Showers	Public Amenity	Society
Gwabegar	Need a baby change table at the Gwabegar Hall	Public Amenity	Society
Gwabegar	Gwabegar's Anzac Park toilets are a priority	Public Amenity	Society
Gwabegar	Shower at Public Bathrooms in Gwabegar	Public Amenity	Society
Narrabri	Redevelopment and updating of village facilities	Public Amenity	Society
Narrabri	More seats in the streets for the elderly	Public Amenity	Society
Narrabri	Undercover parking	Public Amenity	Society
Narrabri	Public toilet with clear signs down the main street	Public Amenity	Society
Narrabri	Way to get from car park to the doctors	Public Amenity	Society
Narrabri	More chairs up the Main Street	Public Amenity	Society

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Make public toilets more obvious	Public Amenity	Society
Narrabri	Council Car Park needs lights behind the post office	Public Amenity	Society
Narrabri	More public toilets up the street	Public Amenity	Society
Narrabri	More toilets in the main street	Public Amenity	Society
Narrabri	A lot of reconciliation actions have fallen by the wayside.	Reconciliation	Civic Leadership
Narrabri	Used to meet 1/month with Councillors, Mayor, GM and MANEX.	Reconciliation	Civic Leadership
Narrabri	Want to restart the Aboriginal Consultative Committee.	Reconciliation	Civic Leadership
Narrabri	Flying the flag is only symbolic.	Reconciliation	Civic Leadership
Narrabri	The LALC feel that nothing has happened and Council have done nothing with their RAP.	Reconciliation	Civic Leadership
Narrabri	"Foster and protect ALL Aboriginal People"	Reconciliation	Civic Leadership
Bellata	Overgrown vacant blocks are fire hazards (Council needs to police these)	Regulatory Compliance	Civic Leadership
Narrabri	Risk assessment of all awnings down main street	Regulatory Compliance	Civic Leadership
Wee Waa	Wee Waa SES are great in times of flood (kept IGA well serviced).	Resilience	Civic Leadership
External Stakeholder	Need to prioritise economic diversification.	Resilience	Economy
Narrabri	Support the construction of a helicopter pad (large enough to aid in emergency rescues and aid drops) in West Narrabri near the VRA's facility	Resilience	Environment
Narrabri	Prioritise flood mitigation works around the Shire	Resilience	Environment
Narrabri	Advocate for quicker research and development times for Flood Mitigation Plans	Resilience	Environment
Narrabri	Better advocate for the community who is concerned about the apparent potential flooding effects of development (e.g. Inland Rail)	Resilience	Environment
Wee Waa	Council should slash the Wee Waa Lagoon bank area prior to flood waters rising to prevent grass from clogging up boats providing emergency services and aid.	Resilience	Environment
Wee Waa	Investigate potential for Council and Emergency Services to purchase a dual mode railway truck to enable supplies to be transported to Wee Waa via the railway line.	Resilience	Environment
Narrabri	Faster recovery from disasters	Resilience	Environment
Boggabri	Diversify economy and prepare for industry strains (e.g. drought and mines closing)	Resilience	Economy
Wee Waa	Encourage Volunteers	Resilience	Civic Leadership
Pilliga	5 RFS volunteers in Pilliga plus farmers who will come in if need be. SES also have good membership	Resilience	Society
Pilliga	2 days without electricity during the flood	Resilience	Environment
Pilliga	Flood mitigation grants.	Resilience	Environment
Gwabegar	Need a shower at the Gwabegar Hall (for evacuations)	Resilience	Environment
Gwabegar	Need bedding at the Gwabegar Hall (for evacuations)	Resilience	Environment
Gwabegar	Extend kitchen at Gwabegar Hall as it is too small (especially when being used as an evacuation centre)	Resilience	Environment
Gwabegar	Gwabegar is a resilient town that helps each other	Resilience	Society
Gwabegar	"Proud to be part of this community but we are a forgotten little community"	Resilience	Society
Gwabegar	Flood plain mitigation study for Gwabegar	Resilience	Environment
Gwabegar	Upgrade and review EMPLAN for Gwabegar in floods and fire	Resilience	Environment
Gwabegar	Need a two flood/flow model for Gwabegar and to update the EMPLAN	Resilience	Environment

Location	Suggestions and Priorities	Key Issue	CSP Theme
Gwabegar	Fix fire breaks at Gwabegar - need to grate the sides of the road too	Resilience	Environment
Gwabegar	School flooded just from local rain	Resilience	Environment
Narrabri	Needs to be more improvement with emergency service provision and resources	Resilience	Environment
Narrabri	Wish for floods and COVID to stop	Resilience	Environment
Boggabri	Extension of sewerage services for residential areas will attract residents and decrease vacant blocks	Sewer	Environment
Boggabri	Establish effluent reuse system in Boggabri	Sewer	Environment
Baan Baa	With heavy rainfalls many septs are filling quicker (clay soil prevents transpiration). Need town sewer	Sewer	Environment
Pilliga	Dump point at the Pilliga Bore	Sewer	Environment
Narrabri	Quantaff at the High School	Skills, Training and Education	Economy
Narrabri	Alternative to school for the children that don't want to be there.	Skills, Training and Education	Economy
Narrabri	Reading recovery program	Skills, Training and Education	Economy
Narrabri	Programs like the Dolly Pardon book.	Skills, Training and Education	Economy
Narrabri	School attendance	Skills, Training and Education	Economy
Narrabri	Advocate for a GS Kidd School in Narrabri.	Skills, Training and Education	Economy
Narrabri	Advocate for dedicated traineeships for Aboriginal people.	Skills, Training and Education	Economy
Narrabri	Need to work with the AECG (NSW Aboriginal Education Consultative Group)	Skills, Training and Education	Economy
Wee Waa	Educate community on the native bush and grasses.	Skills, Training and Education	Economy
Wee Waa	Youth need improved access to skills and vocational training.	Skills, Training and Education	Economy
Narrabri	Not enough plumbers qualified to install meters.	Skills, Training and Education	Economy
External Stakeholder	Skill shortage issues are now compounding as Local Government Skill shortages are impacting on the community.	Skills, Training and Education	Economy
External Stakeholder	More local businesses (including Council) should develop Graduate Programs to develop local skills.	Skills, Training and Education	Economy
External Stakeholder	Councils in the NENW Region should run a collaborative graduates program whereby Grads are shared around between the councils in order to develop and diversity their skills and experience	Skills, Training and Education	Economy
Narrabri	Should offer traineeships with Council (e.g. a Cert in Local Government or a Diploma in Building Surveying).	Skills, Training and Education	Economy
Narrabri	Look at including Return of Service Clauses in trainees' employment contracts	Skills, Training and Education	Economy
Narrabri	Advocate for Arts degrees such as BURP to be Commonwealth Supported and for more funding.	Skills, Training and Education	Economy
Narrabri	Want the CUCNW to be as self-sustaining as much as possible (but anticipate they will need ongoing support for the capital works/upgrades of the CUCNW sites).	Skills, Training and Education	Economy
Narrabri	If the CUCNW loses all support (from both State and Federal Government) they will need to approach cornerstone support from existing institutions – but this will mean that the sites are stuck only being able to provide support to those supporting universities.	Skills, Training and Education	Economy
Narrabri	CUCNW is currently agnostic and provides support across all institutions	Skills, Training and Education	Economy

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	CUC are currently offering support over 700 degrees from 40 training institutions and universities.	Skills, Training and Education	Economy
Narrabri	Council should advocate that for funding previously allocated to the universities for marketing to be redirected to the CUC instead to run school outreaches and continue to operate agnostically offering study access to all institutions).	Skills, Training and Education	Economy
Narrabri	Council to advocate for pathways to be formed between local businesses to skills training and qualifications.	Skills, Training and Education	Economy
Narrabri	Large gap in programs to attract people to train and enhance/broaden their skills.	Skills, Training and Education	Economy
Narrabri	State Significant Development will encourage people to diversify and pivot how they operate (need to be ready to help them adjust).	Skills, Training and Education	Economy
Narrabri	CUCNW should work in collaboration with the TAFEs (Council could facilitate this partnership).	Skills, Training and Education	Economy
Narrabri	Support CUC's engagement with STEM businesses and Future EDU.	Skills, Training and Education	Economy
Narrabri	Future EDU are compiling a list of over 30 local businesses and industries that are open to young adults interested in work experience and run open days with site tours to help prospective employees decide on the best fit for them.	Skills, Training and Education	Economy
Narrabri	Support training and partnerships with private industry.	Skills, Training and Education	Economy
Narrabri	Level of professionalism has grown in the last 9 years exponentially.	Skills, Training and Education	Economy
Narrabri	Skills attraction is the number priority for private enterprise.	Skills, Training and Education	Economy
Narrabri	Local high school options are poor.	Skills, Training and Education	Economy
External Stakeholder	Link visitor markets to quality learning opportunities (e.g. AgriTourism and Cultural Tourism)	Skills, Training and Education	Economy
Narrabri	Need more skills training and career development opportunities in the Shire	Skills, Training and Education	Economy
Narrabri	Support skills training to aid the town to grow and prevent skills shortages	Skills, Training and Education	Economy
Narrabri	Need to secure trainee planners in partnership with UNE or another university and aid them to obtain their qualification and stay in the Shire	Skills, Training and Education	Economy
Narrabri	Local mentoring program	Skills, Training and Education	Economy
Wee Waa	Computer/internet education for seniors	Skills, Training and Education	Economy
Pilliga	School issues with access (physical access is cut off due to road closures (MR127) digital access is poor due to no laptops and poor internet)	Skills, Training and Education	Economy
Pilliga	Focus on access to education	Skills, Training and Education	Economy
Pilliga	No skills providers closer than Narrabri	Skills, Training and Education	Economy
Pilliga	Transport to training services (need a bus to Narrabri)	Skills, Training and Education	Economy
Bellata	Run education programs encouraging town pride and care in street scapes (tidy gardens & house numbers)	Skills, Training and Education	Economy
Bellata	Run remote Tech Savvy Seniors programs in the smaller townships and villages in their Community Halls	Skills, Training and Education	Economy
Pilliga	If ratios cannot be met at school the school has to shut – 2 days last year this happened.	Skills, Training and Education	Economy

Location	Suggestions and Priorities	Key Issue	CSP Theme
Pilliga	Maintenance issues such as electrical or plumbing – Pilliga have one tradesperson now.	Skills, Training and Education	Economy
Pilliga	TAFE courses run in the village.	Skills, Training and Education	Economy
Narrabri	More High Schools in Narrabri to retain people	Skills, Training and Education	Economy
Narrabri	Support/raise awareness of the free Aurora Schooling programme	Skills, Training and Education	Economy
Narrabri	Improve teacher retention	Skills, Training and Education	Economy
Narrabri	Students use the library as a space to study during 9-5. Highschool students would like a space after 5pm to study.	Skills, Training and Education	Economy
Gwabegar	In school training is available through Baradine and is used	Skills, Training and Education	Economy
Narrabri	Surveys in high schools about youth opportunities	Skills, Training and Education	Economy
Narrabri	More driving lessons	Skills, Training and Education	Economy
Narrabri	Tutoring/ more branches of education in the Shire (private high school)	Skills, Training and Education	Economy
Narrabri	Introduction of agricultural camps (e.g. weekend camp to train work dogs, gain chemical license or breaking of cattle and horses etc)	Skills, Training and Education	Economy
Narrabri	Development courses (career based) e.g. RSA	Skills, Training and Education	Economy
Narrabri	Careers advisors	Skills, Training and Education	Economy
Narrabri	Community based educational courses	Skills, Training and Education	Economy
Narrabri	More funding for the Country University Centre	Skills, Training and Education	Economy
Wee Waa	Run a communications campaign educating the community how to use the public gym equipment and perhaps host a Shire Wide Friendly Competition/Program with the gym equipment.	Sport and Recreation	Society
Wee Waa	Need touch Footy and boxing programs for youth.	Sport and Recreation	Society
Wee Waa	Want Council to upgrade the old Wee Waa gym so youth programs can restart.	Sport and Recreation	Society
Wee Waa	Want to have a bowling club and tennis club for youth not just adults.	Sport and Recreation	Society
Wee Waa	More sport (touch footy and netball out in Wee Waa).	Sport and Recreation	Society
Narrabri	Want a 2m2 storage shed near the West Lake Rotunda for Parkrun to store their equipment.	Sport and Recreation	Society
Narrabri	Sport participation has dropped across the country post COVID.	Sport and Recreation	Society
Narrabri	Increase use of Dangar Park area from 11 weeks to 30 weeks.	Sport and Recreation	Society
Narrabri	Triathlon around the lake?	Sport and Recreation	Society
Narrabri	Want an Oval Users Group Annual Meeting for each field/sporting area.	Sport and Recreation	Society
Narrabri	Look at Soccer Derby Days at Dangar Park and mark lines with temporary spray paint.	Sport and Recreation	Society
Narrabri	Play on sportiest town and enhance women in sport programs.	Sport and Recreation	Society
Narrabri	LALC own blocks of land out at Yarrie Lake and would like support running age specific outdoor activities.	Sport and Recreation	Society
Wee Waa	Need a youth centre with a gym and boxing.	Sport and Recreation	Society

Location	Suggestions and Priorities	Key Issue	CSP Theme
Wee Waa	Want the new Wee Waa sports hall to be accessible by the public after hours.	Sport and Recreation	Society
External Stakeholder	Sporting opportunities to ride bikes through some of the National Parks (e.g. Pilliga Forest).	Sport and Recreation	Society
Narrabri	Support the installation of an electronic sign board at Collins Park	Sport and Recreation	Society
Narrabri	Update the Sportsmen and Sportswomen Honour Roll	Sport and Recreation	Society
Wee Waa	Upgrade Wee Waa Tennis Courts (paint and fix water leaks).	Sport and Recreation	Society
Narrabri	Kids activities indoors in aircon	Sport and Recreation	Society
Narrabri	More activities for seniors	Sport and Recreation	Society
Narrabri	Indoor sports complex with aircon (can be used for meetings too)	Sport and Recreation	Society
Narrabri	More youth activities and PCYC	Sport and Recreation	Society
Narrabri	Indoor play centre	Sport and Recreation	Society
Narrabri	More Ovals with lights - good for night sports	Sport and Recreation	Society
Wee Waa	Encourage businesses to facilitate community activities (such as bowling)	Sport and Recreation	Society
Wee Waa	Full court basketball courts in Wee Waa	Sport and Recreation	Society
Wee Waa	Motorbike track	Sport and Recreation	Society
Wee Waa	Skating hall/rink to run a skating day or roller disco at the hall	Sport and Recreation	Society
Wee Waa	Weekend winter activities once the Wee Waa Pool closes	Sport and Recreation	Society
Narrabri	Paddle/peddle boat and BBQ boat for hire from The Crossing Theatre	Sport and Recreation	Society
Narrabri	The Crossing Theatre is good to go to	Sport and Recreation	Society
Narrabri	Holiday youth programs	Sport and Recreation	Society
Narrabri	Encourage people to get active	Sport and Recreation	Society
Pilliga	Need youth activities (Red frogs)	Sport and Recreation	Society
Pilliga	Need weekly night activities for the kids (BBQ, punching bag, footy or disco)	Sport and Recreation	Society
Baan Baa	Tennis Courts are being used weekly	Sport and Recreation	Society
Narrabri	Roller skate indoor rink	Sport and Recreation	Society
Narrabri	Sport participation drops in the teens (Travelling might contribute to the reason so a bus might help)	Sport and Recreation	Society
Narrabri	Boxing for fitness	Sport and Recreation	Society
Pilliga	Publicly accessible sporting equipment (tennis balls and rackets and basketballs)	Sport and Recreation	Society
Pilliga	More fishing	Sport and Recreation	Society
Pilliga	Need more equipment for children	Sport and Recreation	Society
Pilliga	Tennis rackets and balls for kids	Sport and Recreation	Society
Narrabri	Bird watching	Sport and Recreation	Society

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Install a bike trail along the railway lines (e.g. Murray to Mountains Rail Trail 100km bike trail)	Sport and Recreation	Society
Narrabri	Indoor sports facility (to play squash)	Sport and Recreation	Society
Gwabegar	Workshops for kids during holidays (both craft and physical activities)	Sport and Recreation	Society
Gwabegar	Colour Run in Gwabegar	Sport and Recreation	Society
Gwabegar	Gwabegar Oval near old tennis court - turn into a motor bike track	Sport and Recreation	Society
Gwabegar	Need something to do in all townships once a month	Sport and Recreation	Society
Narrabri	Increased community accessibility and inclusiveness and improved sporting faculties has reduced anti social behaviour	Sport and Recreation	Society
Narrabri	Recreational and public faculties are easy to access across the Shire	Sport and Recreation	Society
Narrabri	Redevelopment/ relocation/ expansion of Skate Park	Sport and Recreation	Society
Narrabri	Introduction of PCYC to community	Sport and Recreation	Society
Narrabri	Holiday programs	Sport and Recreation	Society
Narrabri	Colour Run	Sport and Recreation	Society
Narrabri	Summer Holiday Activities	Sport and Recreation	Society
Narrabri	More whole school involvement in sport	Sport and Recreation	Society
Narrabri	More local sport competitions	Sport and Recreation	Society
Narrabri	Community events with challenges	Sport and Recreation	Society
Narrabri	Sporting faculties - villages	Sport and Recreation	Society
Narrabri	Indoor Sports Centre	Sport and Recreation	Society
Narrabri	Indoor Sports Centre	Sport and Recreation	Society
Narrabri	Indoor Sports Facility	Sport and Recreation	Society
Narrabri	Indoor Shooting Range	Sport and Recreation	Society
Narrabri	Fenced Dog Park	Sport and Recreation	Society
Narrabri	Indoor Sports Facility	Sport and Recreation	Society
External Stakeholder	Develop a Narrabri Shire Public Art Policy and Strategy	Strategic Planning	Civic Leadership
External Stakeholder	Develop a Narrabri Shire Arts and Culture Strategy	Strategic Planning	Civic Leadership
Narrabri	Strategy around Youth and they are our future.	Strategic Planning	Civic Leadership
Narrabri	Socioeconomic is the key term for water sharing plans.	Strategic Planning	Civic Leadership
Narrabri	Want Council to include Ground Water Status Updates in their Delivery Program Reports.	Strategic Planning	Civic Leadership
External Stakeholder	Emphasise natural highlights in Council's strategic plans and link them to visitor experiences.	Strategic Planning	Civic Leadership
Boggabri	Boggabri want the opportunity to implement their Community's long term plan rather than have council just ignore them and move ahead with their own plans.	Strategic Planning	Civic Leadership

Location	Suggestions and Priorities	Key Issue	CSP Theme
Boggabri	Town and village specific plans and pages for Communities' own goals in CSP	Strategic Planning	Civic Leadership
Boggabri	More cohesive community projects	Strategic Planning	Civic Leadership
Boggabri	Town and Village specific Delivery Programs	Strategic Planning	Civic Leadership
Boggabri	Strategic Town and Village mini-plans	Strategic Planning	Civic Leadership
Narrabri	"No mines" as it spoils productive agricultural land and water	Strategic Planning	Civic Leadership
Narrabri	Narrabri LALC support the water reuse from the Gas.	Sustainability	Environment
Narrabri	Acknowledging climate change: Lost 100mm of rain	Sustainability	Environment
Narrabri	Designing agricultural practices to produce more with less water.	Sustainability	Environment
Narrabri	Need to be better prepared for drought cycles (Irrigators will buy the community another 2-3 years with their water storages in times of drought)	Sustainability	Environment
Narrabri	Community outrage regarding the drought did not seem to kick in when the farmers started being negatively effected – it only started to set in when Collins Park could not get water to keep it green and grassed.	Sustainability	Environment
Narrabri	Council need to invest in infrastructure for sports fields to water them at night to reduce evaporation.	Sustainability	Environment
Narrabri	Farmers are constantly trying to become more water efficient.	Sustainability	Environment
Narrabri	Council should investigate and support renewable energy options to reduce their power costs	Sustainability	Environment
Narrabri	Water refining station and water bubblers to encourage reusable water bottle usage	Sustainability	Environment
Boggabri	Increase control and biodiversity of Travelling Stock Routes (need better weed control near the Highway and SH29)	Sustainability	Environment
Boggabri	Control mimosa/briar bushes out at the Boggabri Tip/Transfer Station	Sustainability	Environment
Boggabri	Alternative Energy generation e.g. biomass or hydro	Sustainability	Environment
Pilliga	Garage sale trail out at Pilliga	Sustainability	Environment
Narrabri	Improve education on sustainability	Sustainability	Environment
Narrabri	Promote the growth of native flora in nature strips	Sustainability	Environment
Narrabri	Water bird breeding	Sustainability	Environment
Narrabri	Support conservation of natural environment more	Sustainability	Environment
Narrabri	Council run revegetation programs	Sustainability	Environment
Narrabri	Increase the profile of conservation efforts in the Shire	Sustainability	Environment
Gwabegar	Electricity bill at Gwabegar Hall needs to be reduced	Sustainability	Environment
Gwabegar	Connect Gwabegar Hall's solar to the Grid	Sustainability	Environment
Narrabri	Trees in the Main Street	Sustainability	Environment
External Stakeholder	Public art drives place making and tourism	Tourism	Economy
External Stakeholder	Bank Art Museum Moree (BAMM) and The Crossing Theatre Narrabri (TCT) compliment each other - Could increase tourism opportunities through a joint project or workine off BAMM's programs	Tourism	Economy
Narrabri	A lot of travellers stop for parkrun in Narrabri over neighbouring towns as this path is more accessible.	Tourism	Economy
Narrabri	Support Parkrun Tourism.	Tourism	Economy
Wee Waa	Install things to attract tourism.	Tourism	Economy
Narrabri	Investigate agritourism tours via the VIC	Tourism	Economy
Narrabri	Water feature at the VIC/Tourism Hub educating the community on the environmental benefits of Federation Farm.	Tourism	Economy

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Install a water display at the VIC that educates the community about innovative irrigation practices to reduce water consumption including 100% effluent reuse through Federation Farm.	Tourism	Economy
Narrabri	Install interactive water education displays at the Tourism Hub.	Tourism	Economy
External Stakeholder	Council needs to better value and prioritise supporting the visitor economy.	Tourism	Economy
External Stakeholder	Need to identify any gaps in meeting visitor expectations (are locals experiencing the same gaps and are they travelling outside of the Shire to fulfill them).	Tourism	Economy
External Stakeholder	Need to consider mobility and travel patterns of locals and visitors and what experiences are they travelling for.	Tourism	Economy
Boggabri	Tourism is challenging and it is even harder when the Council does not support it and attend the events	Tourism	Economy
Boggabri	Need a Tourism Advisory Committee.	Tourism	Economy
Boggabri	Target caravanners and those holidaying locally.	Tourism	Economy
Boggabri	Need to look at emphasising amenity of existing natural assets (e.g. Pilliga Bore Baths)	Tourism	Economy
Boggabri	Create unique experiences in partnership with neighbouring Shires such as the Great Artesian Drive (need to upgrade tourism assets to include a point of difference to capture the market that may visit a similar location along the coast as opposed to Narrabri).	Tourism	Economy
Boggabri	Narrabri VIC needs a tour bus to run Agri tours, mining tours and cultural tours (to capture those who visit the Region with a motorhome, caravan or are not confident enough drivers to venture into National Parks themselves etc).	Tourism	Economy
Boggabri	Investigate opportunity to put together a tour market prospectus for a tour/bus company.	Tourism	Economy
Boggabri	Wee Waa Cultural Centre will add to the local touring economy.	Tourism	Economy
Narrabri	Support future development and upgrades out at Yarrie Lake as it is a priority for attracting tourists to the area	Tourism	Economy
Wee Waa	Need to empower the Wee Waa community to diversify their economy to better support tourism.	Tourism	Economy
Wee Waa	Support local community groups' efforts to enhance existing assets (such as the Wee Waa and Narrabri Chamber of Commerce's endeavour to install a bore out at Yarrie Lake).	Tourism	Economy
Boggabri	Walking tracks in the Pilliga Scrub	Tourism	Economy
Boggabri	Upgrade the walking tracks through and up the top of Gin's Leap Historical Site)	Tourism	Economy
Boggabri	Dripping Rock - sort out issues with access road	Tourism	Economy
Boggabri	Increase tourism route through Grain Valley Road MR7709 - need tourism signs at the Service Station	Tourism	Economy
Boggabri	Capture "Drive Thru" tourism market	Tourism	Economy
Narrabri	Good short distance to national parks	Tourism	Economy
Narrabri	giant sculpture in Narrabri (pink slug or cotton ball)	Tourism	Economy
Narrabri	Free caravan camping in Narrabri	Tourism	Economy
Narrabri	Encourage tourist to stay and see Narrabri natural attractions	Tourism	Economy
Bellata	Council owned caravan park in Bellata was good	Tourism	Economy
Pilliga	More out of town visitors than local use.	Tourism	Economy
Pilliga	Pilliga Bore Baths need more sand put in the camping area to build it up	Tourism	Economy
Narrabri	Upgrade signage to attract people to Kaputar	Tourism	Economy

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Promote native wildlife of the Shire (e.g. Bilbies and Pink Slugs)	Tourism	Economy
Narrabri	Support Visitor Engagement Strategy	Tourism	Economy
Gwabegar	Powered caravan site outside the Gwabegar Hall to allow people to camp there	Tourism	Economy
Narrabri	Want to see increased agricultural tourism, rural village tours.	Tourism	Economy
Wee Waa	Repair roads quicker (advocate to NSW Government to streamline repair process).	Transport Infrastructure	Environment
Narrabri	Roads are a huge challenge and Council is doing the best to maintain them given the flooding and rain.	Transport Infrastructure	Environment
Narrabri	Pilliga Road is a tough road but it needs attention (has deteriorated greatly since the floods).	Transport Infrastructure	Environment
Narrabri	Gravel roads are pretty good.	Transport Infrastructure	Environment
Narrabri	As a whole the Narrabri Shire roads are not too bad, especially with all of the rain.	Transport Infrastructure	Environment
Narrabri	Should prioritise road maintenance based on production lines rather than population serviced.	Transport Infrastructure	Environment
Wee Waa	Upgrade road to Wee Waa Cemetery to be all weather.	Transport Infrastructure	Environment
Wee Waa	Upgrade and maintain road to the Wee Waa LALC Reserve down Garden Road or straight through from the highway under the railway bridge	Transport Infrastructure	Environment
Narrabri	Want roads prioritized by production rather than population demand.	Transport Infrastructure	Environment
Narrabri	Midgi Lane needs gravel so trucks can still operate during rain.	Transport Infrastructure	Environment
Narrabri	Prioritise upgrade of transport routes to Yarrie Lake	Transport Infrastructure	Environment
Narrabri	Upgrade the truck parking area at the Northern entryway to Narrabri (beautify, install an amenities block, clean more often)	Transport Infrastructure	Environment
Narrabri	Better communicate to the community as to how N2IP infrastructure will enable the loading of double decker trains onto the Inland Rail	Transport Infrastructure	Environment
Narrabri	Install better signage in the Narrabri CBD and at the Industrial Area along Francis Street	Transport Infrastructure	Environment
Wee Waa	Install more caravan friendly parking in the Wee Waa CBD.	Transport Infrastructure	Environment
Wee Waa	Install caravan friendly vehicle access down by the Wee Waa Lagoon.	Transport Infrastructure	Environment
Wee Waa	Wee Waa's storm water network do not drain properly – every time it rains, the CBD floods (especially out the front of the Library).	Transport Infrastructure	Environment
Narrabri	Better Roads	Transport Infrastructure	Environment
Narrabri	Rehabilitate Hind Street	Transport Infrastructure	Environment
Narrabri	Bike racks to encourage safe lock up and leave transport	Transport Infrastructure	Environment
Narrabri	Micro mobility (scooters and end of trip facilities)	Transport Infrastructure	Environment
Narrabri	Divert Inland Rail route further out of town to reduce noise	Transport Infrastructure	Environment
Boggabri	Change the name of Cox's Creek Bridge as there are many	Transport Infrastructure	Environment
Boggabri	Likes Tarrawan Road Upgrade (good road and bridge)	Transport Infrastructure	Environment
Boggabri	Unhappy with road barrier between Tarrawan and Baan Baa	Transport Infrastructure	Environment

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Seal Gwabegar Road	Transport Infrastructure	Environment
Narrabri	Fix Pilliga-Wee Waa Road	Transport Infrastructure	Environment
Narrabri	Traffic lights at the bridge to allow pedestrian access and crossing - would also relieve traffic issues	Transport Infrastructure	Environment
Narrabri	Widen and seal road up to Kaputar Summit	Transport Infrastructure	Environment
Narrabri	Kaputar Road is well maintained	Transport Infrastructure	Environment
Wee Waa	Wairewa Lane gets so much more traffic (especially trucks) now and chaps up the road	Transport Infrastructure	Environment
Wee Waa	Road to Burren Grain Receival needs to be a priority especially over harvest (advocacy)	Transport Infrastructure	Environment
Wee Waa	Rose Lane (between George Street and Nelson Street) there is a deep pot hole	Transport Infrastructure	Environment
Wee Waa	Boundary Street Wee Waa storm water does not drain and causes road to sink further	Transport Infrastructure	Environment
Wee Waa	Storm water along Rose Street washes into shops	Transport Infrastructure	Environment
Wee Waa	More time and money spent on local roads (gravel and tar) especially school bus runs	Transport Infrastructure	Environment
Wee Waa	S-bend at the cemetery is washed out	Transport Infrastructure	Environment
Wee Waa	Issues with Cormie Avenue's tar (lots of pot holes)	Transport Infrastructure	Environment
Wee Waa	Pilliga Road needs an upgrade to cope with B-Triple trucks	Transport Infrastructure	Environment
Wee Waa	Caravan dump points are good to have	Transport Infrastructure	Environment
Narrabri	More bike racks around the CBD & West Lake	Transport Infrastructure	Environment
Narrabri	Additional car parks and access points for highway traffic (to attract more to the CBD)	Transport Infrastructure	Environment
Narrabri	Heavy vehicle bypass at Kiandool Lane	Transport Infrastructure	Environment
Narrabri	Rail to Newcastle	Transport Infrastructure	Environment
Pilliga	National Heavy Vehicle Regulation review - 10 ton limit on Pilliga-Wee Waa Road but Btriples still travel on it	Transport Infrastructure	Environment
Pilliga	Many in Pilliga lose work due to the Pilliga Road	Transport Infrastructure	Environment
Pilliga	Road (MR127) is often closed to "local traffic only" reducing tourism	Transport Infrastructure	Environment
Pilliga	Lost month of wages due to 500mm of water on the Road (MR127)	Transport Infrastructure	Environment
Pilliga	Relace first 4 causeways out of Pilliga along MR127 (eastbound)	Transport Infrastructure	Environment
Pilliga	Concrete causeways over rocks along MR127	Transport Infrastructure	Environment
Pilliga	Raise Pilliga Road (MR127) and install concrete culverts under the road	Transport Infrastructure	Environment
Pilliga	Losing wages and work due to the Road (MR127) being closed	Transport Infrastructure	Environment
Pilliga	Road can't be passed by ambulance	Transport Infrastructure	Environment
Pilliga	Poor perception of Council's Road Services	Transport Infrastructure	Environment
Pilliga	Community Transport needs to come out to Pilliga	Transport Infrastructure	Environment

Location	Suggestions and Priorities	Key Issue	CSP Theme
Baan Baa	Traffic safety needs improving at the mine turnoffs near Baan Baa and Boggabri	Transport Infrastructure	Environment
Narrabri	Local road surfaces require improvement (Tibbereena Street and Nandewar Street)	Transport Infrastructure	Environment
Narrabri	Driving at night couldn't see the lines on Tibbereena	Transport Infrastructure	Environment
Narrabri	Fuel signage for travellers	Transport Infrastructure	Environment
Bellata	Lane between Gurley Street and Yarra Street has drainage issues	Transport Infrastructure	Environment
Bellata	Terry Hie Road Bellata needs upgrading	Transport Infrastructure	Environment
Bellata	Gravel laneways in Bellata need upgrading to improve drainage and need more mowing	Transport Infrastructure	Environment
Bellata	Flooding at Gehan Creek south of Bellata as culvert is full of grass	Transport Infrastructure	Environment
Bellata	Not enough drainage at Gehan Creek under railway and highway causes flooding	Transport Infrastructure	Environment
Bellata	Newell Highway is neglected	Transport Infrastructure	Environment
Bellata	Temi Street Bellata has flooded 4x since December 2020	Transport Infrastructure	Environment
Bellata	Newell Highway in Bellata township constantly needs repairs	Transport Infrastructure	Environment
Bellata	Bus stops at Bellata PO needs a designated bus zone/no parking as it often can not safely drop kids off	Transport Infrastructure	Environment
Bellata	Upgrade Bellata's Roads (Deni Lane, Avalon, Haystalls to Deni)	Transport Infrastructure	Environment
Bellata	Bitumen dirt patch to the south of Bellata BP	Transport Infrastructure	Environment
Pilliga	Issues with the Pilliga-Wee Waa Road (MR127)	Transport Infrastructure	Environment
Pilliga	Bad corrugation on all the roads especially out to Gwabegar	Transport Infrastructure	Environment
Pilliga	Cars are not slowing down to 50 in the 50 zone.	Transport Infrastructure	Environment
Pilliga	Roads is the number one issue here	Transport Infrastructure	Environment
Pilliga	Cannot access Health because of the road	Transport Infrastructure	Environment
Pilliga	Cut off from work and education due to the road	Transport Infrastructure	Environment
Pilliga	Year 12 formal was cancelled because of the road and was not rescheduled.	Transport Infrastructure	Environment
Pilliga	50 speed sign needs to move back.	Transport Infrastructure	Environment
Pilliga	Pilliga Road	Transport Infrastructure	Environment
Pilliga	Wee Waa Road needs to be built up and widened and straightened	Transport Infrastructure	Environment
Pilliga	Pilliga Road is the number one priority	Transport Infrastructure	Environment
Pilliga	"PLEASE maintain our roads"	Transport Infrastructure	Environment
Pilliga	School buses can't run, sticks are being added to large pot holes in the Pilliga Road so traffic can get across.	Transport Infrastructure	Environment
Pilliga	Pilliga Road needs fixing and Pilliga streets need upgrading	Transport Infrastructure	Environment
Pilliga	Fix Pilliga-Wee Waa Road	Transport Infrastructure	Environment

Location	Suggestions and Priorities	Key Issue	CSP Theme
Pilliga	Fix Gwabegar Road	Transport Infrastructure	Environment
Pilliga	Pilliga Road across Tuluba Creek needs to be raised as this is impassable in floods	Transport Infrastructure	Environment
Pilliga	Roads around Pilliga need attention	Transport Infrastructure	Environment
Pilliga	Causeways to be built up for the water to go under and not over	Transport Infrastructure	Environment
Pilliga	Trucks cut up Pilliga Roads when wet (also along Dangar Street Pilliga)	Transport Infrastructure	Environment
Pilliga	Pilliga Tip Road needs fixing as it cuts with rain	Transport Infrastructure	Environment
Pilliga	Wee Waa - Gwabegar Road needs sealing	Transport Infrastructure	Environment
Pilliga	Fix Roads in Pilliga	Transport Infrastructure	Environment
Pilliga	Upgrade Pilliga Road	Transport Infrastructure	Environment
Pilliga	Roads causeways and Tuluba Creek	Transport Infrastructure	Environment
Pilliga	Causeways need to be upgraded along Pilliga Road	Transport Infrastructure	Environment
Narrabri	Improve the roads	Transport Infrastructure	Environment
Narrabri	Tear down old Woolworths building and turn into a shaded car park	Transport Infrastructure	Environment
Narrabri	Upgrade roads	Transport Infrastructure	Environment
Narrabri	Eulah Creek upgrade to sealed roads	Transport Infrastructure	Environment
Narrabri	Lack of drainage in Wee Waa is causing mosquitos to breed	Transport Infrastructure	Environment
Narrabri	Couradda Road Nundie Creek Crossing has water issues, buses cannot pass through it	Transport Infrastructure	Environment
Gwabegar	Gwabegar's roads are neglected (pot hole near lot 8 Holmes St into driveway on Council's Side near power pole)	Transport Infrastructure	Environment
Gwabegar	Gwabegar's streets are dirt - need tar	Transport Infrastructure	Environment
Gwabegar	Laneway maintenance in Gwabegar need cleaning	Transport Infrastructure	Environment
Gwabegar	Slash Road side along Cyprus Way and near the Bridge out at Gwabegar	Transport Infrastructure	Environment
Gwabegar	Issues with roads out at Gwabegar (MR 329)	Transport Infrastructure	Environment
Gwabegar	There have been deaths on roads around Gwabegar	Transport Infrastructure	Environment
Gwabegar	Seal Gwabegar-Pilliga Road	Transport Infrastructure	Environment
Gwabegar	Grade Heads Road (SR196)	Transport Infrastructure	Environment
Gwabegar	Repair Wombo Road to the Park	Transport Infrastructure	Environment
Narrabri	Updating of all tarred and major dirt roads in the Narrabri Shire	Transport Infrastructure	Environment
Narrabri	Garbage collection provides a good service and many communities are grateful to have it.	Waste Management	Environment
Narrabri	Prefer to see green waste collected more often (especially in summer and spring).	Waste Management	Environment
Narrabri	Install doggy bag and bin combos along pathways.	Waste Management	Environment
Narrabri	Need a needle box in the West near where people go to the bird islands to shoot up.	Waste Management	Environment

Location	Suggestions and Priorities	Key Issue	CSP Theme
Wee Waa	Want a container deposit system in Wee Waa similar to Waggas.	Waste Management	Environment
Wee Waa	Extend Wee Waa Tip's opening hours.	Waste Management	Environment
Wee Waa	Advocate for the installation of a Container Deposit Scheme (Return n Earn) in Wee Waa.	Waste Management	Environment
Wee Waa	Bin at the Wee Waa Lagoon	Waste Management	Environment
Wee Waa	Need a bin at the corner at the Wee Waa Library	Waste Management	Environment
Wee Waa	Return and earn (Container Deposit Scheme) in Wee Waa (PRIORITY)	Waste Management	Environment
Narrabri	More recycling bins along the main street	Waste Management	Environment
Narrabri	Tip shops – to improve sustainability	Waste Management	Environment
Narrabri	Circular economy	Waste Management	Environment
Bellata	Bins in Bellata are overflowing (especially the one opposite the BP)	Waste Management	Environment
Bellata	Bins out the front of the BP need emptying more frequently	Waste Management	Environment
Bellata	Bins at the Bellata Transfer Station Gate were good - bring them back	Waste Management	Environment
Bellata	Bellata tip needs a tidy (was overflowing)	Waste Management	Environment
Bellata	Bellata transfer station needs tidying	Waste Management	Environment
Pilliga	No dump point in Pilliga	Waste Management	Environment
Pilliga	Hard Rubbish Days	Waste Management	Environment
Narrabri	Clean up rubbish around West Lake	Waste Management	Environment
Gwabegar	Baradine and Kenebri illegally dump in Gwabegar	Waste Management	Environment
Gwabegar	Gwabegar transfer station needs to be emptied 2x week	Waste Management	Environment
Gwabegar	Gwabegar want a garbage service (need at least wheelie bins that they can take to the tip themselves)	Waste Management	Environment
Gwabegar	Bugger bins for the Gwabegar Hall or a skip bin	Waste Management	Environment
Narrabri	It is easy to recycle especially with return and earn. It would be great if there were more return stations e.g. at Edgeroi or Baan Baa	Waste Management	Environment
Narrabri	Recycle bins around everywhere	Waste Management	Environment
Narrabri	Agree with the water strategies from the 2017/2027 CSP.	Water	Environment
Narrabri	Need to educate the community to be a water wise town (e.g. like Tamworth).	Water	Environment
Narrabri	Reduce unnecessary water consumption through better community education.	Water	Environment
Narrabri	Supports the Integrated Water Management Strategy looking at alternative means of water consumption.	Water	Environment
Narrabri	Need to review water restriction triggers for each township and educate the community on these well ahead of times of drought.	Water	Environment
Narrabri	Run a communications campaign with buckets at schools (when the bucket gets to this level is when Level # Restrictions set in	Water	Environment
Narrabri	Work on reducing unaccounted for water through innovation.	Water	Environment
Narrabri	Need to investigate a better Plan B for effluent discharge if Federation Farm's storages are full (as has been recently experienced with the La Nina season). E.g. a community garden or selling it at discounted rates to gins for dust suppression etc	Water	Environment
Narrabri	Promote the work that Federation Farm does is 100% effluent reuse whilst providing funds for local schools.	Water	Environment

Location	Suggestions and Priorities	Key Issue	CSP Theme
Narrabri	Install water placards around West Lake and Narrabri Creek Shared Pathways that improve education about Narrabri's social and economic water reliance and how to save water. These could be in partnership with Council/Namoi Water/NSW Water	Water	Environment
Narrabri	Better education community on differences between the GAB and the Gunnedah Basin.	Water	Environment
Narrabri	NSW Water are usually pretty good about flows for agricultural purposes, however their communications is poor and often causes in-fighting across state borders within the agricultural sector.	Water	Environment
Narrabri	Water upgrades boost local economy.	Water	Environment
Narrabri	Support both the Narrabri Chamber of Commerce's and the Wee Waa Chamber of Commerce's Yarrie Lake Bore Project	Water	Environment
Narrabri	Weir to divert river back from creek	Water	Environment
Narrabri	Bad tasting water	Water	Environment
Wee Waa	Floodwater seeps up out the front of the Wee Waa Library from the Lagoon	Water	Environment
Pilliga	Need to buy bottled water from Narrabri and Wee Waa as potable town water not drinkable	Water	Environment
Pilliga	Water is not good for dinking, gardens or air conditioners	Water	Environment
Pilliga	Flushing pipes helped with water pressure (appreciated)	Water	Environment
Pilliga	Poor town water pressure and too much sodium	Water	Environment
Baan Baa	Slight discolouration with water in Baan Baa - more so since installation of potable water	Water	Environment
Baan Baa	Never had discolouration issues with water pre-town water	Water	Environment
Baan Baa	"Water is going good"	Water	Environment
Baan Baa	Need to flush Baan Baa's water more regularly.	Water	Environment
Narrabri	Stormwater drains in Narrabri are blocked with rubbish	Water	Environment
Bellata	Poor Stormwater and drainage in Bellata (safety issue as encourages mosquitos)	Water	Environment
Bellata	Street sweeping is a waste of time in Bellata as there is no kerb and gutter	Water	Environment
Bellata	Lots of issues with culverts around Bellata and issues with Kerb and Guttering	Water	Environment
Bellata	Bellata town water is ok but has poor pressure	Water	Environment
Pilliga	Cafe' kerb and guttering are disintegrating.	Water	Environment
Pilliga	So many unpaved roads in Pilliga with no kerb and guttering while all other towns have been upgraded	Water	Environment
Pilliga	Emergency service water filling station has a huge generator but wasn't operational.	Water	Environment
Narrabri	Kerb and gutter along Cowper Street Wee Waa	Water	Environment
Gwabegar	Kerb and gutter and stormwater drainage out the front of Gwabegar's residences is poor/non-existent	Water	Environment
Gwabegar	Stormwater drainage issues - need the pipes back at the railway in Gwabegar	Water	Environment
Gwabegar	During the backout the chemical dosing at the Gwabegar water station became concentrated	Water	Environment
Gwabegar	"Gwabegar's water makes people itch"	Water	Environment
Gwabegar	"Gwabegar's water made peoples skin peel from sulphur burns 4 years ago"	Water	Environment
Gwabegar	Not good enough water pressure in Gwabegar - everyone uses pressure pumps	Water	Environment
Gwabegar	Gwabegar's water quality is better but the chlorine mix is too strong	Water	Environment
Gwabegar	Gwabegar's water filling station is great	Water	Environment

Location	Suggestions and Priorities	Key Issue	CSP Theme
Gwabegar	Dams behind Chevel St need a review from Water NSW	Water	Environment
Gwabegar	Speculation that residents got sick from Gwabegar's water	Water	Environment
Gwabegar	Install a guard around the water meter at the Gwabegar Hall	Water	Environment
Wee Waa	More activities for youth.	Youth	Society
Wee Waa	Plenty of activities during school hours, but the community needs more activities after hours.	Youth	Society
Wee Waa	Youth nights at the Wee Waa Sports Hall to reduce antisocial behaviour.	Youth	Society
Wee Waa	Need volunteers to run Youth programs.	Youth	Society
Wee Waa	Churches are happy to support these youth nights if they get started.	Youth	Society
Wee Waa	Want a similar thing to Gunnedah's Youth Centre	Youth	Society
Wee Waa	Need a paid youth worker in Wee Waa.	Youth	Society
Narrabri	Youth nights run by the community for the community.	Youth	Society
Narrabri	PCYC in Narrabri that buses out to Wee Waa	Youth	Society
Narrabri	Breakfast program every Friday of the school term (BBQ trailer to the school targeting high school age)	Youth	Society
Narrabri	Lack of generational respect from youth.	Youth	Society
Narrabri	Youth programs with Flat Track or Mungara Station.	Youth	Society
Narrabri	Youth programs of an evening run via volunteers.	Youth	Society
Wee Waa	Inspirational speaker to engage youngsters	Youth	Society
Wee Waa	More activities for school holidays (for kids)	Youth	Society
Wee Waa	Youth programs with food and transport	Youth	Society
Wee Waa	More youth activities and school needs to keep kids off streets	Youth	Society
Wee Waa	Youth activities (YHA)	Youth	Society
Narrabri	More youth programs for youth	Youth	Society
Pilliga	Pub won't allow kids to play pool.	Youth	Society
Pilliga	Pool table for the kids.	Youth	Society
Narrabri	Nothing to do in Wee Waa for youth	Youth	Society
Gwabegar	Storm Co for kids activities in Gwabegar	Youth	Society
Gwabegar	Gwabegar school is "beautiful" and a "great place to raise kids but they need activities"	Youth	Society



2022/2032 COMMUNITY STRATEGIC PLAN

Appendix C

2021 Community Satisfaction Survey Report



Background & Methodology

Objectives (Why?)

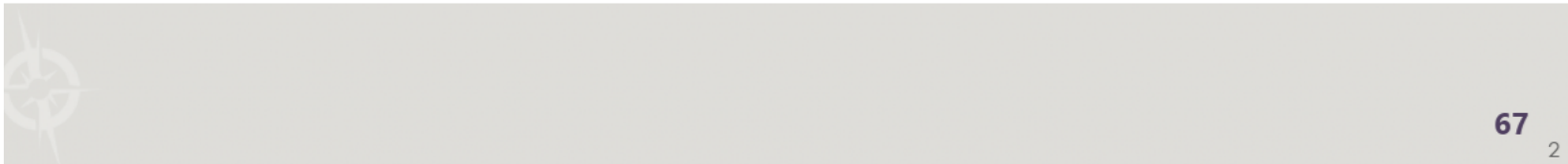
- Assessing and establishing the community's priorities and satisfaction in relation to Council activities, services, and facilities
- Identifying the community's overall level of satisfaction with Council's performance
- Identifying top priority areas for Council to focus on
- Assess attitudes towards the Narrabri Shire Council Community Strategic Plan

Sample (How?)

- Telephone survey (landline and mobile) to N = 403 residents
- We use a 5 point scale (e.g. 1 = not at all satisfied, 5 = very satisfied)
- Greatest margin of error +/- 4.9%

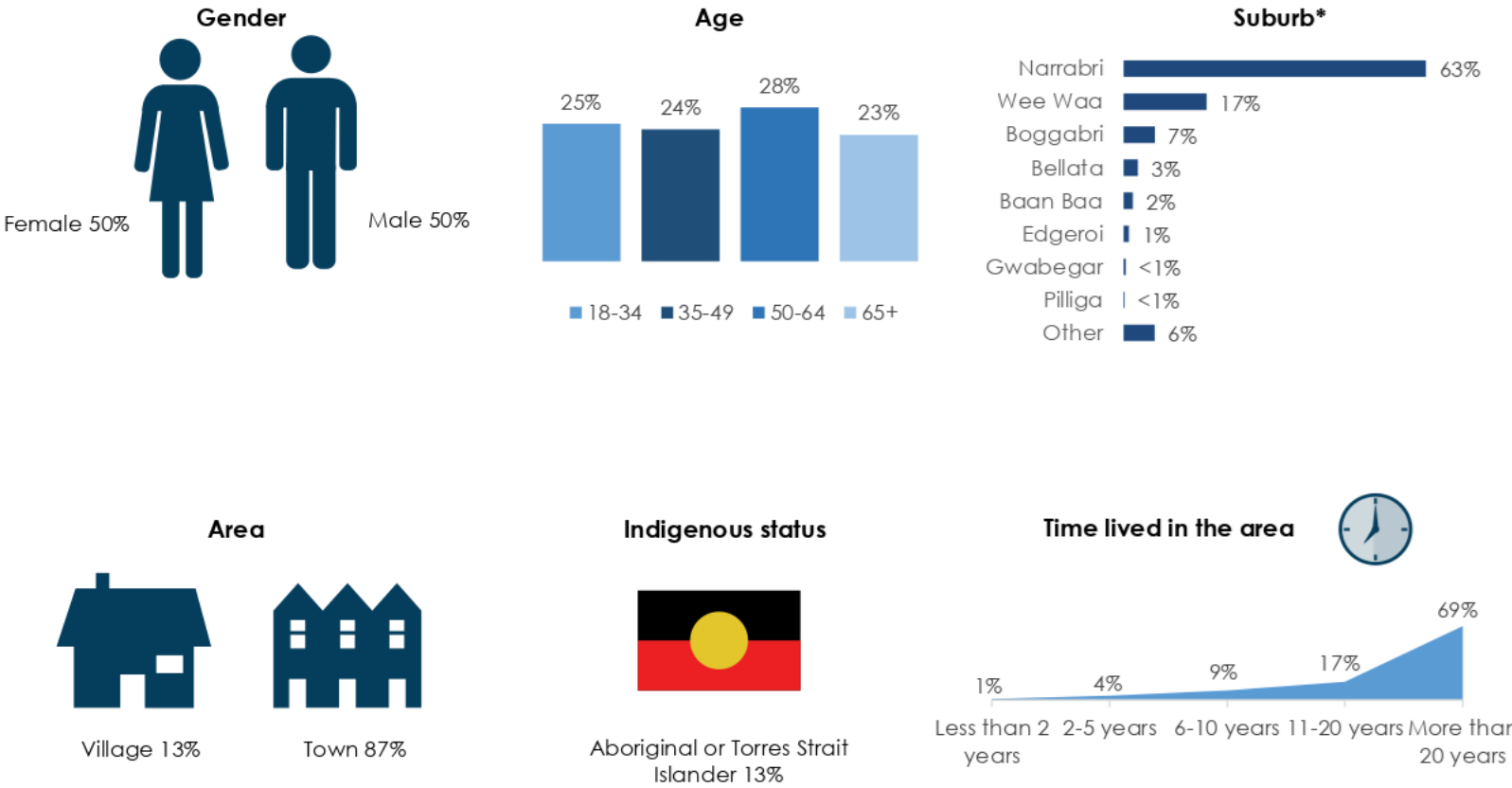
Timing (When?)

- Implementation 5th – 13th July 2021



Sample Profile

The sample was weighted by age and gender to reflect the 2016 ABS community profile of Narrabri Shire Council.



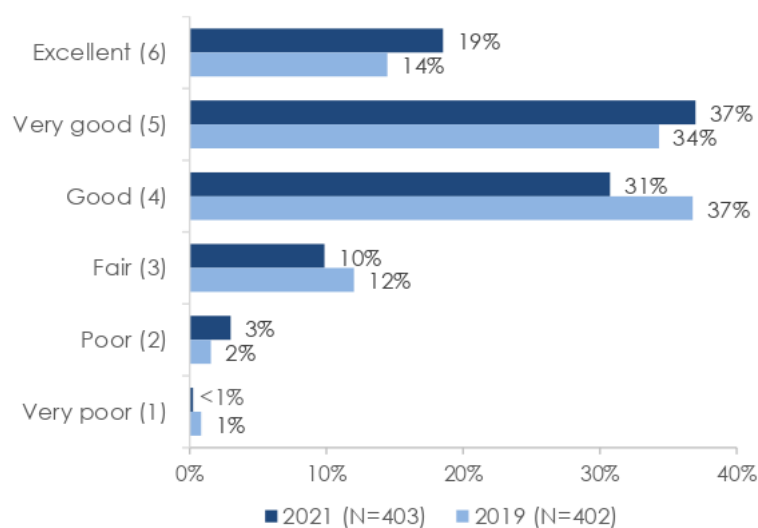
*Please see Appendix B for other specified
Base: N = 403



Quality of Life

Q5. Overall, how would you rate your quality of life as a resident in the Narrabri Shire?

	Overall 2021	Overall 2019	Male	Female	18-34	35-49	50-64	65+	Town	Village
Mean rating	4.56	4.46	4.58	4.55	4.46	4.47	4.50	4.84▲	4.54	4.73
Base	403	402	201	202	100	95	114	94	350	53



	Narrabri Shire Council 2021	Narrabri Shire Council 2019	Narrabri Shire Council 2017	Micromex LGA Benchmark - Regional
Mean rating	4.56↓	4.46	4.56	4.96
T3 Box	87%↓	85%	89%	94%
Base	403	402	400	4,861

▲▼ = A significantly higher/lower rating (by group)

Scale: 1 = very poor, 6 = excellent
 ↑↓ = A significantly higher/lower rating (compared to the Benchmark)

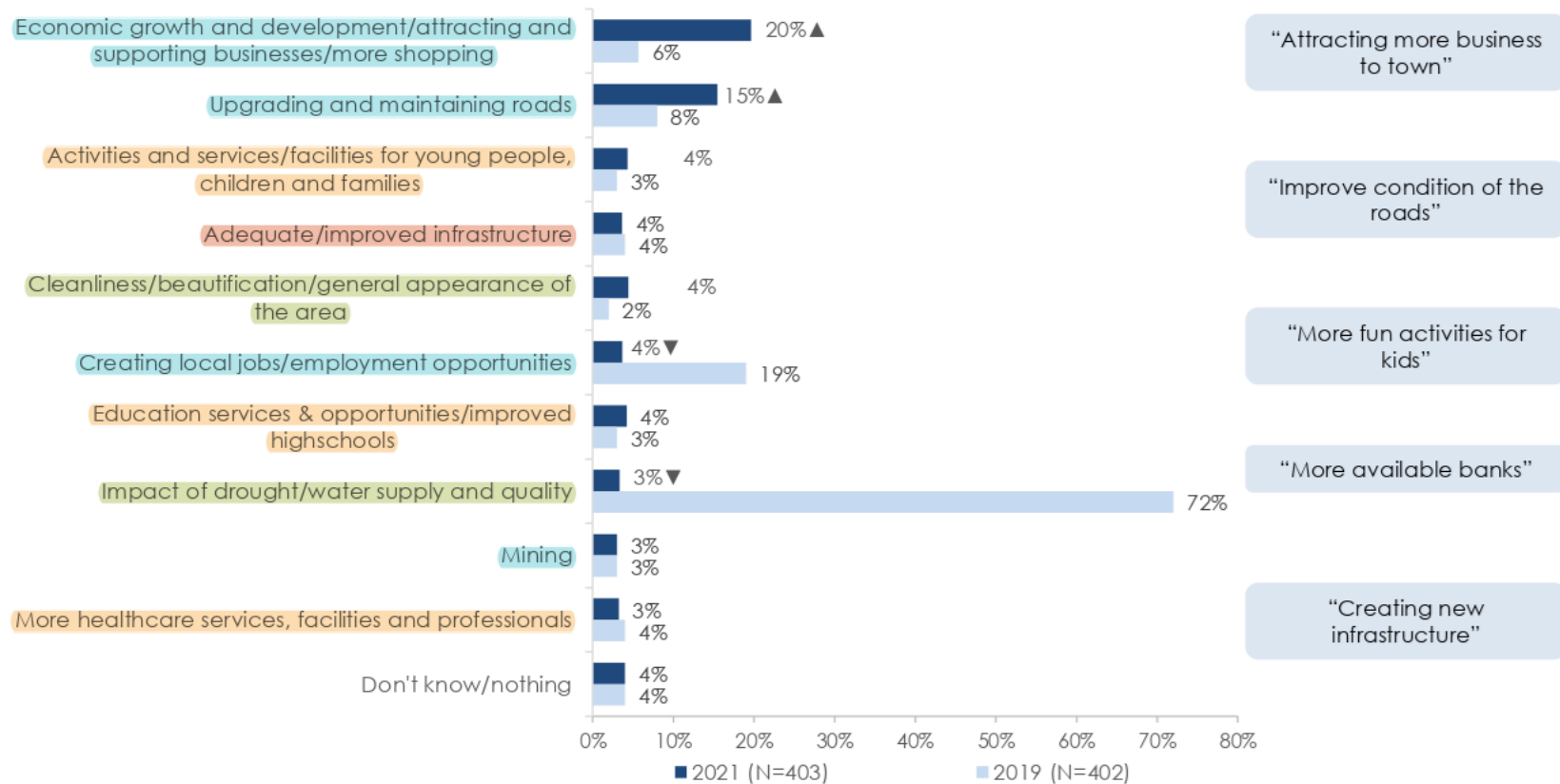
Despite the pandemic, quality of life has strengthened with 87% of residents rating their quality of life as good to excellent. This result remains below our regional benchmark.

70

5

Top Priority Areas Over the Next 4 Years

Q4. Thinking about the local area, what do you believe are the key priorities or challenges facing our community over the next 4 years?



Please see Appendix A for responses <3%

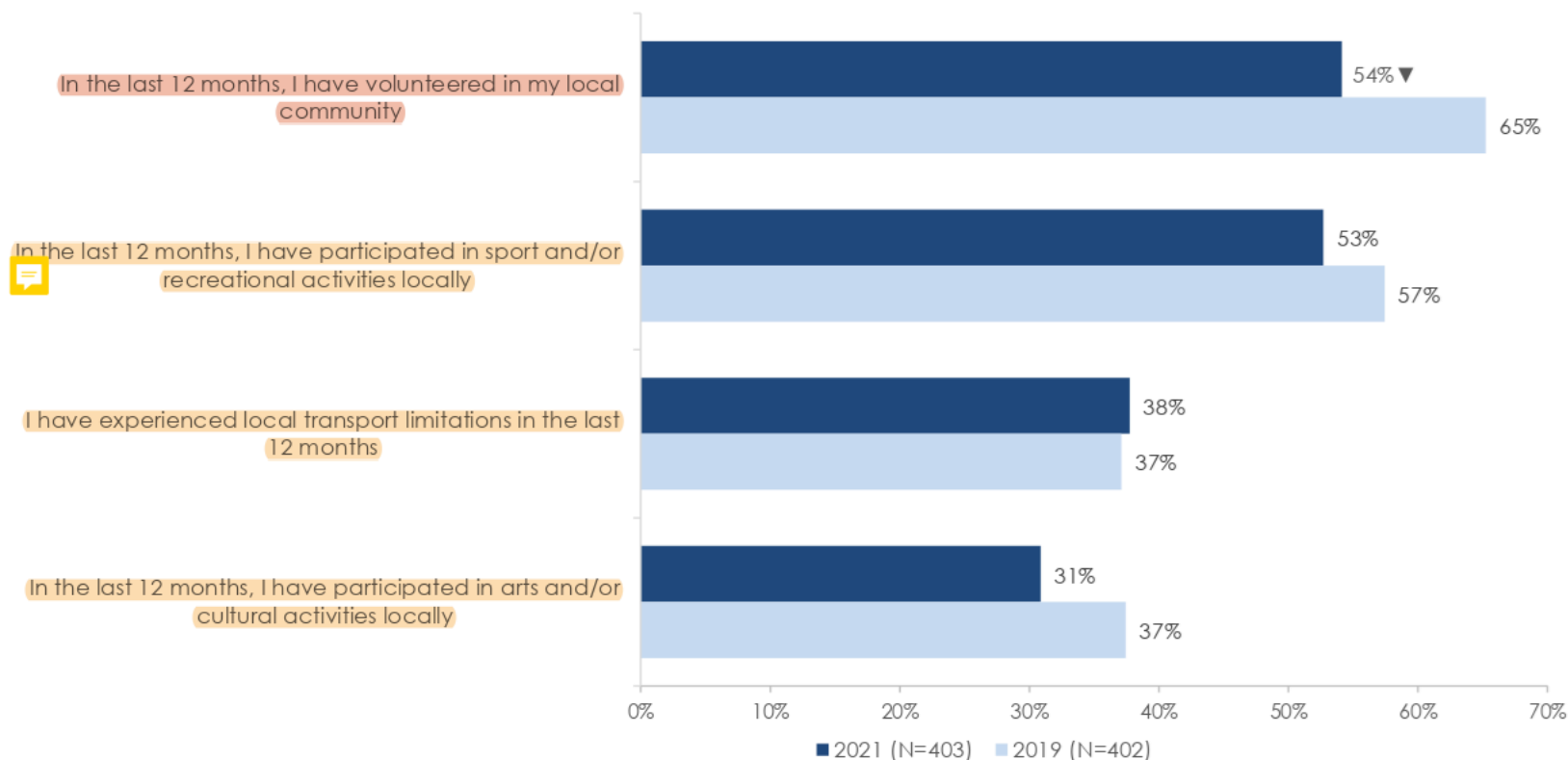
▲ ▼ = A significantly higher/lower percentage (compared to 2019)

Residents believe that economic growth and upgrading and maintaining roads are/should be the top priorities over the next 4 years. There was significant drops in creating local jobs and impact of drought, suggesting that there has been improvements in these areas since 2019. 71

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Living in the Narrabri Shire Council

Q9. Please answer yes or no for the following statements.



Please see Appendix A for responses by demographics

▲ ▼ = A significantly higher/lower percentage (compared to 2019)

There was a drop in all three participation involved activities likely due to the pandemic.

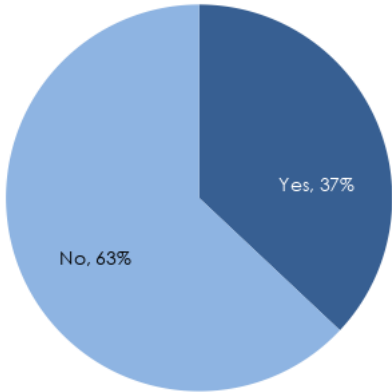
72

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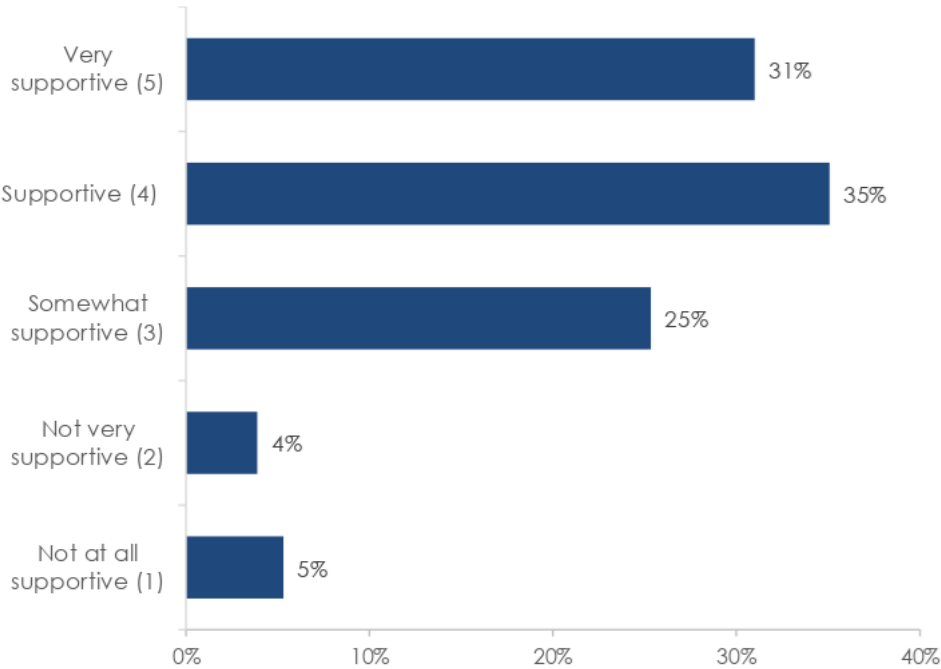
Strategic Direction

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

Q1. Are you aware of this vision?



Q2. How supportive are you of this vision?



Base: N=403



37% of residents were aware of Narrabri Shire's vision.

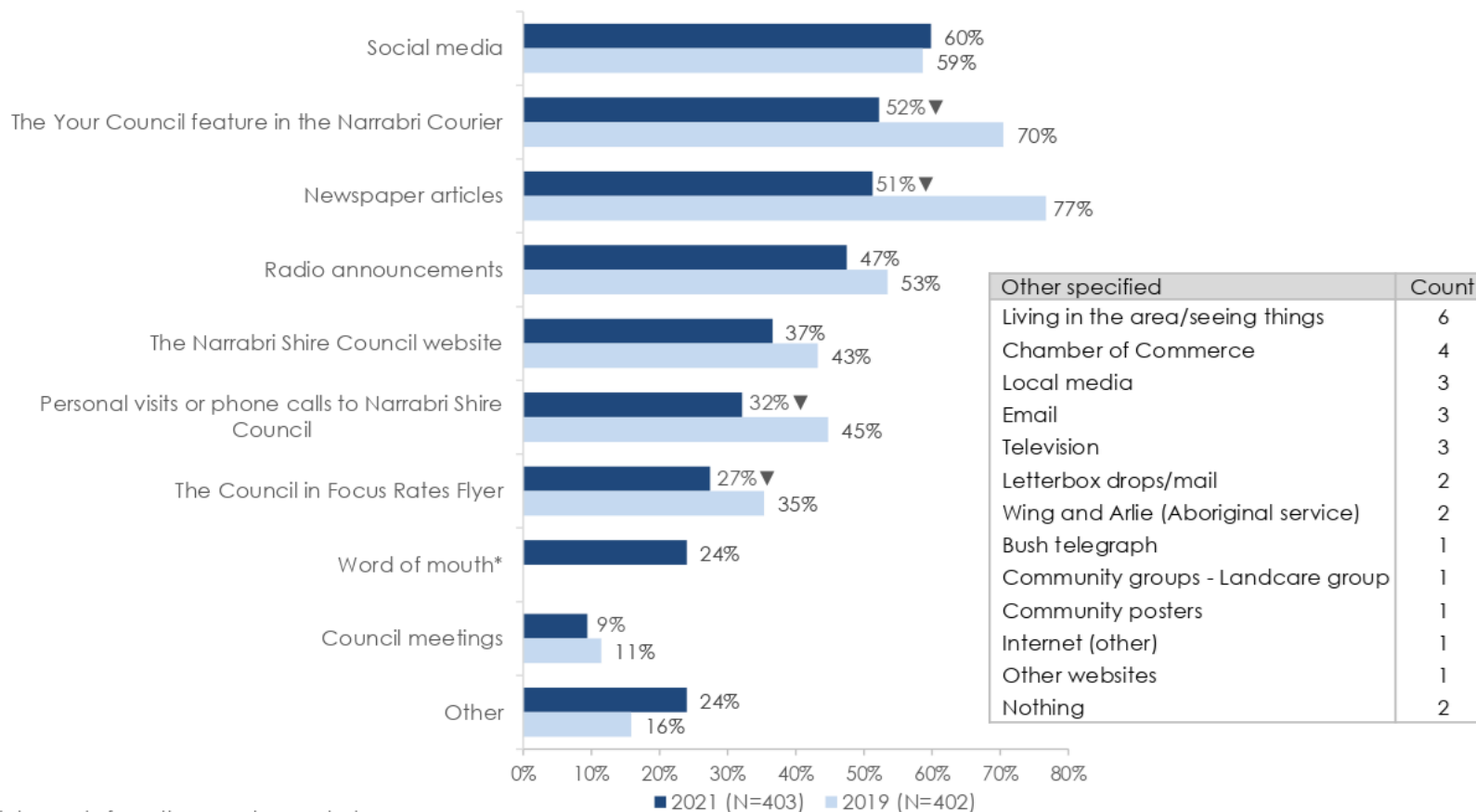
91% of residents were at least somewhat supportive of the vision.

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Sourcing Information About Council

Q8. Where do you get your information about Council and its services, facilities and activities?



*Note word of mouth was not prompted
See Appendix A for responses by demographics

Social media is now the most common method to get information from Council after the Your Council feature and newspaper articles saw significant drops.

74

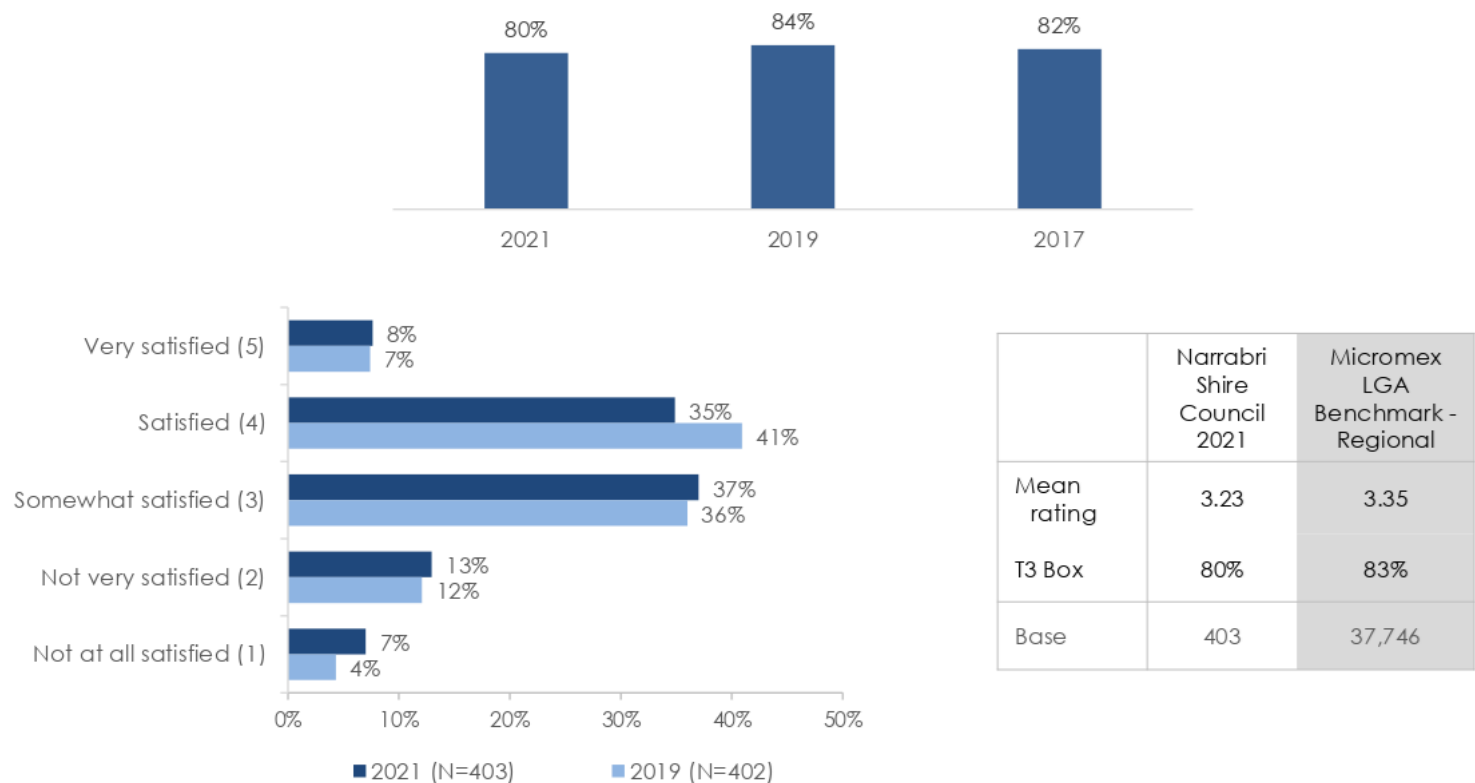
9



Overall Satisfaction

Q7. Overall, for the last 12 months, how satisfied have you been with the performance of Council in delivering essential services and infrastructure across all areas of responsibility?

T3B Satisfaction Scores



↑↓ = A significantly higher/lower level of satisfaction (compared to the Benchmark)

Scale: 1 = not at all satisfied, 5 = very satisfied
 ▲ ▼ = A significantly higher/lower level of satisfaction (by group)

80% of residents are at least somewhat satisfied with the overall performance of Council.
Residents over 65 have the highest levels of satisfaction.

76
11

2.1. Importance & Satisfaction – Highest/Lowest Rated Services/Facilities

Importance

The following services/facilities received the highest T2 box importance ratings:

Higher importance	T2 Box	Mean
Roads	98%	4.87
Town drinking water (quality)	90%	4.65
Supporting local businesses	89%	4.61
Job Creation	88%	4.62
Community safety/crime prevention	86%	4.52
Ensuring adequate housing options for future needs	86%	4.46

The following services/facilities received the lowest T2 box importance ratings:

Lower importance	T2 Box	Mean
Indigenous reconciliation activities	53%	3.61
Community transport to meet social needs	63%	3.89
Walkway and cycleway access	65%	3.91
Protection of aboriginal heritage	66%	3.98
Town drinking water (price)	67%	4.04

T2B = important/very important
Scale: 1 = not at all important, 5 = very important

Satisfaction

The following services/facilities received the highest T3 box satisfaction ratings:

Higher satisfaction	T3 Box	Mean
Libraries	95%	4.15
The Crossing Theatre i.e. entertainment & events	94%	4.13
Parks and open space	90%	3.74
Saleyards	90%	3.75
Swimming pools	89%	3.88

The following services/facilities received the lowest T3 box satisfaction ratings:

Lower satisfaction	T3 Box	Mean
Town drinking water (quality)	41%	2.32
Roads	52%	2.49
Town drinking water price	53%	2.59
Understanding Council's spending	54%	2.57
Council operation & responsiveness	60%	2.84

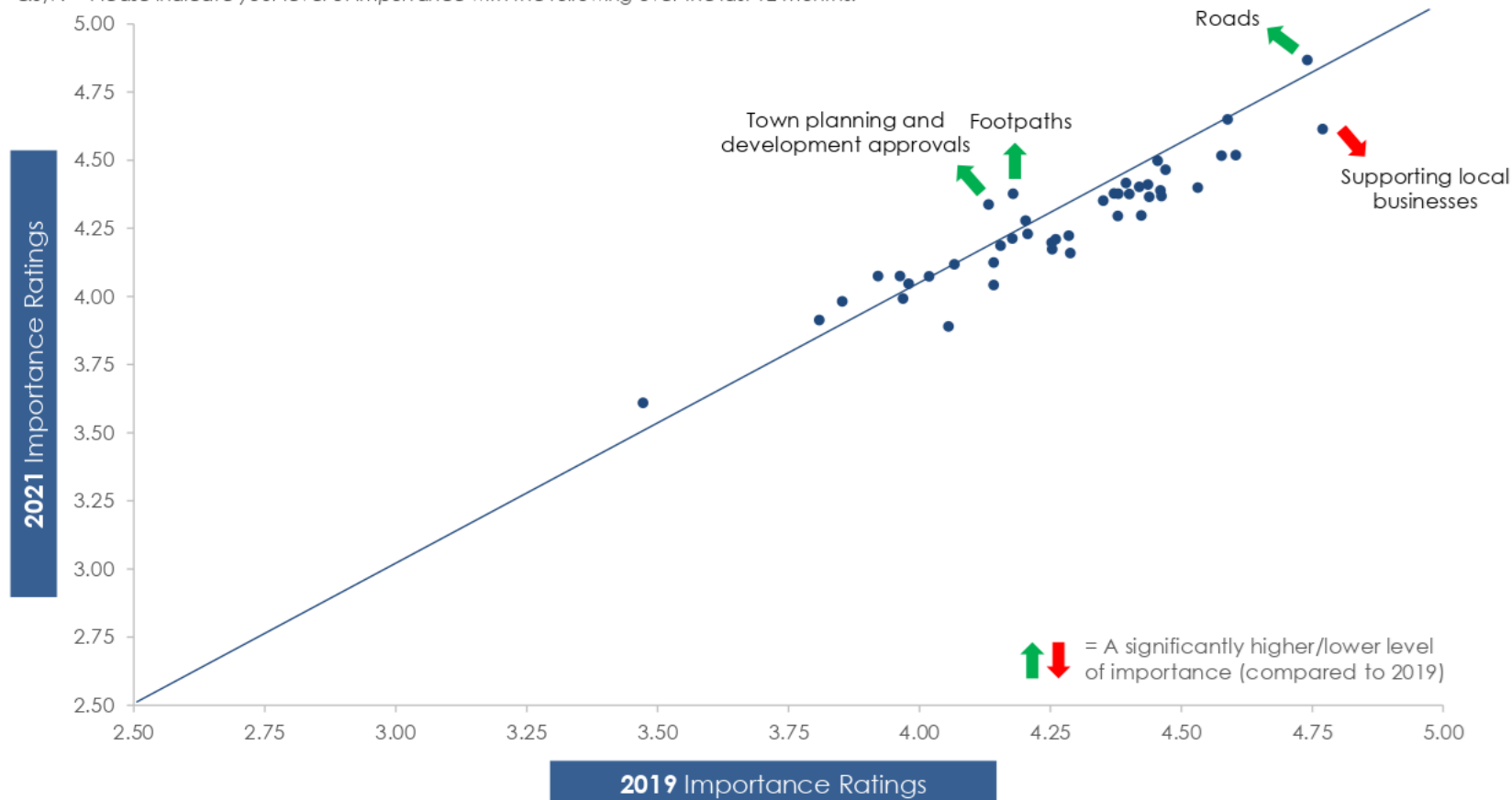
T3B = somewhat satisfied/satisfied/very satisfied
Scale: 1 = not at all satisfied, 5 = very satisfied

A core element of this community survey was the rating of 50 facilities/services in terms of Importance and Satisfaction. The above analysis identifies the highest and lowest rated services/facilities in terms of importance and satisfaction.

77
12

2.1 Services and Facilities – Importance – Comparison by Year

Q6/7. Please indicate your level of importance with the following over the last 12 months.



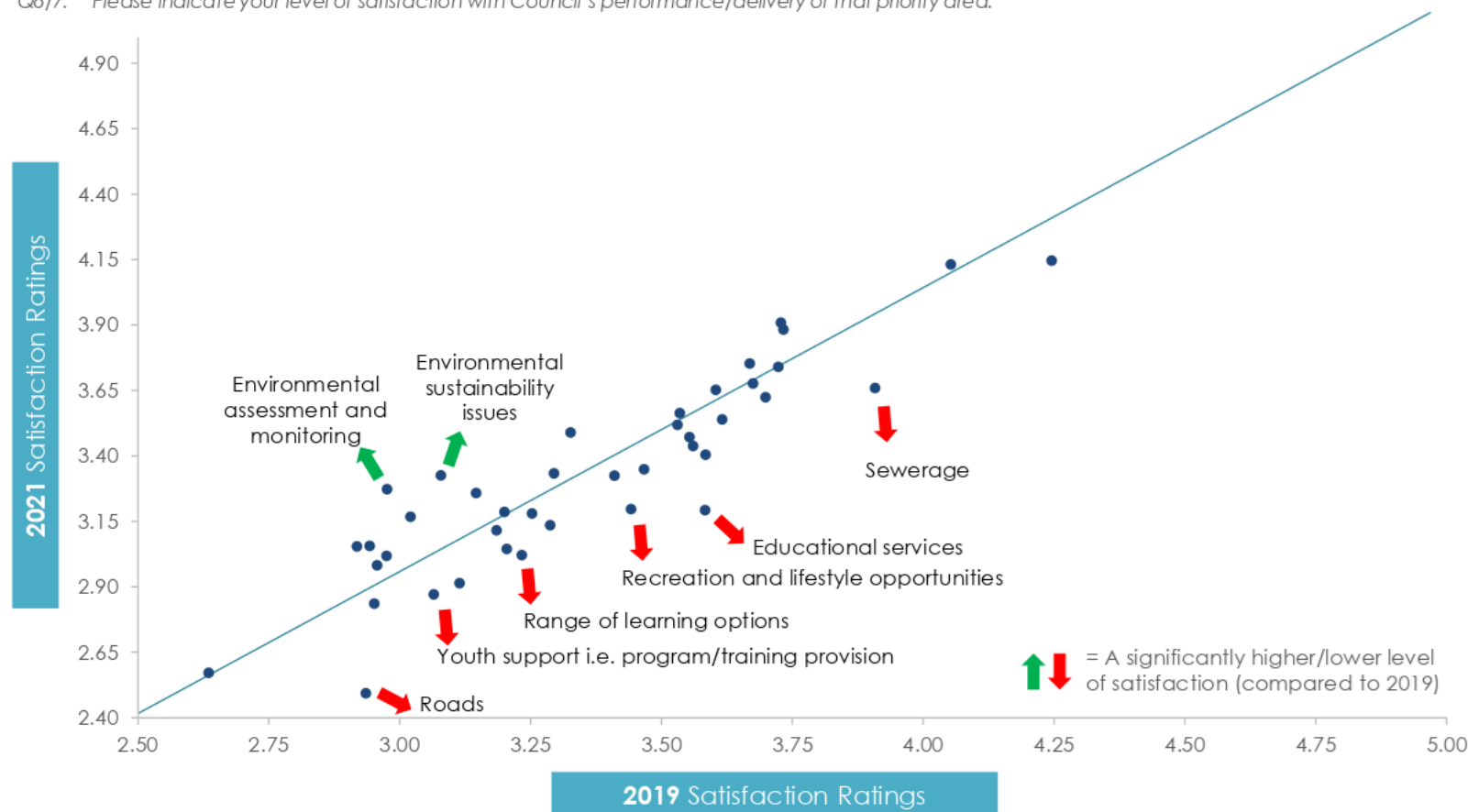
The above chart compares the mean importance ratings for 2021 vs 2019. Importance significantly increased for 3 of the 43 comparable services and facilities, there were also a significant decrease in importance for supporting local businesses.

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2.1 Services and Facilities – Satisfaction – Comparison by Year

Q6/7. Please indicate your level of satisfaction with Council's performance/delivery of that priority area.



The above chart compares the mean satisfaction ratings in 2021 vs 2019.

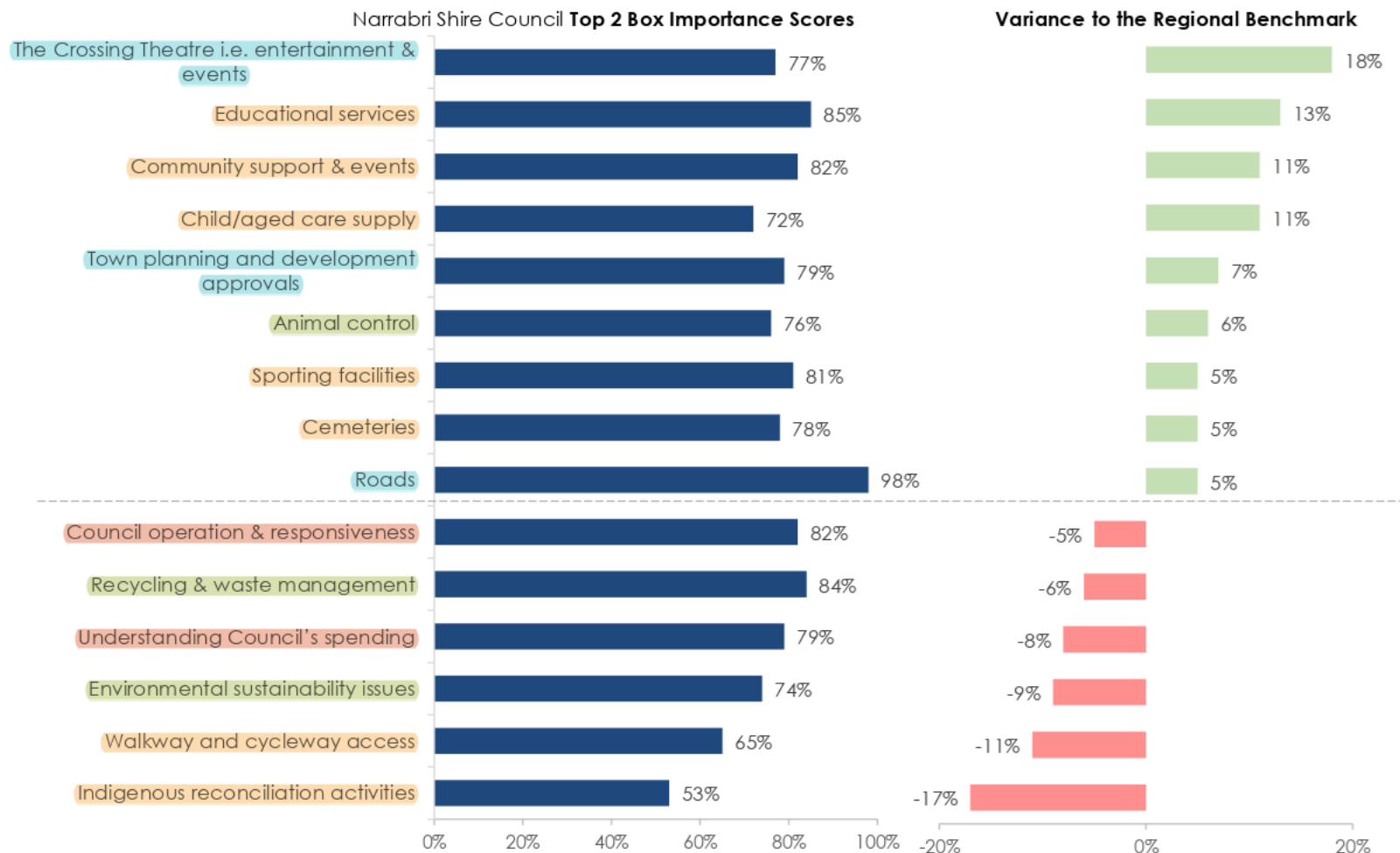
Satisfaction increased for 2 of the 43 comparable services and facilities. There were also 6 measures that experienced a decrease in resident satisfaction from previous research.

79

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2.2 Importance Compared to the Micromex Benchmark

The chart below shows the variance between Narrabri Shire Council top 2 box importance scores and the Micromex Benchmark. Services/facilities shown in the below chart highlight larger positive and negative gaps.

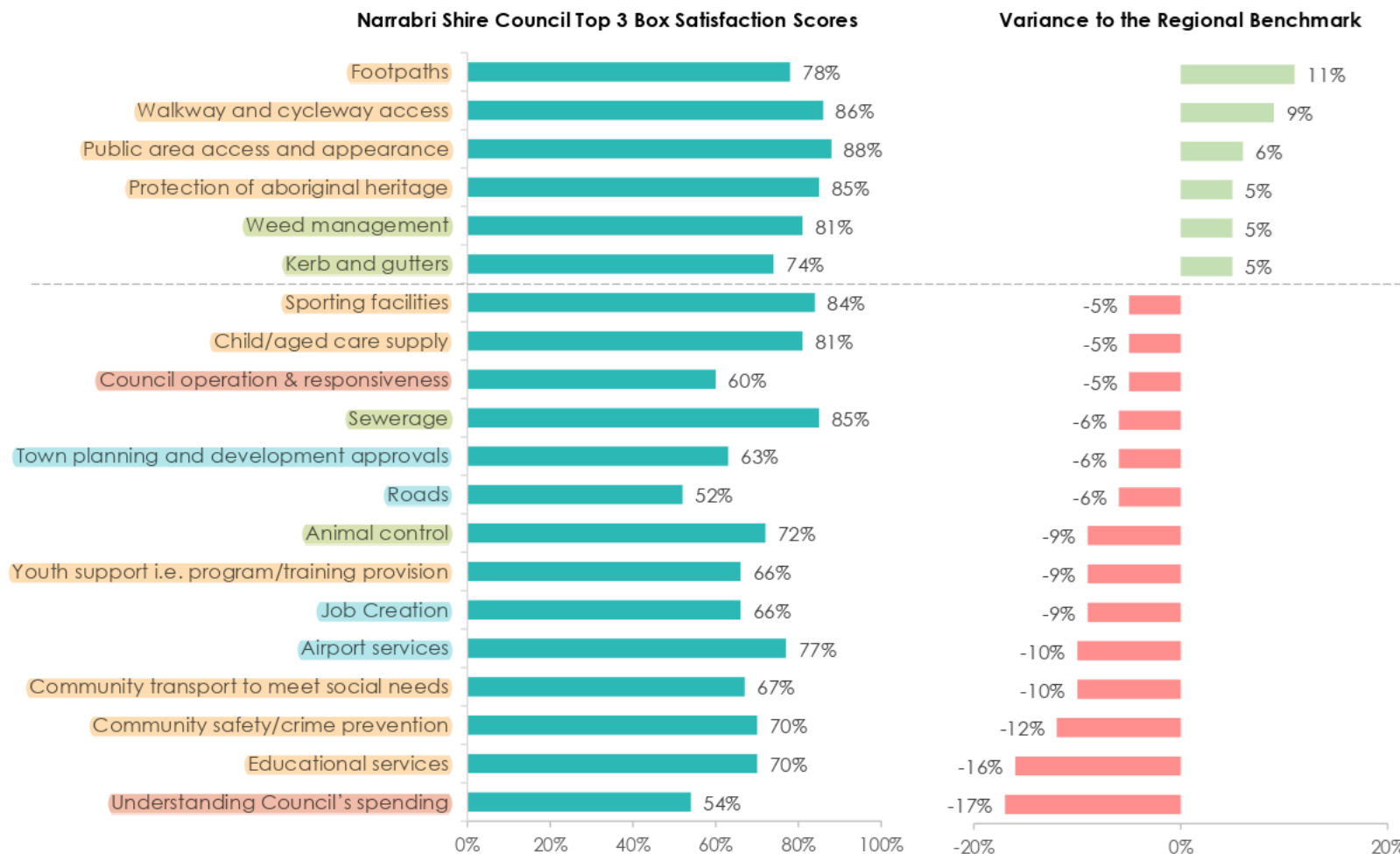


Note: Only services/facilities with a variance of +/- %5 to the Benchmark have been shown above. Please see Appendix A for detailed list

80
15

2.2 Satisfaction Compared to the Micromex Benchmark

The chart below shows the variance between Narrabri Shire Council top 3 box satisfaction scores and the Micromex Benchmark. Services/facilities shown in the below chart highlight larger positive and negative gaps.



Note: Only services/facilities with a variance of +/- %5 to the Benchmark have been shown above. Please see Appendix A for detailed list

81
16

2.3. Performance Gap Analysis

When we examine the largest performance gaps, we can identify that all of the services or facilities have been rated as high in importance, whilst resident satisfaction for all of these areas is between 41% and 74%.

The two largest gaps relate to Councils delivery of infrastructure.

Service Area	Service/Facility	Importance T2 Box	Satisfaction T3 Box	Performance Gap (Importance – Satisfaction)
Infrastructure Delivery	Town drinking water quality (taste, smell and colour)	90%	41%	49%
Infrastructure Delivery	Roads	98%	52%	46%
Our Civic Leadership	Understanding Council's spending	79%	54%	25%
Our Economy	Job Creation	88%	66%	22%
Our Civic Leadership	Council operation & responsiveness	82%	60%	22%
Our Economy	Ensuring adequate housing options for future needs	86%	66%	20%
Corporate and Community Services	Communications	84%	67%	17%
Corporate and Community Services	Community consultation & engagement	82%	65%	17%
Our Society	Community safety/crime prevention	86%	70%	16%
Our Civic Leadership	Performance of elected representatives	81%	65%	16%
Planning Strategy and People	Town planning and development approvals	79%	63%	16%
Our Economy	Supporting local businesses	89%	74%	15%
Our Society	Educational services	85%	70%	15%

Note: Performance gap is the first step in the process, we now need to identify comparative ratings across all services and facilities to get an understanding of relative importance and satisfaction at an LGA level. This is when we undertake step 2 of the analysis.

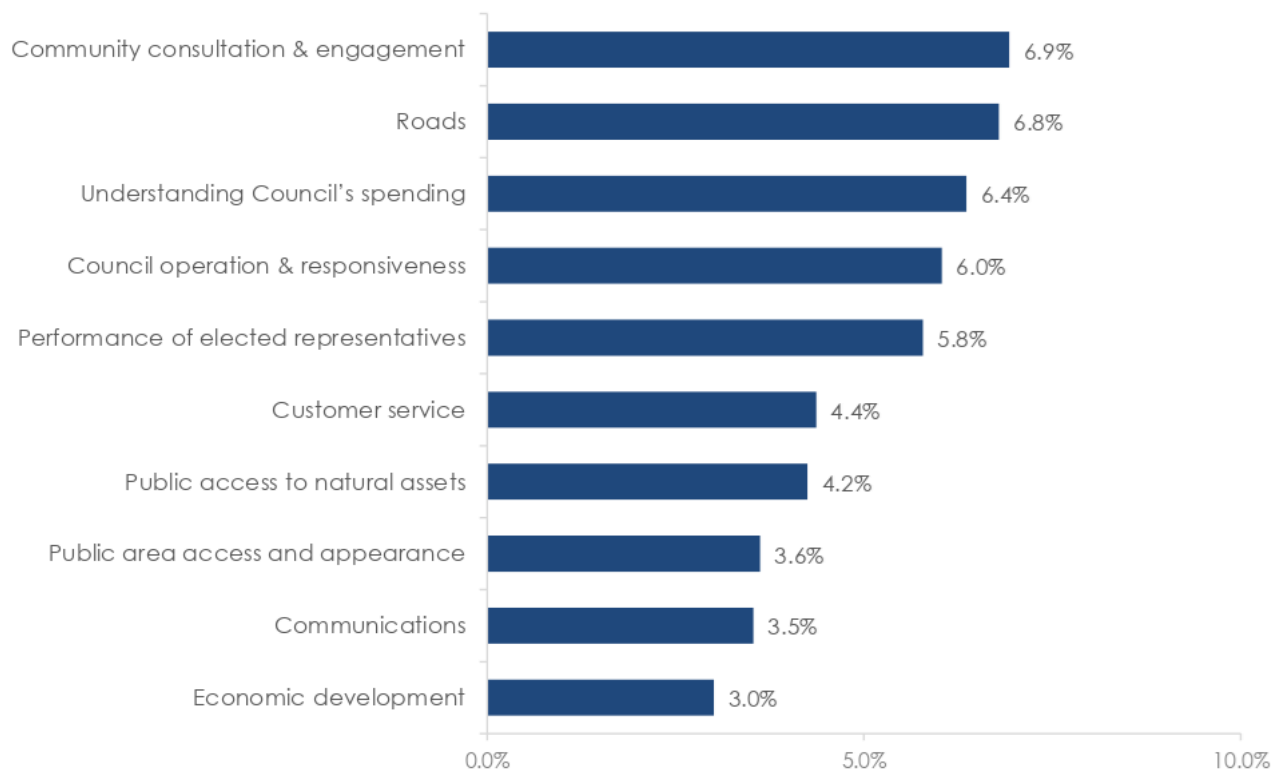
Please see Appendix A for full Performance Gap Ranking

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17



2.5. Key Drivers of Overall Satisfaction with Council

Dependent variable: Overall, for the last 12 months, how satisfied have you been with the performance of Council in delivering essential services and infrastructure across all areas of responsibility?



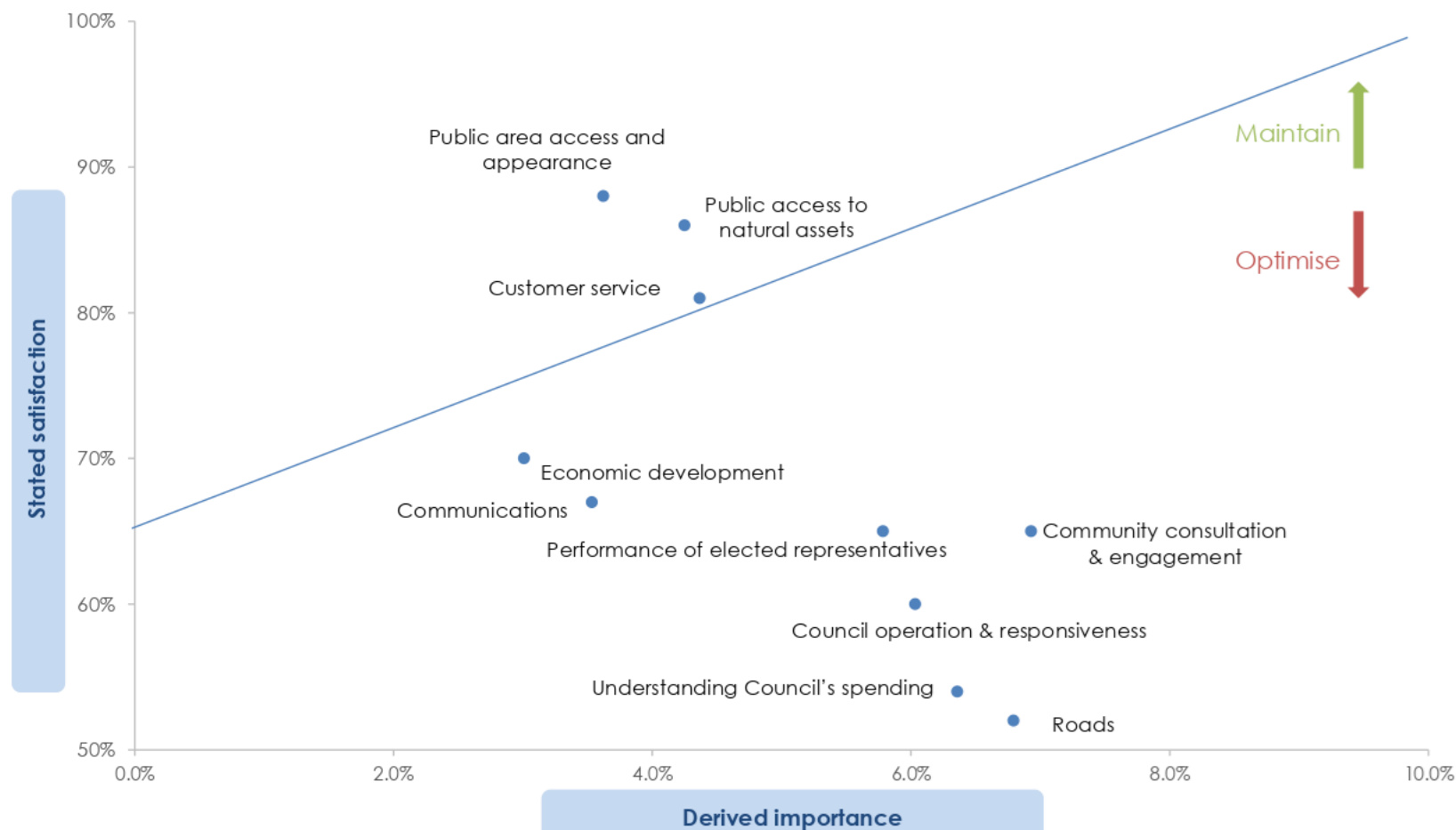
Note: Please see Appendix A for complete list

Barrier R² value = 47.89
 Optimiser R² value = 42.30

The score assigned to each area indicates the percentage of influence each attribute contributes to overall satisfaction with Council. If Council can increase satisfaction in these areas it will improve overall community satisfaction.

84
19

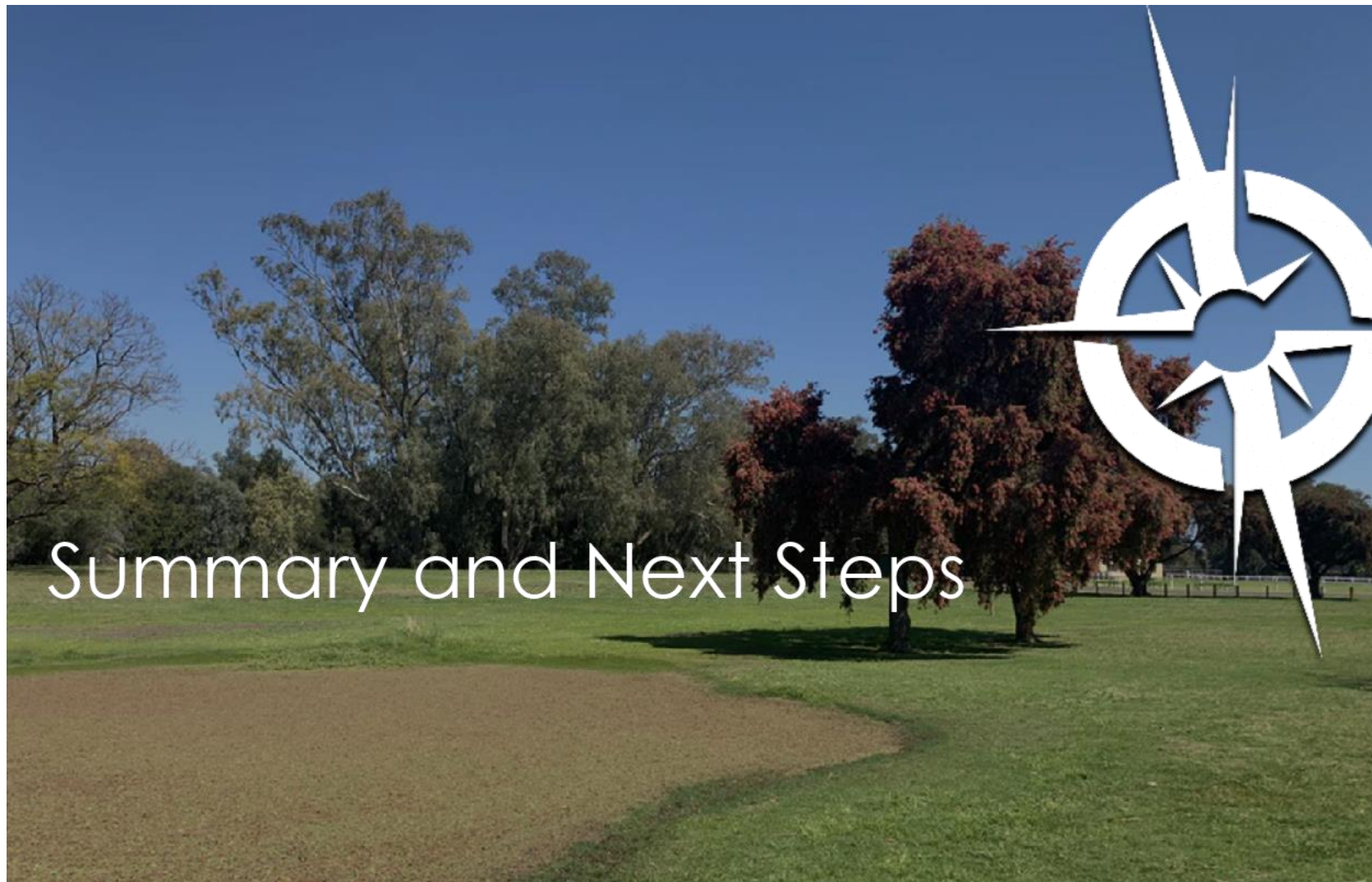
2.5. Mapping Stated Satisfaction and Derived Importance Identifies the Community Priority Areas



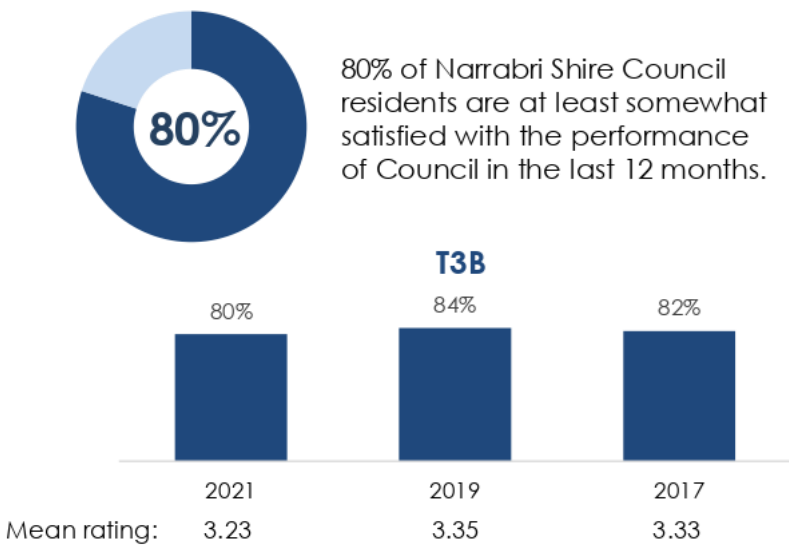
The above chart looks at the relationship between stated satisfaction (top 3 box) and derived importance (Regression result) to identify the level of contribution of each measure. Any services/facilities below the blue line (shown above) could potentially be benchmarked to target in future research to elevate satisfaction levels in these areas.

85

20



Overall Satisfaction



Top Importance and Satisfaction areas

Top Importance	Top Satisfaction
Roads	Libraries
Town drinking water quality	The Crossing Theatre i.e. entertainment & events
Supporting local businesses	Parks and open space
Job Creation	Saleyards
Community safety/crime prevention	Swimming pools
Ensuring adequate housing options for future needs	

Drivers of Satisfaction

The primary drivers of satisfaction revolve around Council's communication and operations

Specifically:

Community consultation & engagement

Roads

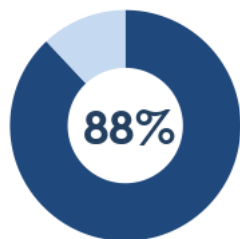
Understanding Council's spending

Council operation & responsiveness

Performance of elected representatives

87 22

Quality of life



88% of Narrabri Shire Council residents indicated that the quality of life living in the Narrabri Shire was good to excellent

Top Priorities Over Next 4 Years



Economic growth and development/ attracting and supporting businesses/more shopping (20%)



Upgrading and maintaining roads (15%)



37% of residents are aware of Narrabri Shire Councils vision



91% of residents are at least somewhat supportive of Narrabri Shire Councils vision



Social media was the most common source of information about Council for residents



Summary and Recommendations

As identified by the advanced regression analysis, communication is a key driver of satisfaction with the performance of council. The research demonstrates that the community want to be well informed about Council's approach to planning and the future development of the region.

As next steps Council could:

- 1. Conduct further research on community preferences for communication/engagement, and explore community expectations in relation to the level, type and preferred method of communication and engagement with residents (both formal and informal)*
- 2. Use the upcoming CSP to Inform and engage residents around Council planning and delivery, particularly in regard to roads and economic development*



Submission for: Inland Rail - Narromine to Narrabri

Comments

NARRABRI SHIRE COUNCIL
NARRABRI, New South Wales

Mr Mick Fallon
Team Leader, Transport Assessments
NSW Department of Planning, Industry and Environment

Email: Mick.Fallon@planning.nsw.gov.au

5 February, 2021

Dear Mr Fallon,

Re: Inland Rail – Narromine to Narrabri Project (SSI-9487) – Environmental Impact Statement Submission

I write in response to notification received from Mr Duncan Mitchell, Project Director (Inland Rail) on 26 November 2020 under section 193 of the EP&A Regulation that Council as an impacted landowner of the proposal. Thank you for the opportunity to make a submission on the Inland Rail (IR) Narromine to Narrabri (N2N) Environmental Impact Statement (EIS).

Our review has taken into consideration all the information made available including any consultations that the proponent has undertaken with us to identify any potential issues with the proposal that may directly impact Council or Narrabri Shire or the surrounding community.

In concluding the review of the Environmental Impact Statement (EIS) for the Inland Rail – Narromine to Narrabri Project, Narrabri Shire Council it is noted that over thirty (30) key concerns among many other observations have been identified that need to be addressed to ensure the proposal is successful.

Of specific concern is that the proposed route does not provide an optimum outcome for Narrabri Shire. It is imperative that the serious omissions be adequately addressed, namely the erroneous flood modelling and subsequent conclusions. The resultant detrimental flood impact outlined on Narrabri properties is not acceptable to Council.

To realise a benefit to Narrabri Shire and its surrounds, Council respectfully requests that the proponent is required to demonstrate that:

- a) the rail operations will not negatively impact on the local community, by ensuring

Page 1

- (1) all rail infrastructure is located outside the higher density commercial and residential areas; and
- (2) all construction impacts are mitigated and any residual damage to the road and service networks are repaired;
- b) the rail infrastructure does not increase potential flooding;
- c) the opportunity to interface efficiently and effectively with the Inland Rail, not only from the Narrabri Inland Port, is incorporated into the design at an early stage; and
- d) all construction infrastructure and services setup are located so that should Narrabri Shire be able to benefit from their ongoing use, ownership is transferred to Council.

While a keen advocate of Inland Rail, Council is unable to fully support the proposal in its current form without these concerns being satisfied.

To assist in this regard, please find attached our report providing more information on each. Council is keen to work more closely with the proponent in an effort to have all of these concerns addressed before the project proceeds and respectfully requests that this opportunity is afforded.

If you require any further clarification please do not hesitate to contact Mrs Cara Stoltenberg, Strategic and Major Projects Planner, in the first instance on (02) 67996866 or caras@narrabri.nsw.gov.au.

Yours faithfully,

Stewart Todd
General Manager

Encl: IR-N2N EIS Narrabri Shire Council Submission Report V1.0 January 202

Inland Rail – Narromine to Narrabri Project

Environmental Impact Statement

Narrabri Shire Council Submission Report

Version 1.0

January 2021



Document Set ID: 1871574
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Further Information:

A Hannay, A/Director, Planning & Environment
 C Stoltenberg, Strategic Major & Projects Planner
 NARRABRI SHIRE COUNCIL
 T: (02) 6799 6866
 E: council@narrabri.nsw.gov.au
 A: PO Box 261, NARRABRI NSW 2390



Introduction

1. Background

The Environmental Impact Statement (EIS) reviewed considers the potential impacts of the proposal to construct and operate the Narromine to Narrabri section of Inland Rail ('the proposal'). The EIS has been prepared to support Australian Rail Track Corporation's application for approval of the proposal in accordance with the requirements of Division 5.2 of the *Environmental Planning and Assessment Act 1979* (NSW) (EP&A Act).

The proposal is State significant infrastructure and is subject to approval by the NSW Minister for Planning and Public Spaces. The EIS addresses the environmental assessment requirements of the Secretary of the Department of Planning, Industry and Environment ('the SEARs'). The EIS was prepared based on the draft SEARs, which were finalised on 9 September 2020. The proposal is also determined to be a controlled action under the *Environment Protection and Biodiversity Conservation Act 1999* (Cth) (EPBC Act) (EPBC Referral 2018/8259) and requires approval from the Australian Minister for the Environment.

The EIS focuses on the key assessment requirements specified by the SEARs. It is supported by specialist technical assessment reports. The proponent has requested that the proposal be declared by the Minister for Planning and Public Spaces as critical State significant infrastructure under section 5.13 of the EP&A Act.

2. Aim

The report aims to provide details of the Narrabri Shire Council response to the Environmental Impact Statement (EIS) for the Inland Rail – Narromine to Narrabri Project.

The aim of this submission is not to examine the complex scientific information in great detail or specific modelling methods involved in the project but rather to identify any potential issues that may directly or indirectly impact Council or Narrabri Shire or the surrounding community. Council is relying upon the Department to have more critical sections of the EIS peer reviewed by independent experts in relevant fields and for those peer reviews to be available to the community for review.

This document has been prepared to raise with the Department any concerns that Council and community representatives have with regards to the project and its potential impacts on the amenity, economic development and environment.

3. Methodology

Council has extensively reviewed the EIS with chapters being considered by the relevant department professionals within Council. It should be noted that Council does not have the technical capability to deal with complex issues such as ground water system interconnectivity and human health impacts. Council has simply identified issues that



warrant further investigation and/or agreement due to their importance in the local area. Council are reliant on the relevant consent authorities to provide technical guidance and appropriate rigorous review of the more complex science upon which the industry relies in their determination of the application.

Chapter Review

1. Route Alternatives and Options

Key Concern/s:

- The proposed route does not provide an optimum outcome for Narrabri Shire. It is imperative that the serious omissions from the EIS be adequately addressed. Further that to realise a benefit to Narrabri Shire and its surrounds, Council respectfully requests that the proponents be required to demonstrate that:
 1. the rail operations will not negatively impact on the local community, by ensuring (1) all rail infrastructure is located outside the higher density commercial and residential areas; and (2) all construction impacts are mitigated and any residual damage to the road network is repaired;
 2. the rail infrastructure does not increase the flooding; and
 3. all construction infrastructure and services setup are located so that should Narrabri Shire be able to benefit from their ongoing use, ownership is transferred to Council.

Observations:

While it is acknowledged that considerable time and effort has been expended on determining a suitable route it is clear from our (1) flood modelling; (2) road network; and (2) future development that the route proposed is not optimised for the local community.

Furthermore, due to its proposed location, Narrabri will have significant impacts to the extent that several properties will be worse off.

It was expected that the Inland Rail N2N would have a positive overall nett outcome for the Shire and while this is possible in many cases, that opportunity has not been realised.

Appendix A offers a flood map to show the extent of the issue that needs to be addressed and unfortunately not only does the EIS statements not concur with this modelling, there is insufficient information provided for an assessment of the routes to provide any comment.



In a location immediately downstream of the Narrabri Township and crossing the Namoi River Floodplain in the widest location available would provide a better outcome for both the proponent and the community. It seems counter-intuitive to cross Bohena Creek with a bridge near the Newell, then the Namoi River, the Island Road floodplain, Narrabri Creek and the floodplain between Wee Waa Road and Auscott Sheds, with an enormous bridge immediately downstream of the town, rather than going downstream and crossing these with one structure less than half the length of the existing small bridge across the Namoi and Narrabri Creek.

The following benefits may be achieved with such an alignment:

- I. There is no bridge over Bohena Creek near the Newell Highway;
- II. There is no need to squeeze past Bohena Creek again 5.7 kms past the proposed Bohena Creek Bridge;
- III. There is no need to cross Spring Creek near this same location;
- IV. The crossing of the Namoi River is now downstream of where the Namoi River, Narrabri Creek and Bohena Creek join and the bridge length required can be shortened by around 2.0 kilometres compared to the bridge length required at the current location on the edge of town;
- V. The crossing of the Namoi River is now downstream of where the Namoi River, Narrabri Creek and Bohena Creek join and the bridge length required can be shortened by around 2.0 kilometres compared to the bridge length required at the current location on the edge of town;
- VI. Access requirements to the Narrabri Sewage Treatment Plant across the line is no longer required and the Stock Route access is simplified;
- VII. There is no longer any need to drag the large trains up over Knights' Hill opposite the Wheat Research Station;
- VIII. Potential cost savings in construction cost and costs to Narrabri Residents;
- IX. Potential shortening of track distance by approximately 4km;
- X. Nil disruption from noise on the edge of Narrabri township; and
- XI. Most importantly, the removal of any potential flood impacts on the township of Narrabri.

2. Stakeholder Engagement

Key Concern/s:

- The alignment cannot be confirmed by the proponent as there has been insufficient consultation with Narrabri Shire Council to gain agreement on the local interfaces with the proposed alignment.

Further consideration is required to ensure that:

- a) The significant amount of assumptions made by Inland Rail on many local issues are agreeable with the asset owner such as:
 - i. the use of local roads;
 - ii. the identification of any potential local heritage items and discussions with heritage practitioners, historical societies and the like.



- b) All construction traffic utilises the temporary haul road and that the haul road is accessed via the Newell Highway. Any use of local roads will require the approval of Council prior to construction commencing.
- c) There is no use of the existing rail line through the residential sections of town. No approval for use of this section of track should be issued until such time as the Ernest & Young submission is finalised and considered.
- d) The proposed temporary construction camp is subject to the same conditions as those applied to the MAC (CIVEO) development.
- e) The proposed Narrabri borrow pit may require a Development Application from the property owner prior to use.

3. Biodiversity

Key Concern/s:

- The extent of vegetation clearing is excessive and there is no justification given to support this approach nor is there a Vegetation Management Plan to assess.

Observations:

The proposed project includes a large amount of vegetation to be removed. The number of hollow bearing trees to be removed (13,000-30,000 estimated) is considered excessive. It is therefore imperative for the proponent to ensure appropriate consultation is made with all relevant stakeholders prior to any vegetation being removed, and that all legislative requirements are adhered to.

4. Flooding

Key Concern/s:

- Even with data being made available, the flood modelling and subsequent conclusions are incorrect, as the model does not appear to include the impact of the rail on Mulgate Creek flooding of properties;
- Some of the assumptions are not consistent with recommendations in Australian Rainfall & Runoff (ARR 4th edition) Guidelines;
- The stated design criteria have not been used in determining the alignment;
- The flood level impacts at residential and commercial properties shown in the EIS would suggest that the proposed N2N alignment and design would not comply with the Narrabri Local Environmental Plan 2012 (LEP);
- Despite the reported increased flooding impact during construction, no suitable mitigation measure has been proposed;

Inland Rail – Narramine to Narrabri Project – Environmental Impact Statement Submission

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- The impact of the rail on Mulgate Creek flooding of properties was not calculated by the proponent and needs to be included.
- The detrimental flooding impact on Narrabri Shire properties is not acceptable to Council. At a very minimum, as the flood impacts on nearby properties are primarily due to the embankment starting on the northern side of Wee Waa Road, the viaduct needs to be extended 1 or 2 bays to alleviate the additional flooding in that area.

Observations:

- a) Table 1 shows the number of buildings within Narrabri Shire showing that the rail impact would increase above floor level flooding by more than 10 mm. The results have been separated by properties flooded by Bohen Creek and by Namoi River. The impact of the rail on Mulgate Creek flooding of properties was not calculated by the proponent.

Table 1 – No. buildings subject to above floor flooding and impacted by more than 10 mm for Bohen Creek and the Namoi River

Source	No. of buildings subject to above floor flooding and impacted by more than 10 mm [#]							PMF
	20% AEP	5% AEP	2% AEP	1% AEP	1% AEP +CC	0.5% AEP	0.2% AEP	
Bohena Creek	0	29 (35)	29	29 (47)	28	20	294	400
Namoi River	0	8 (14)	20	22 (133)	53	34	245	5,880
Mulgate Creek	?	?	?	?	?	?	?	?

[#] Numbers in brackets refers to the buildings potentially flooded during the construction phase

- b) The flood impact of the rail is potentially underestimated. Research by TUFLOW suggests that both form loss coefficient and a blockage factor should be used. the proponent has only used a form loss for the bridge impact assessment. The inclusion of a conservatively low blockage factor of 5% would increase the number of properties impacted by the rail.
- c) The proponent has assumed that the bridge piers would not accumulate debris and cause additional blockage, which is not consistent with recommendations in Australian Rainfall & Runoff (ARR 4th edition) Guidelines. The inclusion of additional 5% debris blockage (total 10%) would further increase the flood afflux and the number of impacted properties.
- d) It is critical the modelling is corrected to properly reflect the impact of Mulgate Creek flooding. The most recent three floods in Narrabri, which caused above floor flooding, has been from Mulgate Creek. Mulgate Creek flooding generally occurs with minimal Namoi River flows. Modelling of the local Mulgate Creek catchment excluding Namoi River flows shows that the rail (assuming 5% blockage of the piers) would cause flood impacts on several properties along Wee Waa Road.



- e) The number of properties that would be flooded above floor level under existing conditions both within Narrabri and along Bohena Creek has been grossly overestimated.
- i. For the Namoi River, the number of buildings flooded above floor level estimated by the proponent is some four (4) times higher for the 5% AEP event and some three (3) times higher for the 1% AEP when compared to the numbers estimated for the Narrabri FMP. The reasons for the discrepancy are not clear. However, the overestimation tends to suggest that the flood level impacts are not significant when compared to the existing problems.
 - ii. Along Bohena Creek, the proponent estimated some 72 buildings flooded above floor level by the 20% AEP event and 199 buildings for the 5% AEP event. This is not consistent with local observations and is not likely correct. It appears that the proponent has not considered the recorded flows at the Bohena Creek gauge when defining their design discharge estimates. For instance, the proponent's 20% AEP discharge estimate of 1,392 m³/s is about 2.8 times the largest flow recorded at the Bohena Creek gauge over the past 25 years. The use of this data would significantly reduce design discharges and the number of properties flooded above floor level under existing conditions along Bohena Creek.
 - iii. The proponent has predicted more properties potentially impacted during the construction phase. Although these impacts would only occur if a flood event occurred during the construction phase, the number of potential properties is significant.
- f) The EIS states that the proponent has adopted the following afflux (flood level impact) performance criteria when designing the rail (Table 3.1 of Technical report 3) for events up to and including the 1% AEP event:
- i. Afflux less than 10 mm for:
 - properties flooded above the habitable floor level;
 - sensitive infrastructure; and
 - highways and sealed rural roads.
 - ii. Afflux less than 200 mm for urban and recreational areas.

Table 1 shows that the (proponent) rail design does not comply with their own design objectives with afflux exceeding the criteria at multiple properties. They have also not provided any justification for not meeting their own non-compliance. Meeting their design objectives could be met by relocating the rail downstream or extending the rail viaduct to the north.

- g) The proposed rail embankment crosses the Lower Namoi Valley floodplain, which is a declared floodplain under the Water Management (General) Regulation 2018. Under this plan, any flood works on the floodplain are regulated by the Floodplain Management Plan for the Lower Namoi Valley Order 2020 issued under the *Water Management Act 2000* (FMP). A 'flood work' within the FMP means a work that is:
- i. situated in or in the vicinity of a river, estuary or lake, or within a floodplain; and is



- ii. of such a size or configuration that (regardless of the purpose for which it is constructed or used), it is likely to have an effect on the flow of water to or from a river, estuary or lake, or the distribution or flow of floodwater in times of flood.
- h) the proponent has stated that the rail is NOT a 'flood work' as defined by the FMP. However, the N2N rail embankment on the Namoi River floodplain would appear to fit within this definition and therefore would be a flood work. Although the project is a State Significant project and is not subject to the conditions of the FMP, it would be expected that the Minister would need to consider these criteria for this type of flood work. Under the FMP, the proposed works within the AD zone would generally not be permitted. The works in the B, C and CU management zones stipulate that the Minister would need to consider (amongst other criteria) whether the flood works would likely:
 - i. increase flood levels by greater than 20 cm on adjacent landholdings and other landholdings; and
 - ii. increase flood levels resulting in impacts on high value infrastructure (buildings).

The EIS demonstrates that the N2N rail does not comply with either of these criteria in Narrabri Shire from the Namoi River or Bohena Creek.

- i) The proposed N2N rail is located within the Narrabri Flood Planning Area as given in the Narrabri Local Environment Plan 2012. LEP states that "*is not likely to significantly adversely affect flood behaviour resulting in detrimental increases in the potential flood affectation of other development or properties*". The flood level impacts at residential and commercial properties shown in the EIS would suggest that the N2N would not comply with the Narrabri LEP.
- j) A Floodplain Management Plan has recently been completed for Narrabri Shire (Narrabri FMP). The current recommendation within the Narrabri FMP being considered by Council would mean that the proposed rail would not be approved as it proposes flood impacts exceeding 10mm on external property.

5. Heritage

Key Concern/s:

- The majority of the conclusions made are based on desktop reviews and existing literature by the same authors;
- Consultation with local heritage practitioners, historical societies and the like, has been missed;
- Any potentially impacted site requires more input/history from locals and/or any descendants to determine if the alignment is acceptable.

Observations:

- a) It is stated that during the field survey, and the borrow pit investigation, that sites and/or artefacts were identified from roadways or by using a desktop only assessment and that "*consequently, thorough*



inspections were not able to be undertaken". Ground-truthing of this information was not undertaken throughout the entire investigative process.

The information presented in the EIS is confusing, noting in separate sections that visual assessments were undertaken around key construction infrastructure, and that no site visits occurred.

Majority of the conclusions made are based on desktop reviews and existing literature by the same authors. Consultation with local heritage practitioners, historical societies and the like has been missed. No previous heritage studies completed by Council have been referenced.

- b) The NSW Resource and Conservation Assessment Council commissioned Pauline Curby and Andrea Humphreys to undertake a Non-Indigenous Cultural Heritage Study for Stage 2 of the Brigalow Belt South Bioregion in 2002 (Curby and Humphreys, 2002). Categorised into forestry areas, the study found a total of 188 heritage items. Of those, the following eight sites are located within or close to the current study area:
- i. Item No. 140 - Fire Tower Ruins (Pilliga East State Forest (SF));
 - ii. Item No. 142 - Robinson Hut Ruins and Rubbish Dump (Pilliga East SF);
 - iii. Item No. 143 - Dam Dug by Hand (Pilliga East SF);
 - iv. Item No. 148 - The Aloes Picnic Site and pastoral station (Cumbil SF);
 - v. Item No. 150 - Graves: Samuel Cormie d.1872 and unknown (ref Narrabri LEP as 'Aloes Well');
 - vi. Item No. 151 - Rocky Creek Mill Site (Euligal SF);
 - vii. Item No. 152 - House Site (Euligal SF);
 - viii. Item No. 153 - Grave (Euligal SF).

Only the general locations of these items were given in this report. One of the tasks of the field surveys for the current proposal was to ground truth these items.

- c) With regards to Travelling Stock Route land, outdated documentation is referenced.
- d) No reference is given to any potential heritage impacts of the proposed construction and accommodation compound/s.
- e) It is noted that project specific management plan/s, including heritage management plans are yet to be written or made accessible. Council requests input into the development of these plans. It is further requested that Council have input and the ability to review draft interpretation prior to final production of any sign within Narrabri Shire and all associated web site content.
- f) Council requests a thematic survey of the proposed alignment be carried out and provided to Council. All identified cemeteries and isolated grave sites are to be surveyed and inventoried. Details of the removal of any graves/cemeteries is to be provided to Council before any such removal takes place. A



Heritage Interpretation Strategy is to be prepared particularly where heritage items are proposed to be removed or archaeology site excavated.

- g) It is requested that a copy of the archival photographic recording of the "two-storey barn, Bohena Creek", be given to Council for its records. The heritage assessment has not considered 'scarcity or rarity' of 19thC and early 20thC heritage places. For example; how scarce is the barn locally, regionally or Statewide?
- h) It is noted that the natural world has not been considered as part of 'heritage' in this assessment unless noted under a specific piece/s of legislation or policy. For example: under visual assessments, or Bridge Aesthetics: design guideline to improve the appearance (and curtilage) of bridges in NSW Technical report Landscape and Visual Assessment.
- i) There is no heritage assessment of 'cumulative impacts' within the Shire. Cumulative impacts are solely "defined as the successive, incremental, and combined effect of multiple impacts, which may in themselves be minor, but could become significant when considered together". However, this is only taken due to other major projects under construction, and only considered if in combination with seven (7) other major infrastructure developments within the area and in terms of scale and timing. For example; Narrabri Gas Project, Silverleaf Solar Farm, Narrabri Inland Rail – Narrabri to North Star, APA - Western Slopes Pipeline, wind farms. This is not, and is rather entirely different to, general heritage assessment and not considered as part of heritage best practice.

6. Traffic and Transport

Key Concern/s:

- The Concept Design referred to in the EIS has not been issued to Council for review which is necessary to make a response to the EIS;
- It needs to be clear that the haul road is accessed off the Newell Highway to minimise the impact to local residential streets;
- No opportunity has been provided to input regarding the design to ensure the proposal is acceptable;
- The EIS states that "Access for trains travelling from west to north is possible via the existing track through Narrabri" despite Council's previous objection to this. No details of how unacceptable impacts will be mitigated are provided;
- The EIS states that "Construction traffic access routes have been developed to minimise the impact to the road network and major population centres" however no details are provided in the EIS nor has Council been consulted;
- There is insufficient traffic analysis and consultation acknowledged by the EIS to confirm routes and impacts on the transport network making it imperative that a *Traffic, Transport and Access Management Plan* is required and approved by Council as a pre-requisite to the project approval;
- The EIS implies that the location of the workforce accommodation camp has been agreed. As it is yet to be finalised it is imperative that a location be agreed prior to the project commencement as the

Inland Rail – Narramine to Narrabri Project – Environmental Impact Statement Submission

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associated permanent infrastructure and services needs to provide an ongoing benefit and not displace or detract. It is expected that the site is subject to the same conditions as those applied to the MAC (CIVEO) development;

- A significant increase in traffic (specifically heavy vehicles) on the network is proposed. Accordingly, pavement testing will be required on any local road that is proposed as a construction route and a contribution be made by the proponent for maintenance and repair.

Observations:

Technical Report 10 – Traffic and Transport Assessment

- a) Page ii - This section states *"Additional traffic generating construction activities would include the delivery of water, spoil and plant and equipment. Movements associated with these activities would mainly travel via the construction haul road which would run along most of the proposal site with gated access to public roads."*

A condition is required to ensure the haul route is accessed off the Newell Highway to minimise the impact to local residential streets and for the safety of the community.

- b) Page iii – This section states *"Input would be sought from relevant stakeholders (including local councils and, Transport for NSW) prior to finalising the detailed design of those aspects of the proposal..."*

To date there has been no request for input regarding the design to ensure that comments on the design are received and duly considered.

- c) Page 9 – Figure 1.3b – This diagram indicates the location of a proposed borrow pit (Borrow Pit D) located along Perimeter Road. Details on the volume extracted from the borrow pit are required as this may require a Development Application from the property owner to be submitted.
- d) Page 53 – Table 5.1 states *"Access for trains travelling from west to north is possible via the existing track through Narrabri."*

Council has already objected to this option and is currently working with Ernest & Young (EY) to resolve the issue. No approval for use of this section of track should be issued until such time as the EY submission is finalised.

- e) Page 59 – This section states *"For the duration of construction, public roads would be used as access routes to transport people and materials to the proposal site."*

All construction traffic utilises the temporary haul road and that the haul road is accessed via the Newell Highway. Any use of local roads will require the approval of Council prior to construction commencing.



- f) Page 65 – Table 5.5 identifies the predicted number of vehicles that will access the local road network during construction. This table indicates a total of 374 vehicles.

All construction traffic utilises the temporary haul road and that the haul road is accessed via the Newell Highway. Any use of local roads will require the approval of Council prior to construction commencing.

- g) Page 68 – Table 5.6 identifies the proposed construction access routes and nominate the following local roads: Mooloolbar Street, Yarrie Lake Road, Gibbons Street, The Island Road, Old Gunnedah Road, Saleyards Lane (and other roads forming part of the Newell and Kamilaroi Highways). These roads front the hospital, aged care and alike suggesting that no consideration has been given to the impact of using local roads. Sensitive uses and emergency access routes must be avoided.

All construction traffic utilises the temporary haul road and that the haul road is accessed via the Newell Highway. Any use of local roads will require the approval of Council prior to construction commencing and should form part of determining the Traffic Management Plan consultation.

- h) Page 69 – This section states *"Public roads would be used for travel between the source/origin and the nearest haul road access point."* Local streets should only be used where no alternative is permissible. It is recommended that the haul road is accessed off the Newell Highway where accessible.
- i) Page 83 – This section states *"Prior to planning the use of any local roads, consultation with the council would be undertaken to determine their suitability for use."* *"Prior to construction an existing pavement condition survey would be undertaken on all impacted roads."* Currently there is insufficient detail to ensure that no construction approvals (e.g. Section 138) are issued until such time as the condition survey is completed. It should also be noted that this condition survey needs to be conducted with the assistance of Narrabri Shire Council officers, as some pavements may need upgrading prior to use by construction traffic.
- j) Page 97 – Table 7.2 states *"A traffic, transport and access management plan would be prepared and implemented as part of the CEMP."* This is a key document in finalising any traffic and transport related issues and needs to be reviewed by Council prior to construction.
- k) Page 101 – This section states *"It is recommended that a traffic, transport and access management plan be produced to guide the interaction of construction activities with the public road network. The plan should be prepared in consultation with the local councils, bus and other transport operators and Transport for NSW and be subject to periodic review and update as agreed between the stakeholders."* This is the most important statement in the entire document. Council needs to ensure that council officers are involved in the development of this plan (which is yet to commence).



Chapter A7 – Proposal features and operation

- a) Page A7-2 – This section states *“Design work to date has involved producing a reference (also known as a concept) design.”* This concept design has not been issued to Council for review.
- b) Page A8-24 states *“The proposed locations were identified in consultation with councils...”* These negotiations regarding the location of the workforce accommodation camp have yet to be finalised (e.g. possible use of the N2IP site).
- c) Page A8-24 states *“Each temporary workforce accommodation is expected to operate for the duration of construction and accommodate up to 500 people.”* This site should be subject to the same conditions as those applied to the MAC (CIVEO) development.
- d) Page A8-31 states *“The existing public road network would be used for external delivery of all materials from commercial suppliers and borrow pits, and for the movement of the workforce.”* All construction traffic must utilise the temporary haul road and that the haul road is accessed via the Newell Highway. Any use of local roads will require the approval of Council prior to construction commencing.
- e) Page A8-32 states *“New access from public roads would be provided via a new temporary connection. All connections to public roads would be designed to the appropriate standard and in consultation with the road manager.”* Access to local roads should be kept to a minimum, however where this is the only alternative for access temporary intersections/vehicle access points shall be constructed in accordance with Council specifications.

Chapter B11 – Traffic and Transport

- a) Page B11-11 states *“Narrabri – up to 82 light vehicle movements and 336 heavy vehicle movements per day.”* This is a significant increase in traffic (specifically heavy vehicles) and pavement testing will be required on any local road that is proposed as a construction route to ensure the pavement can withstand this impact. All construction traffic utilises the temporary haul road and that the haul road is accessed via the Newell Highway. Any use of local roads will require the approval of Council prior to construction commencing.
- b) Page B11-12 states, *“To minimise the potential for traffic and access impacts, short-term closures would be undertaken during the night...”* Road closures will be subject to review and will require alternate access (e.g. detour, side-track, stop/slow) for local traffic.
- c) Page B11-12 states *“The remainder of the surrounding road network is not expected to be significantly impacted by construction traffic. This is because the roads have sufficient capacity to absorb the increased traffic...”* The proposed traffic volume increases will have an impact to local traffic, and the road pavement will be subject to additional stresses that it may not have been constructed to withstand. Pavement testing will be required on any local road that is proposed as a construction route to ensure the pavement can withstand this impact. All construction traffic must utilise the temporary haul road



and that the haul road is accessed via the Newell Highway. Any use of local roads will require the approval of Council prior to construction commencing.

- d) Page B11-12 states *"Construction traffic access routes have been developed to minimise the impact to the road network and major population centres."* These routes have not been identified in the report and consultation with Council on the use of these roads has not been undertaken.
- e) Page B11-13 states *"...access would be provided from secondary roads where practicable to minimise potential disruptions on the arterial road network."* This has not been consulted with Council, and all construction traffic must utilise the temporary haul road and that the haul road is accessed via the Newell Highway. Any use of local roads will require the approval of Council prior to construction commencing.

7. Land Use and Property

Key Concern/s:

- Council has not been consulted in its role of Landowner other than the receipt of a notification;
- There has been no discussion on utilities, network service severance and whether it is possible to maintain the existing services. It is assumed that the proponent will undertake a 'Utilities Investigation' similar to the road audit they are currently completing, as part of the detailed design which includes gaining agreement on a suitable approach to maintain all services;
- The EIS does not appear to address conflicts of use whereby an adjoining landowner (to the route) is adversely affected by the construction and/or operation of the rail and its infrastructure such as redirection of water flows, redirection of air flow, dust and noise. This needs to be addressed prior to completion of the detailed design;
- Due to the resultant lot size of residual land it may be necessary to limit future uses. For example, a small lot may not be commercially viable and therefore it proposed to be used as 'lifestyle/ rural residential in an area not suitable for such development. Council therefore may require such lots to be amalgamated and/or rezoned before being made available for sale, even when firstly put to the former owner. Accordingly, all resultant lot sizes must comply with the zoning and approval must be sought from Council before any non-compliant residual land is made available for sale;
- Mitigation measure - *opportunities to refine the design to avoid construction footprint impacts on travelling stock reserve R9489 'Narrabri West' would be investigated* should be clarified to provide more certainty that current and future uses can be maintained after construction;
- There is little evidence of the consideration of maintaining or enhancing pedestrian and recreational connectivity. This needs to be considered and opportunities to improve liveability factors such as land use, built form, quality and conservation of public spaces and natural environments, cultural characteristics, efficiency of transport networks, accessibility to work, education, health and community services and social and recreational opportunities should be included.



8. Landscape and Visual Amenity

Key Concern/s:

- There is insufficient information in the EIS and available in the public domain to adequately assess the landscape and visual amenity. While there are now mock aerial images available (outside the EIS) this does not replace the need for Landscape Sectional and Perspective Plans and Landscape Management Plan to be submitted for approval. Council requests the opportunity to review and comment on these Plans.

Observations:

It is unclear what the proposed treatment for crossing the Narrabri-Walgett Line would look like. There does not appear to be any information on this. The visual impact assessment certainly doesn't address it.

The assessment shows an indicative bridge over Yarrie Lake Road (figure B13.5), but nothing for the rail crossing.

9. Noise & Vibration

Key Concern/s:

- Council objects to the proponent's assumption that construction will occur outside the NSW EPA's recommended standard hours particularly where the analysis clearly indicates that households will be affected. Under no circumstances should the proponent be permitted to undertake construction activities seven (7) days a week. Allowing extended hours on Saturday, Sunday and Public Holidays should not be permitted where households will be affected.
- While the analysis identifies noise levels above the acceptable standards, the proposal does not provide sufficient mitigation measures to ensure the acceptable levels are not exceeded. To suggest that 48 hours of continuous impact is reasonable and that they will notify affected community members when they will get 'respite' from the noise and/or vibration is offensive and demonstrates a lack of commitment to any obligations.
- Ongoing monitoring must be effective, and readings should be made public throughout the construction period.
- It is noted that the noise impact from the Temporary Workforce Accommodation does adversely affect a significant portion of residences. This is further reason for determining an alternate location for the accommodation site that can provide a lasting legacy for the community.



Observations:

These observations consider Noise Catchment Areas 1 & 2 only from the perspective of the impact as reported in the EIS. No acoustic analysis has been undertaken but is recommended, given the baseline data being used is from three (3) x two (2) week monitoring windows between November 2018 and October 2019 without any qualification of the relevance of the undefined periods chosen and there is an obvious impact above acceptable levels.

The EIS was proposed to include a noise and vibration assessment that will be undertaken with consideration of relevant legislation and guidelines, including:

- *Environmental Protection & Assessment Act*
- *Protection of Environmental Operations Act*
- Interim Construction Noise Guideline (DECC, 2009)
- Construction Noise Strategy (TfNSW, 2017b)
- Assessing Vibration – a technical guideline (DECC, 2006)
- NSW Road Noise Policy (DECCW, 2011)
- Technical Basis for Guidelines to Minimise Annoyance due to Blasting Overpressure and Ground Vibration (ANZECC, 1990)
- Environmental Noise Management Manual (RTA, 2001)
- Development Near Rail Corridors and Busy Roads – Interim Guideline (DoP, 2008)
- Noise Mitigation Guideline (RMS, 2015a)
- Noise Criteria Guideline (RMS, 2015b)
- NSW Sustainable Design Guidelines Version 4.0 (TfNSW, 2017a)
- German Standard DIN 4150-3: Structural Vibration - effects of vibration on structures

The primary proposal construction hours extend outside the NSW EPA's recommended standard hours, as defined by the *Interim Construction Noise Guideline* (DECC, 2009). As a result, the proposal suggests regular work outside the recommended standard hours.

The EIS acknowledges where the criteria have not been met but assumes the project does not need to adhere to the standard hours or the acceptable levels. The limited information provided to mitigate or manage the non-compliance provides no confidence that the standards can or will be met. Hours of construction need to be limited to the recommended standard hours unless it can be demonstrated that noise limits will not be exceeded and there is no disruption.

Reference is made to applying mitigation measures "where feasible and reasonable" which implies limited commitment to ensuring acceptable limits will be adhered to. Further the EIS shows no attempt to clarify individual household sensitivities in the affected areas and how these may be monitored and appropriately addressed. It would not be unusual for some households to include shift workers, elderly and those hyper-sensitive to noise and/or vibration. Not to mention, livestock and the ecological impacts. This must be investigated and alleviated.



It is expected that compensation for any adverse impacts will be addressed, despite the limitations of the *Land Acquisition (Just Terms Compensation) Act 1991*. This includes, but not limited to, provision of noise/acoustic barriers, double glazing, etc and other measures for households adversely impacted during the ongoing operation of the rail service.

10. Waste Management

Key Concern/s:

- While it is noted that volumes of waste have been estimated eg Workforce Accommodation, with the little detail provided no consideration of the proposed waste management can be undertaken as there has been no consultation; nor are details of the *Waste Management Plan* found in the EIS.

Observations:

The EIS states that:

- The waste management plan will define the processes, responsibilities and management measures that would be implemented to manage waste. This would include procedures for the assessment, classification, management and disposal of waste in accordance with the Waste Classification Guidelines.*
- Waste management during construction and operation will follow IR procedure and relevant environmental protection licenses and regulatory requirements.*
- Inland Rail will engage appropriately licensed waste contractors to manage the collection, recycling or disposal of waste. Contractors will also be required to provide evidence of the works compliance with legislative requirements, conditions of approval and standards and guidelines.*

Council's responsibilities for waste management require greater control over the transportation and disposal of waste.

No consultation has been undertaken with Council regarding the Waste Management Plan (WMP). In developing the WMP the following minimum information needs to be adequately addressed:

- Nomination of the disposal site.
- Record of the volume of each waste type being transport by the contractor.
- Contractor proof of disposal at the nominated site including evidence of disposal, including tax invoice.
- A procedure for how payment will be made to the Council.

11. Socio-Economic Assessment & Cumulative Impacts

The use of a FIFO workforce is discouraged where the jobs can be filled from the local region. To this end Council is keen to assist in enabling local training opportunities to meet the proponents needs along with other relocation and establishment requirements. A good example of this is our Rail Centre of Excellence.

Inland Rail – Narramine to Narrabri Project – Environmental Impact Statement Submission

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The additional projects identified in the table below will affect the socio-economic assessment and cumulative impacts of the Narramine to Narrabri development.

Project and status	Nature of potential cumulative impacts
Narrabri South Solar Farm	<ul style="list-style-type: none"> Construction expected to take 12 months. Start period proposed to be third or fourth quarter of 2021. Majority of labour expected to be accessed from local and regional catchment.
Shenhua Watermark Coal Project	<ul style="list-style-type: none"> Construction expected to take 18 months. Start period proposed to be second quarter 2021. Specialist and non-specialist labour to be drawn from a wide catchment of which Narrabri Shire will be one.
Narrabri Underground Mine Stage 3 Extension	<ul style="list-style-type: none"> Construction expected to take over 2 years. Start period proposed to be second quarter 2022. There will be a potential draw on construction materials from the region.
Vickery Mine Project	<ul style="list-style-type: none"> Construction expected to take 2 years. Start period proposed to be third quarter 2022. There will be a potential draw on construction materials from the region.
Perdaman	<ul style="list-style-type: none"> Construction expected to take 4 years. Start period proposed to be for the first half of 2023. Majority of labour expected to be accessed from local and regional catchment. There will be a potential draw on construction materials from the region.
Northern NSW Inland Port	<ul style="list-style-type: none"> Initial construction expected to take approximately 2 years. Start period proposed for the third quarter of 2023. Majority of labour expected to be accessed from local and regional catchment. There will be a potential draw on construction materials from the region.

The Inland Rail organisation require everyone who works on their projects to attain certain tickets or undertake training to be able to work in the rail corridor. An example being the Rail Industry Safety Induction. To ensure local training organisations can deliver the upskilling required, an assessment of current capabilities should be undertaken. This will ensure that any local person who wants to benefit from the construction of Inland Rail will not be hindered by not being able to access basic and required training.

Within the Narramine to Narrabri EIS Project Summary of Findings additional key infrastructure is proposed, namely a Borrow Pit at Perimeter Road and:



1. A multi-function compound at Narrabri West.
2. Temporary workforce accommodation within the Narrabri West multi-function compound.

As discussed with all levels of Inland Rail representatives from the CEO (Richard Wankmuller) Duncan Mitchell (Project Director) and his team, Narrabri Shire is in the process of developing an employment precinct, the Northern NSW Inland Port (N2IP). A part of the strategic intent of Inland Rail is to assist communities that the Inland Rail infrastructure traverses by leaving legacy items for current and future generations.

Therefore, it is recommended that the multi-function site compound proposed to be developed at Narrabri West be repositioned to Council's N2IP site. This is to include the following:

- Inland Rail's multi-function offices and amenities building;
- Laydown areas;
- Materials storage;
- Fixed and mobile concrete batching facilities;
- Fuel and hazardous materials storage;
- Maintenance facilities;
- Welding yard, etc.

A further important legacy item to benefit the whole of the Narrabri community is that of access to water. It is proposed that strategic water bores be positioned to allow community organisations like the NSW Rural Fire Service to access water to fight forest fires. Further community benefits could be attained by providing water supply for residential consumption and to Council's N2IP site for commercial/industrial usage and economic growth.

In relation to the temporary workforce accommodation, it is proposed that existing surplus rooms (already available in Narrabri township) be taken up prior to the development of any new facility. If a new facility is required, then strong consideration should be given to the legacy aspect of that development. Therefore, it is necessary that any temporary workforce accommodation facility be designed, situated and constructed to allow for the potential future use as an aged care facility, motel accommodation or units etc. Council requests that it be consulted to ensure the most appropriate design and location is established for this potential long-term, community benefit.

Apart from the direct cumulative impacts of labour and accommodation, stresses will be felt in a range of other areas, including but not limited to the following:

- Education and training;
- Medical;
- Policing.
- Childcare.
- Ambulance.
- Private enterprise business.
- Miscellaneous government departments.



To address these wide ranging and broad community issues, it is proposed that Inland Rail initiate and lead a whole of government task force to address these very real local government and community concerns.

The table on Page 51 of the Narramine to Narrabri Project, Summary of Findings states that the benefits of Inland Rail are.

- Offering better access to and from regional markets;
- Enabling regional economic development along the Inland Rail corridor.

Council has consistently been a strong advocate for Inland Rail to the point that it is progressing an industrial precinct, the Northern NSW Inland Port (N2IP). This precinct is situated within 4 kilometres of the Inland Rail corridor and will be used to attract businesses to the Shire that want access to Inland Rail to send their product to major cities like Brisbane and Melbourne and/or from there, export to the world. However, when the Inland Rail infrastructure grade separates over the Walgett Branch Line, it does so at a height that does not allow for double stacking from the N2IP site. Council believes that the raising of the Inland Rail line is not only a viable proposition but by doing it now will eliminate future retrofitting and associated infrastructure costs. Council has raised this repeatedly with the Inland Rail organisation as the height (being less than needed for double staking) appears to be a design flaw (in the EIS) that needs to be rectified to allow not only Narrabri Shire and Inland Rail but the broader north west region, opportunity to maximise the development of this new rail infrastructure.

To this end, connectivity options need to be agreed to ensure the value adding opportunities prevail. This includes future proofing road infrastructure needs; water management infrastructure, for example channelling to enhance flood mitigation and water reuse; and communications corridors. Leveraging the Interface Improvement Program currently being finalised with Ernest & Young (EY) is an important outcome.

The three levels of government in Australia are committed to the N2IP development with the Federal and State governments allocating a combined total of \$24.61 million in infrastructure funding for the project.

The following is stated in the Federal Government's Statement of Expectations:

"The Government considers that the development of infrastructure that is complimentary to Inland Rail will be important to achieving the project benefits".

Council believes that to assist Inland Rail achieve its project benefits, it needs to access the Inland Rail infrastructure in a northerly and southerly direction directly from the Walgett Branch Line. Narrabri Shire has been advocating for this complimentary infrastructure over an extended period and believes that both the Narrabri Shire community and Inland Rail will jointly benefit from this addition. By not constructing access to Inland Rail off the Walgett Branch Line, the rolling stock will be operated through the town of Narrabri. This is in stark contrast to the Commonwealth Governments Statement of Expectations which is to:

"Improve sustainability and amenity for the community".



Conclusion

This review assumes that the aim of this submission is not to examine the complex scientific information in great detail or specific modelling methods involved in the project but rather to identify any potential issues that may directly or indirectly impact Council or Narrabri Shire or the surrounding community.

The Department is being relied upon by Council to have more critical sections of the EIS peer reviewed by independent experts in relevant fields and for those peer reviews to be available to the community for review.

In concluding the review of the Environmental Impact Statement (EIS) for the Inland Rail – Narramine to Narrabri Project, Narrabri Shire Council, it is noted that over twenty-seven (27) key concerns among many other observations have been identified that need to be addressed to ensure the proposal is successful.

Of specific concern is that the proposed route does not provide an optimum outcome for Narrabri Shire. It is imperative that the serious omissions from the EIS be adequately addressed, namely the erroneous flood modelling and subsequent conclusions.

Further, to realise a benefit to Narrabri Shire and its surrounds, it is imperative that the proponents be required to demonstrate that:

- a) the rail operations will not negatively impact on the local community, by ensuring (1) all rail infrastructure is located outside the higher density commercial and residential areas; and (2) all construction impacts are mitigated and any residual damage to property, the road and service networks are repaired;
- b) the rail infrastructure does not increase potential flooding;
- c) the opportunity to interface efficiently and effectively with the Inland Rail, not only from the Narrabri Inland Port, is incorporated into the design at an early stage; and
- d) all construction infrastructure and services setup are located so that should Narrabri be able to benefit from their ongoing use, ownership is transferred to Council.





Mr. Mick Fallon
Team Leader, Transport Assessments
NSW Department of Planning, Industry and Environment

Email: Mick.Fallon@planning.nsw.gov.au



Sunday, 7 February 2021



Re: Inland Rail – Narramine to Narrabri Project – Environmental Impact Statement Submission

Dear Mr Fallon,

Thank you for the opportunity to make a submission on the Inland Rail (IR) Narramine to Narrabri (N2N) Environmental Impact Statement (EIS). The Narrabri Shire Council Floodplain Risk Management Committee (the Flood Committee) makes the following recommendations;

Route Alternatives and Options

- a) The Flood Committee requests IR investigate the proposed alignment depicted in the diagram below:

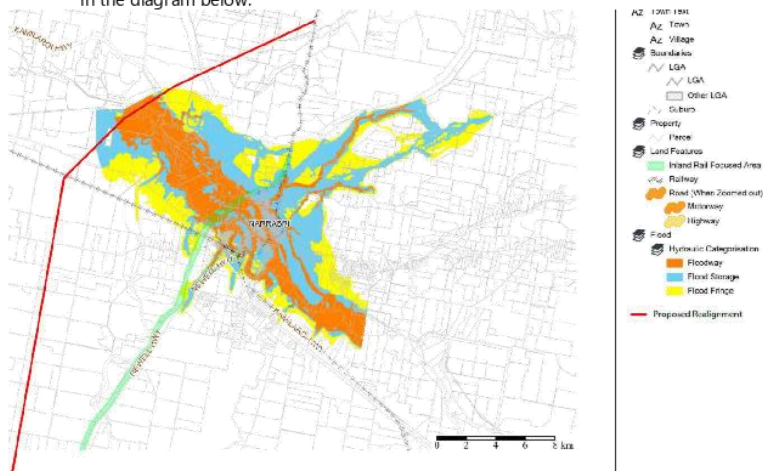


Figure 1: Alternate Route.

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
www.narrabri.nsw.gov.au

- b) The Flood Committee is supportive of IR, however not in the proposed location immediately downstream of the Narrabri Township and crossing the Namoi River Floodplain in the widest location available. It seems counter-intuitive to cross Bohena Creek with a bridge near the Newell, then the Namoi River, the Island Road floodplain (on an angle), Narrabri Creek and the floodplain between Wee Waa Road and Auscott Sheds, with an enormous bridge immediately downstream of the town. By moving the alignment approximately 7 kilometres downstream it is possible to cross Bohena Creek, The Namoi River and Narrabri Creek with one structure half the length of the existing proposed structure across the Namoi and Narrabri Creek.
- c) The Flood Committee foresees the following benefits of this proposed alignment:
 - I. There is no bridge over Bohena Creek near the Newell Highway;
 - II. There is no need to squeeze past Bohena Creek again 5.7 kms to the north of the proposed Bohena Creek Bridge;
 - III. There is no need to cross Spring Creek near this same location;
 - IV. The crossing of the Namoi River is now downstream of where the Namoi River, Narrabri Creek and Bohena Creek join, and the bridge length required can be shortened by around 2.0 kilometres compared to the 4 kilometre bridge length required at the current location on the edge of town;
 - V. There are no flooding and/or noise issues or land valuation reductions on the north-western edge of Narrabri Town;
 - VI. Access requirements to the Narrabri Shire Sewage Treatment Works across the proposed line is no longer required and the Stock Route access is simplified;
 - VII. There is no longer any need to drag the large trains up over Knights' Hill opposite the Wheat Research Station.
 - VIII. Potential cost savings in construction and costs to Narrabri Residents;
 - IX. The alternative track distance is the same as that proposed;
 - X. Nil disruption from noise on the edge of Narrabri; and
 - XI. Most importantly; the removal of any flood impacts on the township of Narrabri.

Stakeholder Engagement

- a) Lack of consultation with the Flood Committee and a significant number of assumptions have been made by IR on many local issues such as;
 - i. the use of local roads,
 - ii. the identification of any potential local heritage items and discussions with heritage practitioners, historical societies and the like, and
 - iii. potential flooding.
- b) As discussed with all levels of IR representatives from the CEO, Richard Wankmuller, and Narramine to Narrabri Project Director, Duncan Mitchell down, the township of Narrabri is highly susceptible to flooding, both riverine and localised. In fact, it is considered that there is no other town in inland NSW that is more susceptible to flooding than Narrabri. Thus, the Flood Committee began discussions on this important issue with IR N2N team members as soon as possible.
- c) Members of the N2N project team attended an online meeting of the Flood Committee on 29 April 2020 via zoom. IR advised the Flood Committee that they needed a new model for whole area (Narramine-Narrabri) which is why they

- developed their own. The Flood Committee questioned why IR's model did not include Mulgate Creek and local tributary flooding to which the Flood Committee still have to date not received an appropriate answer.
- d) A presentation was given by the IR N2N project team to the Flood Committee on 29 April 2020 outlining the status of the project and their flood investigations so far. The Flood Committee questioned the proposed location of the railway line immediately downstream of the township of Narrabri and highlighted the potential negative flood impacts on the town. Preliminary results showed a 1cm to 10cm increased afflux impact on Wee Waa Road and 1cm to 5cm impact for the Millicent Drive residential area for the 1% Annual Exceedance Probability (AEP) event as evidenced in the Figure below;

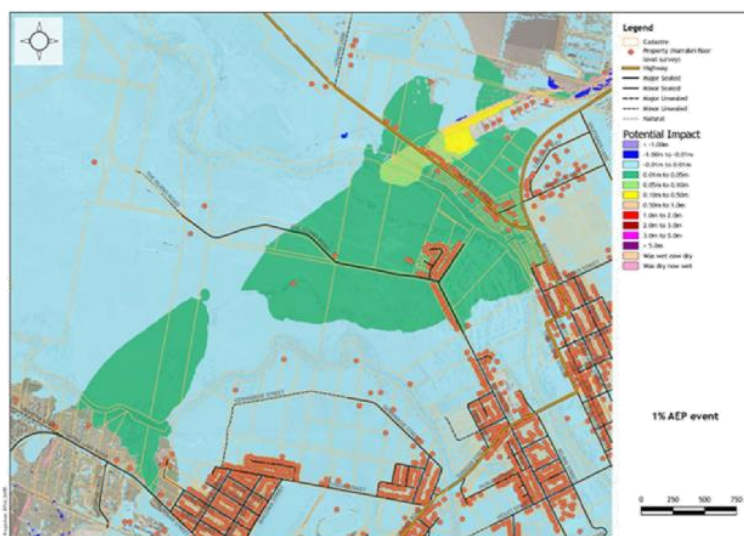


Figure 2: Provisional 1% AEP Afflux of proposed N2N infrastructure.

- e) IR have maintained that their target for all projects is to limit the afflux on existing buildings to 10mm (1cm). The results show some buildings having an afflux of between 1cm and 5cm.
- f) Discrepancies between N2N's flood modelling and Council's flood modelling were also apparent.
- g) The Flood Committee concluded to continue to hold discussions with the IR N2N project team regarding flood impacts on the township of Narrabri with the hopes of mitigating any negative flood impacts on the local community. However, the Flood Committee do not feel that IR have been as transparent as the Flood Committee with regards to facilitating the sharing of information with the view to ensure potential flood impacts caused by the N2N project are mitigated.
- h) The Flood Committee were further frustrated and surprised to be advised at the next CCC meeting held on 5 August 2020 that the N2N presentation advised "Narromine Floodplain Risk Plan is the only plan that applies to the study area".

This is despite Inland Rail having been made aware of Council's Draft Risk Plan some months earlier.

- i) N2N team members virtually attended a further meeting of the Flood Committee on 29 September 2020 via zoom. N2N staff led by Stakeholder Engagement Lead for the N2N, Louise Johnson, provided the Flood Committee with a generic update and advised that IR had consulted with the community numerous times and no one raised any issues. However, when questioned, Louise advised that they had still not discussed any potential flooding and/or afflux issues of the project with the public.
- j) While the IR N2N project team may have carried out various community consultation activities on the project in Narrabri, and with Narrabri residents, such impacts as the increased afflux during the 1% AEP flood event were never discussed with landowners, even those who would be affected by the predicted afflux. The Flood Committee is extremely concerned with this lack of transparency by IR to its local residents and feels that this is in contravention to the NSW Government's Flood Prone Land Policy and the Floodplain Development Manual.
- k) IR refused the Flood Committee's numerous requests to include Mulgate Creek and local tributary flooding in their model and therefore flood impact assessment for the EIS. On 23 November 2020 Council received the following comments from IR's Design Manager, Joel Acosta;

"We checked the schedule to see if we could add it without impacting the EIS submission date, but unfortunately it was not possible..... The updated flooding and hydrology assessment report will be included in the Submissions and Preferred Infrastructure Report (SPIR) in 2021. As the name suggests, that is the document where Inland Rail will have to reply to all the formal submissions received during the EIS public exhibition period. For this particular example, Council will add a submission requesting Mulgate Creek scenario to be included, and Inland Rail will reply "done, please refer to updated document".

The Flood Committee are left wondering if this is/was so easy, why was it not included in the EIS in the first instance, and those in the local community potentially affected, as well as the general public, made aware of the potential afflux associated with the more frequent localised flooding?

Flooding

- a) Table 1 shows the number of buildings within Narrabri that ARTC have identified that the rail would increase above floor level flooding by more than 10 mm. The results have been separated by properties flooded by Bohen Creek and by Namoi River. The impact of the rail on Mulgate Creek flooding of properties was not calculated by ARTC.

Table 1 - No. buildings subject to above floor flooding and impacted by more than 10 mm for Bohen Creek and the Namoi River

Source	No. buildings subject to above floor flooding and impacted by more than 10 mm [#]
--------	--

	20% AEP	5% AEP	2% AEP	1% AEP	1% AEP +CC	0.5% AEP	0.2% AEP	PMF
Bohena Creek	0	29 (35)	29	29 (47)	28	20	294	400
Namoi River	0	8 (14)	20	22(133)	53	34	245	5,880

Numbers in brackets refers to the buildings flooded for the construction phase

- b) ARTC have potentially underestimated the flood impact of the rail. Research by TUFLOW suggests that both form loss coefficient and a blockage factor should be used. ARTC have only used a form loss for the bridge impact assessment. The inclusion of a conservatively low blockage factor of 5% would increase the number of properties impacted by the rail.
- c) ARTC have assumed that the bridge piers would not accumulate debris and cause additional blockage, which is not consistent with recommendations in AR&R. The inclusion of the additional 5% debris blockage (total 10%) would further increase the flood afflux and the number of impacted properties.
- d) ARTC have not estimated the impact of the rail on Mulgate Creek flooding. The most recent three floods in Narrabri, which caused above floor flooding, have been from Mulgate Creek. Mulgate Creek flooding generally occurs with minimal Namoi River flows. Modelling of the local Mulgate Creek catchment excluding Namoi River flows shows that the rail (assuming 5% blockage of the piers) would cause flood impacts on a number of properties along Wee Waa Road.
- e) ARTC have grossly overestimated the number of properties that would be flooded above floor level under existing conditions both within Narrabri and along Bohena Creek.
 - i. For the Namoi River, the number of buildings flooded above floor level estimated by ARTC is some 4 times higher for the 5% AEP event and some 3 times higher for the 1% AEP when compared to the numbers estimated for the Narrabri FMP. The reasons for the discrepancy are not clear. However, the overestimation tends to suggest that the flood level impacts from IR are not significant when compared to the existing problems.
 - ii. Along Bohena Creek, ARTC estimated some 72 buildings flooded above floor level by the 20% AEP event and 199 buildings for the 5% AEP event. This is not consistent with local observations and is not likely correct. It appears that ARTC have not considered the recorded flows at the Bohena Creek gauge when defining their design discharge estimates. For instance, ARTC's 20% AEP discharge estimate of 1,392 m³/s is about 2.8 times the largest flow recorded at the Bohena Creek gauge over the past 25 years. The use of the Bohena Creek gauge data would significantly reduce design discharges and the number of properties flooded above floor level under existing conditions along Bohena Creek.
 - iii. ARTC have predicted more properties potentially impacted during the construction phase. Although these impacts would only occur if a flood event occurred during the construction phase, the number of potential properties is significant.

Page 5

- f) The EIS states that ARTC have adopted the following afflux (flood level impact) performance criteria when designing the rail (Table 3.1 of Technical report 3) for events up to and including the 1% AEP event:
- i. Afflux less than 10 mm for:
 - properties flooded above the habitable floor level;
 - sensitive infrastructure; and
 - highways and sealed rural roads.
 - ii. Afflux less than 200 mm for urban and recreational areas.
- g) Table 1 shows that the ARTC rail design does not comply with their own design objectives with afflux exceeding the criteria at multiple properties. They have also not provided any justification for not meeting their own non-compliance. Meeting their design objectives could be met by relocating the rail downstream or extending the rail viaduct to the north.
- h) The proposed rail embankment crosses the Lower Namoi Valley floodplain, which is a declared floodplain under the Water Management (General) Regulation 2018. Under this plan, any flood works on the floodplain are regulated by the Floodplain Management Plan for the Lower Namoi Valley Order 2020 issued under the Water Management Act 2000 (FMP). A 'flood work' within the FMP means a work that is:
- i. situated in or in the vicinity of a river, estuary or lake, or within a floodplain, and is
 - ii. of such a size or configuration that (regardless of the purpose for which it is constructed or used), it is likely to have an effect on the flow of water to or from a river, estuary or lake, or the distribution or flow of floodwater in times of flood.
- i) ARTC have stated that the rail is NOT a 'flood work' as defined by the FMP. However, the N2N rail embankment on the Namoi River floodplain would appear to fit within this definition and therefore would be a flood work. Although the project is a State Significant project and is not subject to the conditions of the FMP, it would be expected that the Minister would need to consider these criteria for this type of flood work. Under the FMP, the proposed ARTC works within the AD zone would generally not be permitted. The works in the B, C and CU management zones stipulate that the Minister would need to consider (amongst other criteria) whether the flood works would likely:
- i. increase flood levels by greater than 20 cm on adjacent landholdings and other landholdings; and
 - ii. increase flood levels resulting in impacts on high value infrastructure (buildings).
- The EIS demonstrates that the N2N rail does not comply with either of these criteria in Narrabri from the Namoi River or Bohena Creek.
- j) The proposed N2N rail is located within the Narrabri Flood Planning Area as given in the Narrabri Local Environment Plan 2012. This LEP states that "is not likely to significantly adversely affect flood behaviour resulting in detrimental increases in the potential flood affectation of other development or properties". The flood level impacts at residential and commercial properties shown in the EIS would suggest that the N2N would not comply with the Narrabri LEP.
- k) NSC have recently completed a Floodplain Management Plan for Narrabri (Narrabri FMP). The current recommendation within the Narrabri FMP being considered by Council would mean that the proposed rail would not be approved as it proposes flood impacts exceeding 10mm on external property.

The Flood Committee expects that IR has, and will continue to, adhere to all applicable legislative requirements they are bound by throughout the planning process. The Flood Committee appreciates the opportunity to review the IR N2N EIS and trusts that these comments will be considered in the assessment of this document.

Yours faithfully,

The Narrabri Shire Council Floodplain Risk Management Committee

NARROMINE TO NARRABRI PROJECT UPDATE – APRIL



Choosing the Inland Rail route through Narrabri

The final proposed rail alignment for the Narromine to Narrabri section builds on 15 years of engineering and environmental investigations by some of Australia's most trusted consultants, robust community engagement and design refinements.

For more on the route history visit inlandrail.artc.com.au/route-history-of-inland-rail-2006-2021

Or scan this QR code



Get the latest updates

Visit the project team at our new community shopfront at 85 Maitland Street, Narrabri or catch up with our team at the Narrabri Show (29 and 30 April).

What's next

We will continue to refine the design using feedback from local communities and councils, technical consultants and DPE.

While some early investigation works may start in late 2022, we will not start major construction until regulatory approvals are received.

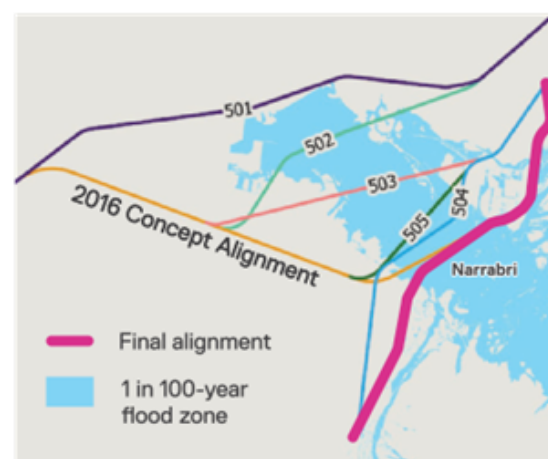
2010
A second study identifies a preferred route via Albury, Parkes, Moree and Toowoomba.

2014
Inland Rail Service Offering is formalised.
Learn more: inlandrail.artc.com.au/inland-rail-service-offering

Mid 2016
The Inland Rail Concept Alignment is defined.
Consultation feedback identifies several potential route options for the section north of Baradine to north of Narrabri.
All options are reviewed using several decision-making tools, including a Multi-Criteria Analysis (MCA). The option through the Pilliga forests scored most favourably and is chosen as the route for the approach to Narrabri.
Learn more: inlandrail.artc.com.au/process-to-refine-the-route

2017
Additional floodplain crossing locations are investigated to the west of Narrabri. Routes are compared using the 1% Annual Exceedance Probability flood extents (or a 1 in 100-year flood zone measure). The Narromine to Narrabri study area is endorsed by the Federal Government.

The final alignment is selected as it reduces property impacts, takes the shortest route through the 1 in 100-year flood zone, enables current and future infrastructure connectivity and reduces cost and distance.



2019
Five route options are examined for crossing the Namoi River and Narrabri Creek floodplain within the study area.



2022
A Preferred Infrastructure / Amendment Report addressing community feedback on topics including route selection and hydrology is submitted to DPE for review.

2006
A study identifies an option for a future Melbourne to Brisbane railway.

2013
Inland Rail Implementation Group is requested to prepare the Inland Rail Business Case.

2015
Inland Rail Business Case is finalised and submitted to Infrastructure Australia for review.
Infrastructure Australia identifies Inland Rail as a priority project, endorsing its potential to generate net economic benefits for the nation.

Late 2016
Four route options are proposed in the vicinity of Narrabri. The route west of Narrabri was chosen following community consultation and findings from multiple MCA assessments.



2018
The Australian and NSW Governments sign the Intergovernmental Agreement to help deliver the project. Technical investigations to determine Focused Area of Investigation (up to 400m wide) and preferred rail corridor (up to 60m wide) start. The Narrabri Community Consultative Committee is established to review and comment on the project.

Learn more: inlandrail.artc.com.au/building-inland-rail/working-with-communities

2020
The project's Environmental Impact Statement (EIS) is submitted to the Department of Planning and Environment (DPE). Landowners are informed of final rail corridor alignment through information sessions.

2021
Further review and assessment of alternative route options from 2017 is completed at DPE's request. In late 2021, an alternative Narrabri route was proposed that closely follows one of the 2017 western routes (502) which was assessed and discounted.

In November 2021, Narrabri experienced a major flooding event. ARTC used aerial photographs to compare its flood modelling and route selection against a significant 'live' flood event.

The review confirmed the final alignment as the safest, fastest, least complex and most cost-effective option, with very minor flood impacts during a 1 in 100-year flood event.



Our Reference: 1871688
 Your Reference: SSI-9487
 Contact Name: Stewart Todd
 DA/SRT



Mr Mick Fallon
 NSW Department of Planning, Industry and Environment

BY EMAIL: Mick.Fallon@planning.nsw.gov.au

Monday, 5 July 2021

RE: Inland Rail – Narromine to Narrabri Project – Environmental Impact Statement Submission Clarification

Dear Mr Fallon,

I refer to the abovementioned State Significant Infrastructure (SSI) project. It has come to Council's attention that some confusion has recently arisen regarding Council's current adopted position and associated recommendations in relation to the project. In this regard I wish to take this opportunity to confirm that Council's formal submission on this matter is detailed in the document entitled "*Inland Rail – Narromine to Narrabri Project – Environmental Impact Statement – Narrabri Shire Council Submission Report – version 1.0 – January 2021*".

By way of background, and to provide additional context, it is acknowledged that Council's Floodplain Risk Management Committee ("Committee") has made a separate submission in relation to the project. Please be advised that this Committee is of an advisory nature only and their role is to ultimately inform Council's overarching decision-making.

Advice from the Committee was considered by Council during the formulation of its formal submission. Specifically, Council considered the advice from the Committee on an alternate route for the Narromine to Narrabri section of Inland Rail. Council has undertaken major initiatives and worked very collaboratively with the Federal Government, its various departments, the State Government, its various departments, and Inland Rail itself to achieve optimum benefits and opportunities from the advent of Inland Rail in the Shire.

Further to this, Council has proactively progressed projects such as the North/South Inland Rail connection under the Federal Governments Interface Improvement Program (IIP). So, after Council considered all available information; Council's position is to not seek investigations into alternate routes through Narrabri Shire; such a position could undermine the collaborative efforts and work undertaken to date.

Consequently, the proponent in its 'Response to Submissions' report should only seek to address the matters raised in Council's formal submission, as identified in italics above.

In an effort to remove any remaining doubt;

1. Council's formal submission on the project is articulated in the submission titled; *Inland Rail – Narromine to Narrabri Project – Environmental Impact Statement – Narrabri Shire Council Submission Report – version 1.0 – January 2021*.


 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
 www.narrabri.nsw.gov.au

2. Council's formal submission supersedes and takes precedence over any submission or representations from Council's Floodplain Risk Management Committee.
3. Council supports the current proposed alignment for the Narromine to Narrabri section of Inland Rail.

Council sincerely apologies for any confusion arising from this situation.

Council trusts that the above advice provides the necessary clarification. If you require any further information, or wish to discuss these matters further, please contact the undersigned or Mrs Cara Stoltenberg, Strategic and Major Projects Planner on (02) 6799 6866 or council@narrabri.nsw.gov.au.

Yours sincerely,



Stewart Todd
General Manager